

**INFLUENCE OF TRANSFORMATONAL LEADERSHIP ON REGIONAL
COMMISSIONERS' OFFICE PERFORMANCE IN TANZANIA**

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**A THESIS SUBMITTED IN FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF DOCTOR OF PHILOSOPHY OF THE OPEN
UNIVERSITY OF TANZANIA**

2019

CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by The Open University of Tanzania a thesis titled: ***“Influence of Transformational Leadership on Regional Commissioners’ Offices Performance in Tanzania”*** in fulfillment of the requirements for the Degree of Doctor of Philosophy (Ph.D) of the Open University of Tanzania.



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DECLARATION

I, **Bahati Golyama**, do hereby declare that this thesis is my own work and that it has and will not be submitted in any other university for any academic award.

.....

Signature

.....

Date

DEDICATION

This thesis is sincerely dedicated to my family, especially my lovely wife Tiliza Mbulla, my daughter Gladness Golyama and my son Gamaliel Golyama. Their encouragement with love led my educational success.

ACKNOWLEDGEMENT

First of all I thank God for giving me time, courage and confidence to undertake this Ph.D programme and be able to complete this substantial level of education. The completion of this thesis would not have been possible without generous help, valuable advices and encouragement from many professionals and individuals. I would like to express my sincere appreciation to all who supported the completion of this thesis.

I would also like to express my deep appreciation to my supervisors Dr. Bukaza Chachage and Dr. Saganga Kapaya for providing me with invaluable guidance, consistent encouragement, and support throughout my whole Ph.D research journey. I express my thanks also to Dr. Abdiel G. Abayo and Dr. Salvio Macha for their commitment and readiness to give me systematic direction and support across stages of my Ph.D study. I appreciate very much the help I received from Prof. Jan-Erik Jaensson who played a critical role during the initial stage of Ph.D journey, he will remain to be one of my mentors. I also, express my immense gratitude and respect to Dr. Albert Ndekwa for ecumenical spirit of giving me constructive criticism during the whole period of my Ph.D study.

In addition, I forward my great appreciations to all staff of FBM at The Open University of Tanzania for their contributions that aimed at encouraging and building a strong Ph.D candidate. Their supports were pivotal in the completion of this Ph.D programme.

My earnest gratitude and feeling are expressed to Honorable Amina Juma Masenza, the retired Regional Commissioner of Iringa Region, for her strong support and encouragements. Her support to my Ph.D studies confirms her leadership style of building others to become leaders on their own right. This doctoral research work would not have completed successfully without her support.

I also appreciate the support from my employer, the Regional Administrative Secretary of Iringa Region for giving me time and financial support to resource my studies. In addition, I appreciate the support from my fellow staff for their encouragement: Most of them were questioning if it could be possible to complete this long journey of Ph.D studies. Their interrogations enlarged my moral commitments to the end of Ph.D expedition. This conceived victory is a great stimulus to other staff with dreams of starting Ph.D studies.

Finally I wish to thank my research assistants Danieli Ngalupela, Dennis Gondwe, Omari Mbilinyi, Saida Mgeni, Joyce Wapalila, Mary Mbwambo and Mkapanda Amiri for their hard work to ensure the successful completion of this Ph.D thesis.

ABSTRACT

This study aimed at examining the influence of transformational leadership (TL) on regional commissioners' offices performance in Tanzania (RCOP). Specifically, the study focused: i) to examine the influence of inspirational motivation on RCOP performance in Tanzania; ii) to determine the influence of individualized consideration on RCOP in Tanzania; iii) to analyze the influence of intellectual stimulation on RCOP in Tanzania and; iv) to investigate the influence of idealized influence on RCOP in Tanzania. The study employed quantitative research methods where survey design was used. The targeted sample size of the study was 360 respondents. Multi stage sampling technique applied to draw the study subjects. Data were collected in eight regional commissioners' offices whereby each zone was represented by one region. Data analyses were done quantitatively using structural equation modeling. The findings of the study indicate that individualized consideration and idealized influence have significant influence on RCOP in Tanzania. Contrary to that, inspirational motivation and intellectual stimulation found with insignificant influence on RCOP in Tanzania. The study concludes that transformational leadership partially influences RCOP in Tanzania. The study recommends that individualized consideration and idealized influence should be used to the maximum potential in order to improve RCOP in Tanzanian context. The key words in this study are leadership, transformational leadership and Regional commissioners' offices performance.

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness of Fit Index
AHRS	Administration and Human Resource Sections
AS	Accounts Sections
AU	Audits Unity
AVE	Average Variance Extracted
BRN	Big Results Now
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Critical Ratio
EES	Economic and Empowerments Section
EFA	Exploratory Factor Analysis
ES	Education Section
ESCWA	Social Commission for Western Asia
GFI	Goodness of Fit Index
GoT	Government of Tanzania Government
HS	Healthy Section
IC	Individualized Consideration
ICS	Infrastructure and Construction Sections
ICT	Information Computing Technology
IFI	Incremental Fit Index
II	Idealized Influence
IM	Inspirational Motivation

IS	Intellectual Stimulation
KMO	Kaiser Mayer Olkin
LGA	Local Government Authority
LU	Legal Unity
MI	Modification Index
NSGPR	National Strategy for Growth and Poverty Reduction
OP	Organisational Performance
OUT	Open University of Tanzania
Ph.D	Doctor of Philosophy
PLN	Planning and Coordination Sections
PO-PSM	President Office Public Sector Managements
PO-RALG	President Office Regional Administration Local
PS	Public Sector
PSP	Public Sector Performance
RCO	Regional Commissioners` Offices
RCOP	Regional Commissioners` Offices Performance
RMR	Root Mean Residual
RMSEA	Root Mean Square Error Approximation
SEM	Structural Equations Model
SPSS	Statistical Package for Social Science
SRMR	Standard Root Mean Residual
SRW	Standardized Regression Weight
SU	Supplies Unity
TL	Transformational Leadership

TLI	Tucker Lewis Index
TMT	Top Management Team
TQM	Total Quality Management
URT	United Republic of Tanzania
USA	United State of America
WS	Water Section

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Leadership is verified as a tool for promotion of improved organisational performance. Nanjunde and Swamy (2014) argue that, effectiveness and efficiency of leadership influence subordinates to achieve a desired goal. Authors' further point out transformational leadership (TL) is a successful leadership for improving organisational performance.

Givens (2008) described transformational leadership as the course of action, which influences employees for providing positive changes in organizational performance. Through transformational leadership, employees increase their commitments in performance at individual basis, which results better organisational performance. The fact that transformational leadership is found to be effective because it involves processes in which leader and the employees in the organisation help each other to achieve organisational goal.

According to Hesselbein and Shrader (2010), transformational leadership is effective since it builds moral characteristics such as visionary, creativity, ethics, commitment, teamwork, autonomous, righteousness, fairness, peace and kindness. All those amount up around leaders that influence employees and organizational performances. These arguments are related with Edoka (2012) and Russel (2005) who argued that TL is an effective leadership because it influences subordinates to do their work better with high commitments, which increases organisational performance and thus

recommended for various organizations to adopt it. Northouse (2010) advocated that most of the articles published in journal of leadership quarterly were about transformational leadership, which known to be effective to influence organisational performance. This justify that TL nowadays occupies a central point in leadership research and has impact on organisational performance.

Empirical studies suggest the need of applying transformational leadership to influence organizational performance. Samad and Abdulah (2012) also viewed TL as the most significant leadership style for improving performance on logistic companies in Malaysia. The study discovered that transformational leadership was the best leadership for improving performance because; it brought change and transformed workers in the organisation to provide better results. Karamat (2013) in case; conducted a study to find the impacts of leadership style on organizational performance in Cambric organisation in France. The fact is that, transformational leadership has the ability to inspire and motivate employees to commit to organisational goals, which enhance performance beyond expectation.

In addition, Mortazavi and Portavi (2014) conducted a study to analyse the effect of TL on organizational performance, used 394 workers as a sample size in Tehran's Keshavarzi Banks. The results indicated that TL through innovative leadership helped to increase the organisational performance. The findings related Madanchian *et al.* (2014) who investigated the effect of leadership style on organizational performance in Malaysia and concluded that transformational leadership provides positive and significant effect on organizational performance. The practices of transformational leadership in the study revealed an increase of better results. That was due to

increased moral set values of workers which make them committed to work and rise high standard work output.

Although the research findings indicate positive and significant influence of transformational leadership on organisational performance, these institutions had different with regional commissioner's offices (RCO) in terms of location, functionality, culture and structure, that led to some difficulties on adopting the findings as this research was been conducted.

In view of public sector performance, other scholars such as Mohamad *et al.* (2014), David (2014) and Timal *et al.* (2015) in different studies found transformational leadership as essential factor for better public sector performance. Orabi (2016) examined the impacts of transformational leadership on public sector performance in Jordan. The sample size for the study was of 249 and data was analyzed using multiple regressions with a significance level of $p < 0.05$. The results indicate that TL has positive and significant influence on public sector performance in Jordan. The study recommended leaders to focus on transformational leadership to improve outcomes for organizational performance.

Based on finding on the influence of transformational leadership on organisational performance, specifically public sector, researchers have demonstrated transformational leadership as the preferred model of leadership. This is because transformational leadership enhances organizational outcomes through follower's commitment, clear vision, creativity, support, empowerments which all of these facilitates high organisational performance both private and public organisation.

Contrary to that, Van Der Voet (2013) conducted a study to examine the relationship between transformational leadership and effective public sector performance in Dutch. Findings revealed that the relationship between transformational leadership and public sector performance in Dutch was depending on the type of change approach and organizational structure. Findings concluded that not all public sectors could apply transformational leadership to influence its performance.

In addition, Thomas and Robertshaw (1999) argued that the influence of transformational leadership was not priority to all public sectors organisation and did not comply with some of the laws and strategies. Puth (2002) evidenced that in some organisation which adopted transformational leadership, managers and employees were not imitating transformation instead they remain with emotions such as fear, stress and resistance to new ideals. However, while transformational leadership worked positively and significantly to influence public sector's performance, it could not work in all public sector organization. Dento and Vloeberghs (2003) criticized that, restructuring, outsourcing and downsizing was a great barrier of the influence of TL on organizational performance in developing countries.

Despite the arguments provided by various scholars from different context, the RCO as a public sector organisation aimed to improve its performance much more using transformational leadership. This is because transformational leadership is improving most of the employee's performance by inspiring, motivating and utilizes them to the fullest potential that results into better organisational performance. Realizing the importance of transformational leadership for improving public sector performance, in the last 30 years the governments all over the world adopted transformational

leadership by building a reform programme (Lufunyo, 2013). For instance, the United States of America (USA) adopted transformational leadership by putting into practice the national performance review reform programme, the common wealth countries executed public sector reform programme while the World Bank supported civil service reform programme (Ngaithe, 2015). These reforms in all countries aimed improving public sector performance.

Furthermore, most African countries also adopted a transformative reform programme. The government of Kenya introduced contracting system to all senior managers to ensure the practices of transformational leadership for improving public sector performances (GoK, 2007). For instance, Kenya developed an economic recovery strategy and public sector results based policy, which became a foundation of influencing high public sector performance (Ngaithe, 2015).

After realising the necessity of transformational leadership, the Government of Tanzania, like other countries developed a number of programmes such as civil service reform program in 1991, public service management and empowerment policy 1999 and public service reform program phase one and two of 2000 and 2008 consecutively. According to PO-PSM (2014) all public services reform programmes and policies aimed at improving public sector performance and transitioning the country's economy from low to middle income.

Mpango (2012) suggested, in order for Tanzania to graduate to middle income status, the business as usual attitude should have been abandoned in public sector organization such as the RCO. This meant, strong transformational leadership style

was needed; in order to prioritise programmes, build strict discipline for implementation of those programmes and promote mindset change of employees in public organisations.

In recent years, the government of Tanzania introduced a transformative initiative known as Big Results Now (BRN). BRN was adopted from Malaysia; it aimed at improving much more public sector performance (GoT, 2013). Edward (2014) argued, BRN was a good result driven for improving performance starting with six priority areas namely education, water, energy and natural gas, transport, resources mobilization and agriculture. The rest of public sectors were required to adopt from the preceding sectors. The RCO and other public sectors performed below expectations, which resulted to unsatisfactory service delivery to the people (Mkapa, 2015; Mpango 2012).

The regional commissioners' offices, like other previous transformative programmes also took a lead in its implementation however, the BRN programme was officially halt on June 2017. In addition, Msambichaka *et al.* (2015) strongly pointed out that services provided by public sector have never resolved the requirements of the people. Inadequate service delivery in public sector, also gauged as low quality, particularly at the RCO justify the presence of inadequate performance. Despite these transformative efforts, yet the expected results were not impressive (Lufunyo, 2013). URT (2016) shown that ealier poor performance of BRN initiatives, were triggered by absence of appropriate policy that imitated transformational leadership style. Andrean and Petrik (2016) pointed out on the greatest need of transformational leadership in today's

organization because employees and customers seek influential, motivational and inspirational leaders to lead them towards achievements.

According to Bass (1985), transformational leadership is a leadership style determined by four variables (4Is) mentioned: the inspirational motivations, individualized consideration, intellectual stimulations, and idealized influence. These 4Is are idealised to influence organizational performance beyond expectation (Alban-Metcalf and Alimo-Metcalf, 2006). The magnitude of main construct of transformational leadership in terms of influence, association and conclusion for improving regional commissioners' office performance were questionable, which needed further analysis. This study therefore, filled the gap by examining the influence of transformational leadership on RCOP in Tanzania.

1.2 Statements of the Research Problem

According to PO-PSM (2014), the regional commissioners' office have been taking a lead in the implementations of transformative initiatives such as reform programs which aimed at improving its performance and other public sector performance such as the local government authority and central public sectors within the regions. Despite the established transformative initiatives, RCO in Tanzania did not prove the effectiveness (URT, 2013). In this manner, it performed below the anticipated goal and hence, failed to fulfill the expected goal of transformative initiatives. This created a gap on the way services are provided and received with the citizens (Duressa & Asfaw, 2014). Therefore, to fulfill the identified gap, it was important first to investigate the baseline of TL and its influence on performance. Due to that, this study was the crucial need to explore the current influence of TL on RCOP in Tanzania.

Leaders in public sectors such as RCO believed to display ineffective behavior of poor performance by holding back freedom of their subordinates. They hold decisions and action of subordinates on implementing their goals in the field of expertise, which rationalized absence of transformative guidelines, strategies and policy for better performance (PO-PSM, 2017). Similarly, leaders in public sectors sometimes became more scattered, fragmented and with maximum pressures during pursuing their activities. These situations were not imitating the influence of TL on performance as it was expected.

Henceforth, the decisions made to influence public sector performance were complex and burdensome which creates misunderstanding and fighting among organisational members. In addition, the employees on public sector regarded as been characterized by lethargy, rigidity and immobility that did not impersonate the presence of transformational leadership for improving service delivery to Tanzanians (Msambichaka *et al.* 2015). For that matter, it was vital to investigate the influence of transformational leadership on RCOP in order to come up with new strategies to improving much more services delivery for the people.

A deep observation was made; many researchers realised that most studies have been done in private sectors (Dento and Vloeberghs, 2003). Apart from the insufficient performance of various transformative initiatives, little was known concerning the influence of transformational leadership on public sector performance in Tanzanian context (Kashagate, 2013). Nevertheless, these organisations differed by values, structure, legal framework, interest representation, purpose, culture and impact of

decisions. To clear out suspicion that believes on influence of TL public sector performance, conducting this study was a step ahead.

In addition, majority of scholars have examined the influence of transformational leadership in general perspectives for example; Muchran and Muchriady (2017) examined the influence of TL to the performance of Islamic Bank and findings revealed that there was no significant influence on performance. Likewise, Abasilim (2013); David (2014); and Udoh and Agu (2012) with different context analysed the relationship between transformational and organizational performance, their findings indicated strong positive relationship between TL and organisational perform.

Furthermore, some studies conducted in different context do not express the four main constructs of transformational leadership on organisational performance specifically the public sector performance. Therefore, further analysis for testing, expressing and validating the four constructs of transformational leadership theory were required. Synonymously it was noticed as an important aspect for improving public sector performance such as the RCO in Tanzania.

Van Knippenberg and Sitkin (2013) emphasized the need of research to determine the influence of TL basing on its main constructs aiming at knowing the holistic picture for each dimension. The researchers also noticed that, the main constructs of TL are likely to influence organisational outcomes in different magnitude and associations in some context. In that case, it was ideally important to examine TL in the regional commissioners' office in Tanzania. Following these arguments, this study was conducted basing on all four constructs of transformation leadership.

Previous empirical studies encompassed unique measurements in terms of behaviors and numbers, on main constructs of transformational leadership theory in various contexts other than Tanzania. Because of this variation, it was necessary to validate it in the context of Tanzanian for proper use and decision making. For example, Bass (1997) described confidence, trust, stands on difficult issues, most important values, importance of purpose, commitment, and ethical consequences of decisions as a measure of idealized influence. The same applied to Datche (2015) on the other side in the same goal measured inspirational motivation using individual needs, being a teacher, coach and mentoring.

Meanwhile, Alhamad (2016) used teaching and coaching, individual treatments, individual needs and developing individual strength to measure inspirational motivation. Ogola *et al.* (2017) investigated the influence of idealized influence using ethical, trust, role model and not being afraid. The variation of measurements by those scholars was very important for this study to conduct exploratory factor analysis followed by confirmatory factor analysis to validate measurements based on Tanzanian context.

Moreover, empirical findings have also shown inconsistent consequences on the influence of main constructs of transformational leadership on performance. For instance, Van Der Voet (2013) carried a quantitative study to examine the extent to which TL contributed to the effective performance of public organizations in Dutch. The study concluded that not all public sectors could apply TL to influence its performance. Meanwhile, Orabi (2016) argued, TL influenced significantly public sector performance by improving service delivery to the people. Similarly, some

inconsistent findings involved to some of the main constructs of transformational leadership. Hayati *et al.* (2014) found that idealized influence had positive and significant relationship with public sector performance in Kenya. Contrary to Datche (2015) who revealed that idealized influence was negative and insignificantly related with public sector performance. Therefore, based on these opposing finding there was a need of conducting this research to elucidate the contradicting views from the previous findings.

This research therefore, has addressed the identified gap of literature by testing the influence of transformational leadership on regional commissioners' office performance in Tanzania. The motive of the proposed study was to validate and establish the extent to which transformational leadership influences regional commissioners' office performance in Tanzania.

1.3 Research Objectives

1.3.1 The General Objective

The general objective of this study was to examine the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

1.3.2 Specific Objectives

- (i) To examine the influence of inspirational motivation on regional commissioners' offices performance in Tanzania.
- (ii) To examine the influence of individualized consideration on regional commissioners' offices performance in Tanzania.

- (iii) To examine the influence of intellectual stimulation on regional regional commissioners' offices performance in Tanzania.
- (iv) To examine the influence of idealized influence on regional commissioners' offices performance in Tanzania.

1.4 Research Hypothesis

Research hypothesis is the developed assumptions, which needs to prove or disprove after conducting a study. According to Kothari and Garg (2014), research hypothesis is a proposition or set of propositions developed for occurrence of specific group of phenomena which used to guide investigation based on the light of the established facts. However, research hypothesis is predictive statements that might be tested through a scientific method based on the relationship between exogenous and endogenous variables under study. In the context of this study therefore, the predictive statements or hypothesis were developed in section 2.7.2.

The developed hypotheses in this study were clear, precise, specific, simple and stated the relationship of exogenous and endogenous variables. The exogenous variables which extracted from theoretical and empirical literature review were inspirational motivation, individualized consideration, intellectual stimulation and idealized influence while the endogenous variable was the regional commissioner's offices performance in Tanzania as shown in the conceptual framework section 2.6 which is related with the construct of the model Table 3.5. The developed hypotheses, which were under investigation are:

Null H1a: *Inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H1b:** Inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Null H2a:** Individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H2b:** Individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Null H3a:** Intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H3b:** Intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Null H4a:** Idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H4b:** Idealized influence has positive and significant influence on regional commissioners' offices performance e in Tanzania.*

1.5 Scope of the Study

The scope of the study was strictly based on regional commissioners' office in Tanzania; because it was a midpoint for implementing transformative initiatives for better public sector performance. The main functions of the regional commissioners' office are to oversee improved performance and better service delivery to the Tanzanians. Also, regional commissioners' office play part on influencing local government authority performances such as the district council, town council,

municipal council, central public agencies and nongovernmental organisation within the regions. Therefore, having transformational leadership at regional commissioners' office in Tanzania enhance improved services delivery to the people within the regional commissioners' offices itself and other organisation such as local government authorities, central governments and non governmental organizations.

On the other hand, the study based much on transformational leadership theory which remains as a theoretical scope. In addition transformational leadership used to build content scope of the study by invisioning the constructs of transformational leadership theory (4Is). These are inspirational motivation with (7) items, individualized consideration with (7) items, intellectual stimulation with (6) items and idealized influence (7) items were exogenous variables meanwhile the regional commissioner's offices performance with (12) items was an endogenous variables. Both endogenous and exogenous measured by using 5-point Likert scales.

1.6 Significance of the Study

1.6.1 Theoretical Contribution

The influence of transformational leadership was verified in Tanzanian context. Validation of the main construct (4Is) and contextual indicator variable indicates that individualized consideration and idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania. Inspirational motivation and intellectual stimulation on the other side had insignificant influence. This implied that transformational leadership has partial influence on regional commissioner's office performance. It also seen that all attributes of the main

constructs had positive and significant influence on their exogenous variables towards influencing regional commissioners' offices performance. For instance, the attribute of inspirational motivation namely common vision, teamwork, freedom and motivation and the attributes of intellectual stimulation goal focus, creativity and innovation had positive and significant influence these exogenous variables on influencing the RCOP in Tanzania as described in Figure 5.1. These are key information in adopting the model for influencing regional commissioners' offices and another public sector performance in Tanzania.

In addition, the focus of transformational leadership theory was based much at individual's leaders and subordinates as described in section 2.2.3 and 2.3. To move this theory to the RCO was a new experience of knowledge gain based on transformational leadership theory on influence public sector organization such as regional commissioners' offices in Tanzania.

1.6.2 Managerial Contribution

This study informs the ministry responsible for regional administrations, leaders and employees at regional commissioners' office to know the behaviors and association of the main construct of transformational leadership and its measurements on influencing regional commissioners' offices performance in Tanzania. Knowing these situations would assist develop strategies and programmes for improving more regional commissioners' offices performance in Tanzania. In addition, these findings stand as a reference point to local government and others public sector organisation. Public sectors' performance in this reason is expected to improve its performance as summarized in section 6.4.3.

1.6.3 Policy Implication

Findings regarding to the influence of transformational leadership on regional commissioners' offices performance in Tanzania, assist to understanding the influencing magnitude of transformational leadership on performance through its four main constructs, which provides important information for policy review to enhance the use of transformational leadership on the RCO. For instance, policy makers and implementers should imitate much individualized consideration and idealized influence. Because, it has positive and significant influence on RCOP while inspirational motivation and intellectual stimulation have insignificant influence on RCOP. Therefore, findings on each component are important for policy and strategies reviews in the field of human resources management, regional administration and local government authority management as summarized in section 6.4.2. Based on the study findings, policy and strategies should first reflect on individualized consideration and idealized influence to improve regional commissioners' office performance, while for inspirational motivation and intellectual stimulation requires improvements and considering other factors for influencing the RCOP in Tanzania.

1.6.4 Academic Implication

The study contributes to the body of knowledge for scholars who are interested in knowing the influence of transformational leadership on regional commissioners' office performance in Tanzania context. The body of knowledge for scholars is widely based on main constructs of transformational leadership specifically inspirational motivation, individualized considerations, intellectual stimulations and idealized influence as explained in section 6.4.4.

1.7 Organization of the Study

This thesis organized into six chapters as follows:

This chapter One: Provides the background of the problem based on importance of transformational leadership on organisational performance, efforts applied to transform public sector performance and research problems. In addition, the chapter presents the research objectives, hypothesis, scope and significance of the study.

Chapter Two presents the operational definition of terms; literature review which involves theoretical literature review based on transformational leadership, empirical findings, knowledge gap based on theory and empirical findings, conceptual framework, operational of variables and hypothesis statements developments.

Chapter Three articulates the research philosophy, research design, study area, study population, sample size selection and data collection tools. Also, it involves indicator variable and the data analysis tools used, reliability and validity test, as well as research ethics.

Chapter Four presents the results of the study. The results are presented according to the study variables and hypothesis. The presentation is in form of tables, figure and other statistics.

Chapter Five presents the discussion of findings. Discussions are done based on each objectives/hypothesis of the study. In this part new knowledge is generated by looking the theoretical implications.

Chapter Six presents conclusions, recommendations and implication of the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter comprises definition of terms, literature review which involves theoretical and empirical review grounded on the influence of transformational leadership, research gap, conceptual framework and hypothesis.

2.2 Conceptual Definitions

2.2.1 Leadership

The concept of leadership originated in Greek word, which meant to act, to begin and to finish. There is no single definition about leadership. According to the Oxford dictionary (1933) noted that the word leadership appeared in English language in early 1300 but it did not come into use until 1800 (Stogdil, 1974). This meaning of leadership in Greek, relates with Latin word, to set into motion by building morale to others to enhance performance (Russel, 2005). These concepts of leaderships describe leadership as an influencing agent through communication towards something happening within the society. Based on these concepts of leadership, clear definition is described by the following leadership professionals.

Overstreet (2012) described leadership as the capability of recognizing the needs, establishing directions, motivating, inspiring, building team, sharing decision making and coaching subordinates within the society or organisation. Ahmad *et al.* (2014) described leadership as a process of influencing and supporting subordinates through directions on achieving organisational objectives. In addition, Northouse (2010)

defined leadership as an interactive process whereby some individual influences a group of individuals to achieve common goal within the organisation. These definitions from various scholars point leadership based on process that explain the effects of leaders to followers, influence and goal accomplishment within the organisation.

Therefore, the important definition presented by various experts suggests that leadership is an act of strong influence within the community in pushing forward the development of the relevant institution. However, leadership is a great developmental drive at any institution, which has core administrative framework. In the context of this study, leadership is the ability of leaders at the RCO to influence employees to provide better services delivery to Tanzanian using constructive ideas.

2.2.2 Transformational Leadership

This study was set on transformational leadership, which developed by Bass (1985). Transformational leadership is necessary in the field of human resource managements, strategic human resource managements, local governments' managements and managements in general. Burn (1978) viewed that leaders and subordinates under TL help each other to higher level of motivation and morality, and all of them perform beyond expectations. This meant that TL shapes people in the organisation to achieve maximum output. Thus, considering TL is important because during managements in any organization it helps to improve the organisational performance.

Bass (1999) saw transformational leadership as a bridge between employees and leaders to increase performance in the organisation. Similarly, Deinert *et al.* (2015)

evidenced that transformational leadership found to be highly effective on influencing organisational performance more than any other leadership style. This is due to its potential on addressing issues that were relevant for enhancing employees and organisational performances.

On the other hand, Mpango (2012) suggested that leadership in transformation must stand in the future and have guts to play and win the game of the impossible. This meant that leaders had to anchor everything on key performance indicators for each programme and project. In addition, leaders have to exercises discipline of action whereby the chance of compromising about relaxing the programme implementation schedule should be prohibited. In transformational leadership, leaders realize that there is no gain without pain, leaders must often be directive particularly during early stages of the transition and lastly leaders must form a winning coalition. This implies that leaders should not attempt to do everything themselves but rather, strive to form and work with winning team to enhance the organisation performance. Mpango (2012) cited China's Deng Xiaoping, Singapore's Lee Kuan Yew, Malaysia's Dr. Mahathir Mohamad and his successor Rt. Hon. Mohamad Najib bin Tun Abdul Razak, South Korea's Park Chung-hee, and Dubai's Sheikh Rashid Saeed. Such countries and leaders have had successfully organisational performance and social economic transformation being push by the use of transformational leadership.

In the context of this study therefore, transformational leadership is defined as a leadership style where leaders and employees work together for improved regional commissioner's offices performance in Tanzania. In this study, transformational leaders are the regional commissioners, regional administrative secretaries and

managements teams (Head of Sections and Units) at the regional commissioner's offices.

2.2.3 Leadership Theories

The first theory in leadership approach is the trait leadership theory, which was popular in the year 1907 – 1947. Kouzes and Posner (1995) pointed out that in trait leadership theory; leaders have natural, physical and personality characteristics to lead the followers. These habits made leadership easier to lead their followers. Among these traits of leadership are physical energy, intelligence and being confident. Trait leadership theory describes that only few people within the society happen naturally to be leaders in the society. The focus of the trait theory was narrow which lead development of others leadership theories.

Trait leadership theory; followed by behavior leadership theory between the years of 1950 - 1980. Behaviour leadership theory fell out of favor because; behavior leaders were not effective in specific situation (Hersey and Blanchard, 1977). The behavior leadership theorists believed that a leader behaves in some certain ways such as being autocratic, democratic, laissez faire, task oriented and relationship oriented. The behavior leadership theory was followed by situational leadership theory.

Northouse (2010) shared that, situational leadership theory was popular since 1967 after being developed by Hersey and Blanchard in 1967. The situational leadership theory played a major role in specific situation. The main concept laid down was that different situation demanded different leadership approach such as being directive or supportive to subordinates (Kouzes and Posner, 1995). In situational leadership

theory, the contingency theory and path goal theory was included. In addition, the situational leadership theory describes that traits and behavior of leaders in the organisation determined by situations within the society of leadership (Yulk, 1998).

The last leadership approach is the reciprocal, which started in the 1980 to date. Reciprocal leadership approach involved the transformational leadership theory, which motivates employees by inspiring them to focus in a broader mission to perform beyond expectation in the organisation (Bass, 1985). It also emphasizes mutual goal and relationship in the organisation (Kouzes and Posner, 1995). The reciprocal leadership approach, also involves transactional leadership theory, which emphasized motivation in terms of transaction to stimulate subordinates to higher level of performance.

Transformational leadership theory formed by four constructs namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence (Bass, 1985). Transformational leadership theory is most needed in today's complex organisation and is believed to influence organizational performance, that is why this study adopted it, to examine its influence on regional commissioners' office performance in Tanzania context. The study determined the influence of all four main constructs of transformational leadership namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence.

2.2.4 Inspirational Motivation

Bass (1990) defined inspirational motivation as the process of providing followers with challenge and meaning of engaging in shared goal. This meant, in inspirational

motivation, the leaders must have ability to communicate the organisational vision by inspiring followers to complete their goal and organisational goal which results into high organisational performance. In addition, Sarros and Santora (2001) described inspirational motivations as the capability of leaders to raise consciousness of employees to work according to the organisational mission and vision. Hence, inspirational motivation involves inspiring the followers working hard by targeting the organisational vision. In the context of this study, inspirational motivation is the ability of leaders at regional commissioners' offices to encourage employees to commit themselves for improving services provisions.

2.2.5 Individualized Consideration

Sarro and Santora (2001) defined individualized consideration as a process of treating employees in the organisation as important contributors in achieving the organisational goal. In similar subject, Karamat (2013) perceived that individualized consideration is a situation whereby leaders in the organisation put high concern to their followers by supporting, empowering, and recognizing them. Putting high concern to followers increases the level of commitments and high performance in the organisation. In this study, individualized consideration is the process whereby leaders at regional commissioners' office share decision making, supporting and building close relationship for providing better services to the people.

2.2.6 Intellectual Stimulation

Bass (1999) described intellectual stimulation as the process whereby leaders allow followers to challenge decision made in their organization, which helps having proper decision in the organisation. Sarro and Santora (2001) defined intellectual stimulation

as the situations where leaders encourage employees being creative and accept challenges to influencing organisational performance. In the context of this study, intellectual stimulation is defined as the applicability of creativity and innovation for improving services delivery to the people in the regional commissioners' office in Tanzania.

2.2.7 Idealized Influence

Sarro and Santora (2001) defined idealized influence as the ability of leaders to act as a role model in influencing employees to accomplish their organisational goal. Yulk (2010) defined idealized influence as the capability of transformational leaders in the organisation to promote effective communication, ethical, respect and being honest in the organisation. These behaviors ensure organisational performance. However, in the context of this study idealized influence is a situation where leaders at regional commissioners' office establish effective communication and build trust which finally result into improved service delivery.

2.2.8 Regional Commissioners' Offices Performance

Regional commissioners' offices are public sectors which its major goal is to ensure provision of services to the people. According to Tinofirei (2011), public sector performance such as regional commissioners' offices performance is the successful completion of organisational goals according to acceptable available resources. The regional commissioners' offices performance is accompanied by services delivery, systematic action taking, local government supervision, equality of using available resources and achievements of reform programmes implementation.

In the context of this study the regional commissioners' offices performance is the process of effective and efficient services delivery to the people using available resources.

2.3 Theoretical Literature Review

2.3.1 Transformational Leadership Theory

To study the influence of transformational leadership on organisational performance, Burn (1978) introduced the transformational leadership theory. He asserts that transformational leadership is a leadership style where leaders and followers help each other to higher level of motivation and morality to influence organisational performance. Later, Bass (1985) extended the theory of transformational leadership by adding four dimensions that tend to influence organisational performance. He describes the theory by stating that, inspirational motivation, individualized consideration, intellectual stimulation and idealized influence are four determinants of transformational leadership that have significant influence on organisational performance including both private and public sector performance such as regional commissioners' office performance. He further defines these determinants as follows:

Inspirational motivations

Inspirational motivations are variable of transformational leadership where employees are given support, which results into high optimism and enthusiasm where shared vision, mission and teamwork is considered as the elements to influence performance. Stronger motivation provides significant influence in employees and organisational performance. Therefore, under inspirational motivation, employees are committed to accomplish their responsibility in the organisation.

Individualized considerations

Individualized considerations are social emotional support given by a leader to employees in response to their specific needs, which promote development through support, delegation, reward and recognitions. According to Tobing and Syaiful (2015), individualized consideration improves organisational performance through support and empowerments. In individualized considerations, transformational leaders get time to interact with employees and share some challenges that need solutions. In addition, through interaction leaders may get feedback and comments on the best way of achieving in their organisation. Therefore, individualized consideration is important in the influence of organisational performance.

Intellectual stimulations

Intellectual stimulation is a main construct of transformational leadership, which influences solving problems under creative thinking and innovation in the organisation. Thamrim (2012) pointed out that the traits of intellectual stimulation are creative, innovative, effective solutions for problems solving and goal focus. These traits are important to influence the organisational performance. In addition, leaders who practices intellectual stimulation increases performance in the organisation assist by getting new way of solving organisational and community problems. Transformational leaders who practices intellectual stimulation they have ability to resolve problems in the organisation.

Idealized influence

Idealized influence is a central point of transformational leadership that promotes connection between leaders and employees in the organisation through shared vision

and involves gaining trust, respect and confidence. In idealized influence, leaders become a role model for providing organisational performance. Ambrose (2009) evidenced that being a role model, ethical, honesty and integrity results into improved organisational performance because subordinates automatically they change after detecting their leaders doing by practices and not by showing.

Despite the necessity of transformational leadership theory and its attributes on organisational performance, there is limited research findings that has been reported based on regional commissioners' offices performance in Tanzania context. Likewise, transformational leadership theory comprises astonishing traits and a number of studies suggest the significant influence on organisational performance but little attention is paid on its main construct to influencing public sector performance (Hussain *et al.* 2014). Therefore, this study adopted the main construct namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence to study the influence of transformational leadership on regional commissioner's offices performance in Tanzania.

2.3.2 Contribution of Transformational Leadership Theory

Burn (1978) followed by Bass (1985) remained the initiators of transformational leadership theory, other scholars on the other hand have done a substantial work by viewing transformational leadership theory and its contribution on organizational performance. These scholars are Kouzens and Posners (1992); Cardona (2000); Sarro and Santora (2001); Riggio and Conger (2008); Avolio, B. (2005), and Alimo – Metcalfe (2006) to mention but a few where most of these scholars recommended Bass model as the best leadership style by adding few terminologies. According to

Ambrose (2009) additional aspects terminology increased knowledge on transformational leadership construct which was found to be important for influencing organisational performance.

Grounding on these facts of transformational leadership theory, Tamkin *et al.* (2014) pointed out that transformational leadership as the most important leadership for influencing employees and organisational performance. Ambrose (2009) concluded that most of scholars have contributed to the knowledge of transformational in the positive way. According to Hussain *et al.* (2014) most findings support the transformational leadership theory, concept and even benefit on influencing public sector performance.

In addition, Cavazotte *et al.* (2013) analysed transformational leadership theory as important in mediation process proposed to practical transformational leadership because it appeared as mediating processes, which increased organisational performance. In this study, the connections between transformational leadership and subordinate formal and contextual performance among Brazilian employees were investigated. These relations were tested using the sample of 107 managers from a multinational company that operates in the financial sector.

This study differs with the current study because structural equation model was assessed with partial least squares techniques while the current used Maximum likelihood. The results suggested that perceived transformational leadership theory was associated with higher levels of task performance and organisational performance in Brazil.

Despite the contribution of transformational leadership on influencing organisational performance frequently have revealed on positive way so far, the functional constraints that occur in most public sectors are bureaucracy tradition. That is where leader's exercises authority, system of promotion and principle appointment. In addition to that, most studies on view of transformational leadership have been done in private sector, which concludes the significant influence of transformational leadership on organisational performance yet; the situation in public sector was questionable which required further investigations.

Strukan *et al.* (2017) conducted a research to find out the impacts of transformational leadership on business performance in private companies in Bosnia and Herzegovina. The survey questionnaire distributed to 127 top managers and descriptive statistics and correlation analysis were used for data analysis. Findings evidenced that transformational leadership has positive and significant impacts financial performance of company and new product development.

On the other hand, Mubaraka *et al.* (2013) conducted a study to establish the relationship between transformational leadership style and performance in sales of selected manufacturing industries in Uganda. The study employed survey design where 110 employees were involved. Findings revealed that transformational leadership style has a remarkable influence on the performance in sales; hence recommending using it effectively.

Therefore, there was a need to conduct this study in the regional commissioners' offices in Tanzania as a public sector organisation representative, because the

magnitude of influencing and association of the fundamental construct of transformational leadership on performance was questionable which needed further analysis.

2.4 Empirical Literature Review

2.4.1 Influence of Transformational leadership on Performance

Transformational leadership has been drawing a great and extensive interest in management and administration research. It has been known that transformational leadership influences employee and organisation performance. According to Bass, (1985) transformational leadership are more effective in influencing private and public sector performance though, in public sector the degree of influence is not much explained.

Jiang *et al.* (2017) argued that transformational leadership was efficient tool in influencing organisational performance however; public sector organisation required adopting it in improving services delivery to the people. To fulfill the given suggestion the important questions, which needed justification was to what extent transformational leadership raise public sector performance beyond expectations in Tanzanian context. Hence, further analysis was required to validate the degree of influence based in Tanzanian public sector organisation.

The study involved 800 respondents interviewed on transformational leadership; the study found positive and significant influence relationship on employees and organisational performance. These findings found to be similar with Keller (1992)

who carried a longitudinal study on developments projects by using 349 professionals. The findings revealed that transformational leadership had a significant positive relationship with higher performance of the projects. This means that the overall quality of the project, which was implemented was good and acceptable.

Furthermore, Tahir (2015) conducted a comparative study to examine the influence of transformational and transactional leadership style on organisational performance. Likewise, in recent research such as Jiang *et al.* (2017) who conducted a study in China by involving 389 contractors as respondents, found significant influence of transformational leadership on projects performance. In this study data was analyzed using structural equation modeling and findings reveal that sustainable performance of employee and projects was positively and significantly influenced by transformational leadership. These findings reminded the managers of various projects to pay attention to transformational leadership in order to improve employees and organisational performance.

Other scholars such as Pradeep and Prabhu (2011) conducted a comparative study based on public and private sector enterprises using data from 43 middle level managers and 156 subordinates. The aim was to identify the most significant style between transformational, transactional, laissez faire leaderships on employees and organisational performance. Data analysis by using correlation and regression analysis were done. The findings verified that transformational leadership took a lead on influencing performance. Furthermore, transformational leadership seem to have increased the effectiveness and satisfaction level to employees, which resulted into improvement of organisational performance.

Atmojo (2012) analyzed the influence of transformational leadership towards employee job satisfaction, employee's commitments and performance which results into organisational performance. The respondents of the study involved 146 members of middle management as research sample namely head of department, plantation manager, plant manager, head of bureau/division, head assistant, head of strategic business Unit, chief engineer and head of hospital service. Structural equation modeling (SEM) was used to test relationship among the research variables. Findings of the study proved that transformational leadership significantly influences job satisfaction and organization commitment.

In addition, transformational leadership influences employee performance as a result of organisational performance. This study related with the current study because all used structural equation modeling during analysis but differ on the type of respondents whereby the previous study used head of departments as a respondent while the current study employed employees. Thus, it was difficult to adopt findings from the previous findings whose respondents were head of department's findings for decision making in Tanzanian context. Therefore, this study was significant to be carried out for obtaining findings, which could enable decision making in Tanzanian context.

These findings are similar with other scholars who analysed the influence of transformational leadership on public sector performance. For instance, Furkas and Vera (2014) in German evidenced that transformational leadership improved public sector performance but was affected by powers of political leaders. Most public sector leaders were pressured by political leaders, which in others way hindered the

power of making decision. Contrary to that, Burgarner (2016) in Ohio USA concluded that most leaders in public sector identified with minimum level of transformational leadership and suggested to adopt it since it was verified to have positive and significant influence on performance.

Since, these studies were conducted from some developed countries that differ in economic status, structure and culture of employees and organisation with many third world countries; it was difficulty to adopt those results and conclusions for making decision in Tanzania context, which demanded conducting this study.

In Africa, for instance Nigeria, David (2014) concluded that transformational leadership has significant relationship with public sector performance, but public sector lacked proper policy to support its implementation. In addition, this study was too general looking transformational leadership without considering the main construct of transformational leadership. Other scholars such as Datche (2015) evidenced that most studies carried out were generally looking the influence of transformational leadership at large with the exclusions of its main constructs.

Mwogeli (2016) examined the influence of transformational leadership based on three components namely inspirational motivation, individualized consideration and intellectual stimulation on employee's performance at Safaricom. The research involved a sample size of 109 respondents and proportionate stratified sampling was used. The survey questionnaire was applied where structured questionnaire was exploited for data collection. Findings indicated a positive influence between inspirational motivation and employee performance. This means that change in the

inspirational motivation had significant changes in employee performance. In other words, increase in inspirational motivation led to an increase in employee performance, which resulted into Safaricom performance. On the other hand, the analysis of the relationship between individualized consideration and employee performance was negatively correlated.

Lastly, findings revealed that intellectual stimulation had positive and significant influence on employee performance. This study differs with the current study due to the facts that it looked on employees' performance while the current study examined the organisational performance. Even though the two studies differ, however, they are related because all study examined performance. Along these findings, researchers suggest the need to conduct further research based on transformational leadership to find out its consequence of on organizational performance and financial performance on both government and private sector organisation. This, study was conducted to establish the influence of transformational leadership on regional Commissioners' offices performance representing government organisation.

Likewise, most studies have been conducted in private sectors and demonstrate significant effects on private sector organisational performance. However, few studies have been conducted on public sectors that create little attention. Such studies in public sectors were found in developed countries that differ with Tanzania in terms of resources and structure of administration (Tamkin *et al.* 2014).

In developed countries the practices of transformational leadership might work well compared to African countries that lack resources and supportive policy and legal

framework. For instance, in Tanzania, Kikwete (2014) introduced BRN as a transformative initiative in order to achieve NSGPR, the National Vision 2025, and transitioning the country from low to middle-income economy. The strategies however failed because the government lacked policy, which reflected transformative initiatives.

The researchers suggested conducting further studies on transformational leadership in public sector in order develop areas of concentration and policies, which reflect its main constructs of transformational leadership theory; and to determine employee's responses to improve service delivery to the people (Furkas and Vera, 2014). Therefore, the need of transformational leadership to improve its employee's responses in the organizations in order to provide improved services to the people was paramount (Mwogeli, 2016).

2.4.2 Influence of Inspirational Motivation on OP

In the global context, Omar (2011) examined the influence of transformational leadership on organisational performance in Argentina. The survey involved 218 employees in public sector organisation. Findings showed that transformational leadership under inspirational motivation increased job satisfaction, which leads to improved public sector performance. This means that applicability of inspirational motivation influences public sector performance in Argentina. The government has to advance much on inspirational motivation to increase public sector performance.

In the African context, Duressa and Asfaw (2014) investigated the relationship between transformational leadership and its implication in Ethiopia after the period of

transformation. Findings revealed that inspirational motivation was poorly implemented in public sector organisation hence the demands of the people was not met.

Furthermore, the results from Argentina corroborated with the findings by Amin *et al.* (2016) who examined the relationship between transformational leadership and projects team performance in Pakistan by involving 180 projects experts from public and private sector and multiple correlations used for analysis. The results indicated that inspirational motivation significant influenced projects team performance in public and private sector.

Since inspirational motivation empirically shows inconsistent result, that in other countries especially developed countries the results show significant influence on performance and other countries such as Ethiopia indicate insignificant influence on performance. Therefore, to come up with genuine conclusions, there is a need of testing the influence of inspirational motivation in Tanzanian context for proper decision making and justification.

2.4.3 Influence of Individualized Consideration on OP

Belias and Koustelious (2014) examined the influence of transformational leadership and job satisfaction in Banking in Trikala region in Greece and found that there is significant correlation between individualized consideration, employees and organisational performance. This study was on organisation which deals with financial transaction and whose nature of functionality is quite difference with the regional commissioner's office structure. Therefore, given that findings indicated significant

relationship, this increases the need of conducting research to detect the influence of individualized consideration on regional commissioners' offices performance in Tanzania.

These findings relate with Uymaz (2015) who examined the influence of individualized consideration and inspirational motivation on follower's performance using 247 employees and SEM employed for data analysis. Findings revealed that individualized consideration has positive and significant influence on followers and organisational performance. The researcher suggested that to improve employees and organisational performance, much efforts are needed in individualized consideration specially to involve employees in the organisation during decision-making.

In addition, Long *et al.* (2014) investigated the impact of transformational leadership on job satisfaction; the individualized consideration dimension of transformational leadership was found contributing most in job satisfaction. This implies that if workers were satisfied they become committed for maximum output hence; the organisation was able to produce to the maximum level. Pushpakumari (2008) on view of satisfied employees described that; organisation was able to perform better since employees due to satisfaction created a pleasant atmosphere within the organization to perform well. In addition, he explained that employees after being satisfied they were able to provide more effort to job performance, which led better organisational performance. These findings help to conclude that individualized consideration is found to be very essential on organisational performance, hence scholars recommended adopting it.

Although, individualized consideration is considered to influence organisational performance, little is articulated on regional commissioners' offices in Tanzania. Therefore, to gain more knowledge based on the influence of individualized consideration in on regional commissioners' offices context, further analysis was required.

2.4.4 Influence of Intellectual Stimulation on OP

Mutahar *et al.* (2015) analyzed the influence of transformational leadership on organisational performance in Saudi Arabia. The Data were collected through survey and the results indicated that transformational leadership under intellectual stimulation positively influence organisational performance. These findings corroborate with Baah and Ampofo (2015) who argued that intellectual stimulation increased organisational performance through encouraging creativity and innovation for improve organisational performance. On the other hand, Tahsildari *et al.* (2015) analysed the influence of transformational leadership on organisational performance in Malaysia and findings witnessed that innovation was important aspects of intellectual stimulation, which influenced organisation performance.

In addition, Zumitzavan and Udchachone (2014) examined the influence of leadership style on organisational performance mediated by innovation in hospitality industry in Thailand using 419 managers. Multiple regression analysis was applied and results indicated that innovation behavior of leadership affected was important for improving organisational performance. Therefore, these results justify the important of innovation on influencing organizational performance. But innovation is an attribute

of intellectual stimulation; hence intellectual stimulation was very essential on promoting better organisational performance.

On the other hand, Sharma (2016) conducted a study to find out the effect of intellectual stimulation on creativity to engineers working in automotive sector in India. The study was conducted after recognizing that many business managers were poor in practicing creativity in the automobiles industrial sector. The study was quantitative and the sample size used for the study was 169 engineers of automobile sector who were administered by using a structured questionnaire. Data analysis was done by means of multiple regression analysis where creativity was dependent variables. Findings revealed that intellectual stimulation has positive effects on creativity and problems solving to engineers on automobile sectors.

In addition, Ogola *et al.* (2017) conducted a study to investigate the influence of intellectual stimulation leadership behavior on employee performance in small and medium enterprises in Kenya. Stratified random sampling technique was used during data collection whereby 226 respondents out of the targeted population of 553 were involved. Data analysis was done using correlational research where Pearson's correlation and multiple regressions were used. Findings of the study revealed that intellectual stimulation leadership had positive and significant influence on employee Performance in SMEs in Kenya. The study concluded that better employee performance was achieved when a leader promoted critical thinking in dealing with problems so as to attain permanent resolutions.

The study by Ogola *et al.* (2017) differs methodologically with the current study due to the facts that the previous study was looking on employee's performance while the

current concerned with organizational performance. In addition, the previous was conducted in private business sector by involving 226 respondents while the current targeted public sector using 360. Therefore, due these differences it was necessary to conduct this study to obtain conclusive findings based on Tanzania context.

Baker *et al.* (2013) examine the relationship between dimensions of transformational leadership and employee motivation in public sector organizations in Libya. Quantitative research design was applied whereby correlational research analysis was used. The study used 128 respondents as a convenient sample size for obtaining data. Regression analysis was used to measure the relationship of variables. The findings revealed that intellectual stimulation like others transformational leadership dimension had significant influence related to motivation of employees to enhance organizational performance.

In addition, intellectual stimulation was found to contribute most compared to other dimension of transformational leadership. Therefore, due to these findings intellectual stimulation has important on organizational success. Despite the positive influence of intellectual stimulation on organisational performance, little has been articulated in public sector in developing countries, which needed further analysis.

2.4.5 Influence of Idealized Influence on OP

Argia and Ismail (2013) conducted a study to examine the influence of transformational leadership on total quality management (TQM) in higher education sector in Malaysia. Mixed methods approach was used whereby 500 lecturers were selected randomly to fill the questionnaire survey. Findings revealed that idealized

influence and inspirational motivation have positive influence on TQM in higher education sector in Malaysia. In addition, Hayati *et al.* (2014) determined the effects of transformational leadership on hospital in Kenya using 240 respondents where stratified random sampling and multiple correlations used during data analysis. The study found that idealized influence positively influenced performance.

Furthermore, Ngaithe *et al.*, (2016) examined the effects of idealized influence on staff performance in state owned in Kenya using positivism research philosophy where stratified random sampling employed to 163 senior managers. Findings concluded that idealized influence has negative influence on performance. These studies show inconsistent results on the same main construct of transformational leadership. Despite the presence of inconsistent findings from various contexts, further investigation needed at the regional commissioners' offices in Tanzanian context in order to come with clear conclusion.

In addition, Brown and Arendt (2012) determine the relationship between front desk employees and transformational leadership dimensions where survey questionnaire was used. The survey questionnaires were distributed to 34 hotels in Midwestern. During analysis, researcher explored Pearson product-moment correlation coefficient and regression analysis to test and confirm the relationship of variables. The study found that those front desk employees perceived their supervisors who exhibited idealized influence more frequently. In addition, the study found that leaders who exhibited idealized influence also characterized by being respected and trusted by their employees.

Furthermore, Chen (2004) conducted a study to determine the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-size firms in Taiwan. Findings revealed that idealized influence had not much widely examined in the literature. Also, findings show that the implications of idealized influence for organizational performance have not been widely analysed in the previous studies.

However, there was a need of conducting research based on each construct of transformational leadership by including idealized influence. Based on the above discussion from previous findings, a key note is that all these previous empirical studies were conducted outside Tanzania and mostly in private organisation. Conducting this study in regional commissioners' offices in Tanzania to know the influence of idealized influence was thought to be much healthier.

2.5 Research Gap

Despite the wide use of transformational leadership theory in prior researches in studying organisational performance, the theory itself and empirical studies have been validated to fit a certain country other than Tanzania. In addition, most studies concerning transformational leadership have been tested much more on private sectors. Therefore, these findings which were done in different countries mostly in private sector organisation cannot be applicable for conclusion and decision making in regional commissioners' offices performance as a public sector organisation in Tanzanian context. Mpango (2012) argued that public sector in Tanzania lacks transformational leadership, which resulted into insufficient approaches for lifting Tanzania out of the poverty trap. In addition, Mpango noted that the presence of

culture of every leaders and employees in public sector organisation being part of complaining, instead of being part of the solutions, unsatisfactory services delivery, erosion of accountability and discipline indicated lack of transformational leadership.

Furthermore, Mwogeli (2016) pointed out that there is a need for the transformational leadership to improve employee's response for providing better services to the people and improves public sectors performances. Positive employee's response towards improving good services delivery; to the people and their organisational performance are in line with the high expectation. This rivet the people from good intention of the 5th president of the United Republic of Tanzania as captioned by the motto *Hapa Kazi tu*. All leaders in public sectors such as the regional commissioners' offices and their employees have to implement it effectively.

The improvements of employee's response needed the adaptability of transformational leaderships, which have been known to increase performance beyond expectation. Some good examples in view of transformational leadership on influencing performance is Malaysia which has been transformed beyond recognition and become one of the world's largest economic developments (Mpango, 2012). Improvement of leaders and employees in public sectors such as the regional commissioner's offices in Tanzania, first necessitate knowing current status of transformational leadership on influencing public sectors such as the regional commissioner's offices performance in Tanzania. Therefore, testing the influence of transformational leadership at regional commissioners' office performance was a step ahead.

In addition, majority of scholars have examined and concluded on the influence of transformational leadership on general perspective point of view, without considering

its main constructs namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence. These demands carrying out researches grounded on each construct to know the holistic picture of transformational leadership on influencing public sector performance such as regional commissioners' offices performance in Tanzania, which is important for policy and strategic review. For example, Lowel *et al.* (1996) revealed that transformational leadership was very effective leadership, which provided more organisational outcome. The reason behind being effective was that transformational leadership influenced employees to accomplish and produces more than what was usually expected during implementing their organisational goals.

Nemanich and Keller (2007) analysed the impacts of transformational leadership on 447 employees from large multinational firms and found that transformational leadership positively related with performance. In addition, Rowold and Heinitz (2007) conducted a study in public transport company in Germany where 220 employees were involved. The study found that transformational leadership has positive and significant influence on performance. Nevertheless, not all these studies included the main constructs of transformational leadership.

Likewise, various studies in different context used unique measures of the main constructs of transformational leadership theory as shown in Table 3.5. Based on this variation it is difficult to judge which indicator variable is appropriate to be adopted and authenticated at regional commissioners' offices in Tanzania.

Furthermore, scholars have inconclusive findings on the main construct of transformational leadership theory which justify some difficulties in familiarizing and

being used at regional commissioners' offices. For instance, Savovic (2017) examined the impact of the different dimensions of transformational leadership namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence on the performance of company in the Republic of Serbia's retail sector.

The study used survey questionnaire to ensure adequate representativeness of the sample. The survey questionnaire was distributed to 344 employees in all parts of the company in the Republic of Serbia. Findings of the study indicated that all dimensions of transformational leadership have positive and significant influence on performance whereby individual consideration dimension of transformational leadership has the strongest influence on performance meanwhile the intellectual stimulation dimension has the weakest.

Duressa and Asfaw (2014) evidenced that the four dimension of transformational leadership had insignificant influence for organisational performance in Ethiopia. These opposing findings supported the need of conducting this study. These findings are related with Ngaithe (2015) who argued that all main constructs of transformational leadership namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence had positive and significant influence organisational performance in Kenya.

The focus of transformational leadership theory based much on individuals as described in section 2.2.3 and 2.3. To move this theory to the RCO was to expand the knowledge of transformational leadership aiming determining its influence on public

sector organization. Therefore, for this purpose this research examined the influencing magnitude of transformational leadership based on all four main constructs of transformational leadership on regional commissioners' offices performance in Tanzanian context and the identified gap have been addressed in this study.

2.6 Conceptual Framework

Jabareen (2009) defined conceptual framework as a network or a plane of linked concepts. The plane of linked concepts is created from the grounded theory. Variables which have been described on the theoretical back ground are linked for developing the conceptual framework. Conceptual framework is important in research because it serves as the basis for understanding the causal or correlational patterns of interconnections across events, ideas, observations, concepts, knowledge, interpretations and other components of experience.

In addition, Svinicki (2010) saw conceptual framework as an interconnected set of ideas about how a particular phenomenon functions or is related to its parts. In the context of this study, the conceptual framework comprises exogenous variable which inspirational motivation, individualized consideration, intellectual stimulation and idealized influence which form four main constructs of transformational leadership and endogenous variable are the regional commissioners' offices performance in Tanzania. Based on theoretical and empirical literature review, it was hypothesised that the application of transformational leadership has positive and significant influence on regional commissioner's offices performance in Tanzania as shown in Figure 2.1.

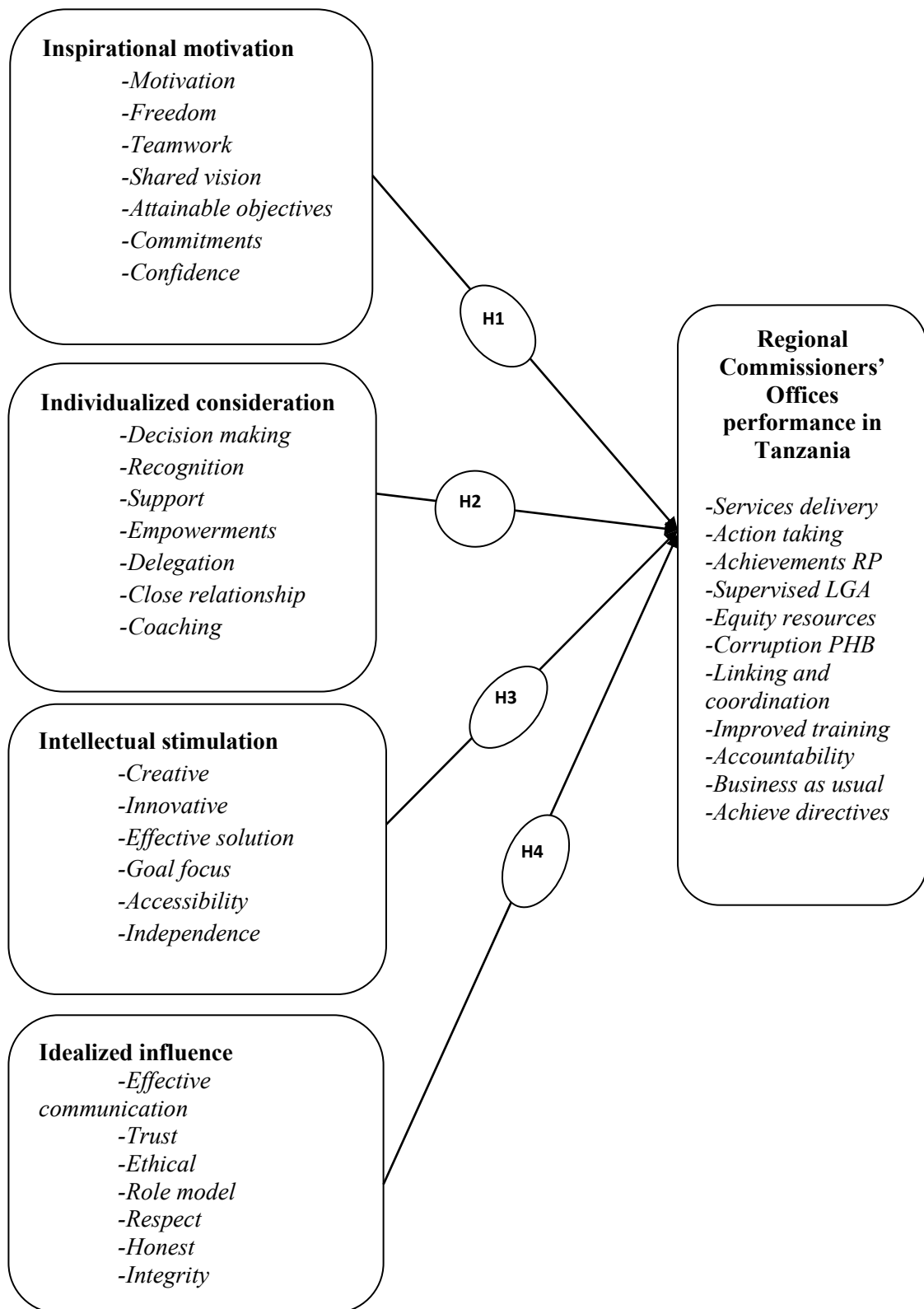


Figure 2.1: Conceptual Framework

Source: Researcher (2017)

2.7 Operationalization of the Variables

2.7.1 Endogenous Variable

The endogenous variable in this study was regional commissioners' office performance in Tanzania, which was measured by different indicator variables adopted from theoretical and empirical literature review. For example, Duressa and Asfaw (2014) measured the public sector performance in Ethiopia using improved customer's needs, achievements of government reform programme, focused strategy and effectiveness in performance. Similarly, Tamkin *et al.* (2014) used three elements of measuring performance, which involved action taking, skilled people and influence of leaders.

On the other hand, Hurduzeu (2015) categorized the measurements of performance into the following indicator variables: the goal approach, where the organisational performance measured by ability of the organisation to achieve. System resource approach, which involves the relationship between the organisation and the environment. Constituency approach where multiple stakeholders of the organisation perceived with the effectiveness of performance and the last competing value approach in which organizations were required to apply different criteria to measure organisational performance.

In addition, Nthin (2013) used output and outcome, profitability, internal process and procedure, organisational structure, employees' attitudes, organisational responsiveness, return on assets, return on investments and shareholder return to measure organisational performance. Furthermore, Datche (2015) measured using

customer service delivery, quality of services, goal, sales, market share and profitability.

Apart from explanation concerning indicator of organisational performance, Ngaithe (2015) revealed the absence of specific indicator variables for organisational performance. Thus, pointed out those measurements variables of performance depend on the nature, discussion and agreements on the right way of measuring the organisational performance. PO-RALG (2017) showed that the indicator variables to measure regional commissioners' office performance are service delivery, action taking, leaders' influences, achievement of government reform, supervised LGA, equality of using resources, corruption prohibition, linking and coordination, promotion of accountability, improved training and accomplishing directives which are briefly described as follows:

Service delivery: Improved services delivery is important in the regional commissioner's offices since it increases the values of the organisation and satisfactions to the people. According to Bitner *et al.* (1997) argued that for improving organisational performance employees must enact their role in the service delivery both efficiently and effectively. Client charter plans describes the process required for provision of services to the people. Grönroos and Ravalld (2011) described that provision of high quality services, created satisfaction to clients. To ensure high quality services provision to Tanzania, the regional commissioner's offices in Tanzania developed client charter services delivery plans for continuous improvement of service. Thus, services delivery for that matter considers as an indicator of regional commissioners' office in Tanzania.

Action taking: In public sector taking action is implementing something official or difficult to achieve or deal with problems, which lead obtaining solutions. Systematic action taking is known to influence organisational performance. In view of regional commissioners' office systematic action taking involves all employees in the organisation. According to Mpango (2013), systematic action taking in public sector needs workers to understand their responsibility with key indicators of performance. Also, it needs continuous of measuring the key indicators of performance. This study therefore explored systematic action taking as an indicator of regional commissioners' office performance in Tanzania.

Reform Programmes: Is a transformative initiative introduced in public sector which aimed providing big change on employees and organizational performance. The governments of Tanzania adopted the reform programmes for improving better services provision to the people (PO-PSM, 2014). During its implementation, the regional commissioner's offices became the central point of implementation, whereby the reform programmes were taken as major agenda during operation. The governments targeted improving public sector performance so that to facilitate quality services to the people. Some of the Public sectors reform programmes which the governments employed on transforming the public sector performance are civil services reform programmes, public sector reform programmes, and big results now, to mention few. Thus, in this study the achievements of reform programmes implementation used as a measure of regional commissioner's offices performance.

Supervision of local governments: Local government supervision is a process of monitoring and evaluating its daily activities implementation which intends ensures

the local government runs their goal efficiently and effectively according to plan and the provisions of the legislation. Zimmerman (2012) pointed out that proper supervision of local governments was important because most of the people were taking services in local government's authority. Supervision assisted improving the provision of standard services to the citizens.

In addition, Solikin *et al.* (2015) described that the central government had an obligation and even the right to supervise local government to ensure better services delivery to the people. In Tanzania context supervision of local governments are in broad scope because the local governments are close to the people at the grassroots level which need special attention to enhance improved services delivery for entire governmental systems. Transformational leaders at the regional commissioner's offices expected to plan and conduct proper supervision to all levels of local governments within the respective regions. In addition, the regional commissioners' offices supervision on the local governments ensures proper financial management and values for money on the established projects. Thus, local government's supervision is intended to ensure its compliance with national policies during implementing various activities. This study adopted local governments' supervision as an important measure of regional commissioners' offices performance in Tanzania context.

Equity: Redmond (2009) argued that employees want to be treated fairly in terms of resources allocation and utilization. Equality of using resources builds strong relation between leaders and employees. It influences the morale of employees and they become satisfied, which enhance job performance. In addition, equity promotes

motivations to employees which results into working hard for the benefit of the organizations. Therefore, in the context of this study equity was considered as an important measure of performance because develops strong unity between employees and transformational leaders towards providing services to Tanzanian.

Corruption: The presence of corruption in public sector organisation resulted into insufficient services delivery to the people. In addition, the practice of corruptions found to be a serious obstacle to development. Basing on the presence of corruptions, the central governments ordered all public sectors to take initiatives of prohibiting corruptions. Mashal (2011) corruption is an issue of great concern in terms of the abuse of public office for private gain which attracted many arguments from academicians and policy makers. Regional commissioners' offices in Tanzania had to take a lead in prohibiting corruption within the respective regions. Its success of prohibiting corruptions is termed as better performance. Due to that, the researcher adopted corruption prohibition as a measure of regional commissioners' offices performance in Tanzania.

Linking and coordination: Linking and coordination is necessary in the organisation to influence employees to be committed on during operation of their goals and facilitates organisational performance. Ellinger *et al.* (2011) argued that effective linking and coordination of employees and other partners of the organisation are beneficial to ensure better performance. It enables provision of services to the people by through team spirit. Every member and partners of developments through proper coordination can be involved to provide the appropriate services.

Demirbag *et al.* (2012) concluded that encouraging better linking and coordination among employees and partners of developments in provides improved employee's performance and improves the overall organizational function. In the regional commissioner's office linking and coordination is considered essentials because the region links and coordinates the central governments, local government's authority, central government agencies, private sectors, political parties, religious organisation and community within the respective regions. This ensures peace, unity and harmony within the region. Thus, proper linking and coordination is important for performance of the regional commissioners' offices in Tanzania.

Improved training: Employees' training improves performance of employees and organisation. Training increases new knowledge especially for nowadays; new knowledge and skills have been constantly updated thus needs adoption. In the regional commissioners' office in Tanzania, new knowledge and skills have been introduces in areas such as ICT, accounts, planning, administration, education which, needs continuous training. Thomas and Robertshaw (1999) pointed out that training found to be essential because it increased performance of employees, which led to client's satisfaction after obtaining services. In view of regional commissioners' offices, training is important measure for employee's performance, which results into improved regional commissioners' offices performance.

Accountability: Accountability is a key aspect, which ensures improved public sector performance. According to Dubnick (2005) accountability and performance are instrumental by the sense that accountability increases organizational performance. In the context of this study accountability was employed as a measure of regional

commissioners' offices performance in Tanzania. This is because the regional commissioners' offices have been promoting accountability of employees to ensure quality services provision to Tanzanian. For instance, RAS Iringa (2018) noted that in influencing accountability of employees, Iringa regional commissioners' office established the client services charter, which requires all workers to be accountable by providing standard services to the people.

Business as usual: The culture of working business as usual in public sector has been known to hinder its performance. Business as usual cause poor services delivery to the people and results into corruptions. According to Mpango (2013), the main driving force underpinning various initiatives of the governments to fall was working business as usual. To improve performance of providing good services to the people in public sector, mindset transformation was emphasized. This means that moving from business as usual to business unusual. This study measured regional commissioners' offices performance using the habit of being transformed from the culture of working business as usual to business unusual.

Directives: Central governments provide various directives to the regional commissioners' offices and other public sectors which lay down certain results that must be achieved within specified time. According to PO RALG (2017) all directives must be attained within time by the regional commissioners' offices. Currently, the directives which have been given to all regional commissioners' offices are the promotion of developing 100 and above industries from each region. Basing on tis foundation of accomplishing directives, this study employed achievements of

directives as the observed variables of performance in the regional commissioners' offices in Tanzania.

Leaders Influence: Jensen (2014) points out that transformational leadership was effective on influencing organisational performance; however, public sector organisation required adopting it in improving services delivery to the people. This study adopted leadership influence as a measure of regional commissioners' office performance.

2.7.2 Exogenous Variables

2.7.2.1 Inspirational Motivation

Hassan (2007) examined the effects of inspirational motivation on organisational performance adopted shared vision, teamwork, commitments and attainable objectives. On the other hand, Ngaithe (2015) applied only teamwork, autonomy and communication to measure the influence inspirational motivation on organisational performance.

Argia and Ismail (2013) pointed out that among the measurements used as an attribute of inspirational motivation were; teamwork, motivation, shared vision, attainable objectives, autonomy, commitments and confidence which are briefly described as follows:

Teamwork: the influence of teamwork on organisational performance in Pakistani and results indicated that teamwork positively related with organisational performance (Boerner *et al.*, 2011). Teamwork is a combination of individual's efforts in the

organisation that lead to better organisational performance (Long *et al.* 2014). In regional commissioner's offices teamwork was considered to influence individual employees and organisational performance and was adopted as a measure of inspirational motivation.

Motivation: is a desire to accomplish goal; and it is very important aspect of inspirational motivation, which influences employees and organisational performance. Reasonable motivation to employees increases organisational performance beyond expectation (Seniwoliba and Nchorbun, 2013). Mwogeli (2016) conducted a study in Safari com in Kenya by involving 109 respondents and witnessed employees' motivation being increased employees' performance and organisational performance. This study employed motivation to measure the influence of inspirational motivation on regional commissioners' office performance in Tanzania since motivation was found as an important stimulator to facilitate the performance of individual employees, teams of employees and organisational performance.

Common vision: Is the situations of envisioning stimulating possibility of working hard with confidence aiming at achieving the organisational goal. According to Datche (2015), shared vision used to measure inspirational motivation and found significantly impact on performance.

Attainable objectives: Are objectives which are realistic in the organisation and implementing realistic objectives increases team spirit for achieving organisational goal. Kirui *et al.* (2015) examined the applicability of transformational leadership for

effective organisational in state owned Banks in Kenya. Findings revealed that realistic objective with common vision and goal results improved performance.

Autonomy: Autonomy is the freedom during accomplishing organisational goal. Cavazotte *et al.* (2013) determined the impacts of job stress and organisational performance concluded that autonomy increased employee's job satisfaction and organisational performance.

Commitments: Ali-kashefi *et al.* (2013) defined commitments as the increased moral values of employees and insisted having committed employees in the organisation. Irefine and Ali-Mechanic (2014) examined the effects of commitments in Nigeria and the findings revealed significant relationship between commitments and organisational performance.

Confidence: Hays *et al.* (2009) described confidence as the increased cognitive, effective and behavior response, which influences organisational performance.

Despite the influence of inspirational motivation have been measured by various researchers in different context, little was known on measuring regional commissioners' offices performance in Tanzania. Based on this fact, researcher explored these measurements and authenticated based on regional commissioner's offices performance in Tanzania. To measure the influence of inspirational motivation to gain more understanding; therefore, it was hypothesized that:

Null H1a: *Inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

Alternative H1b: *Inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

2.7.2.2 Individualized Consideration

Ahmad et al. (2014) used collective decision making, delegation, and support while Ngaithe (2015) used work place diversity, delegation and stress managements as indicator variable to measure individualized consideration Datche (2015) applied individual needs, teacher, coach and mentor as an indicator variable measuring individualized consideration. According to McCleskey (2014), individualized consideration has been measured by collective decision making, support, empowerment, delegation, relationship and coaching which are briefly noticeable as follows:

Collective decision making: Hertz *et al.* (2016) define collective decision making as the involvements of others on important decision and pointed out that in Beijing China collective decision making used as a determinant of individualized consideration which influences Organisation performance. In addition, Saha and Kumar (2017) concluded that collective decision making improved job satisfactions to employees in public sector in India.

Recognition: Kaufman (2013) explained recognition as the motivation which has significant influence on employees and organisational performance. It was justified that recognition increased job engagements which led to great organizational performance.

Support: Is state of providing assistant to employees in the organisation and has been considered as indicator variable of measuring individualized consideration. Camillei (2015) in Malta found support to improved organisational performance. This study

used support of employees as an indicator of individualized consideration at the regional commissioners' offices in Tanzania. Supporting employees means that considering them in terms of builds the behavior of being committed at work which results into good services provision to the people.

Empowerments: Yasothai *et al.* (2015) defined empowerment as the process of giving authority to employees and used as determinants of individualized consideration. In addition, Hanaysha (2016) found empowerment influencing public sector performance since it increases morale of employees. Empowerments enable employees making decision for the benefit of the organisation Cheong *et al.* (2016). Employees become strong when it happens to provides decision during problem solving. Therefore, in this study the researcher found empowerments as an important indicator of individualized consideration.

Delegation: Is the situations of conveying responsibility to less senior employees in the organisation. Kombo et al. (2014) conducted a study to measure the impacts of delegation in serving and credit cooperative society in Kisii country in Kenya and concluded that delegation improved organisational performance. Also, Al-Jammal *et al.* (2015) used delegation of authority as a significantly influence for Irbid municipal performance in Jordan. Behavior of delegation builds morale to employees and creates environments of trusting each other's in the organisation. In addition, delegation develops succession of leaders through gaining experience during providing services and taking action on the important issues. Hence under individualized consideration, this study detected delegation as an indicator variable.

Close relationship: on the human relation theory, Bass (1985) insisted that the principal task of managements is to manipulate work place relations to enable influencing organisational performance. Ngari and Aguisoma (2013) describe the relationship as the way where employees work together for achieving organisational goal.

Coaching: Alarifi and Althoyanan (2013) defined coaching as the situation of training and guiding employees for improving performance in the organisation. Utrilla *et al.* (2015) investigated the effect of coaching employees and found significant relationship with individual and organisational performance. In addition, Carey *et al.* (2011) pointed out that success in organisation is influenced by coaching employees in the organisation.

Regardless of the scholars using the described indicator variables testing the influence of individualized consideration, these determinants rationally have never been tested at regional commissioner's offices performance in Tanzania. Therefore, this study adopted these measurements to measure the influence of individualized consideration at regional commissioners' offices performance. To test the influence of individualized consideration, the researcher hypothesized that:

Null H2a: Individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania.

Alternative H2b: Individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania.

2.7.2.3 Intellectual Stimulation

Datche (2015) used stimulation of awareness, creativity, innovation, empowerment and independence to measure the influence of intellectual stimulation. Smothers *et al.* (2016) insisted that intellectual stimulation is important variable to influence better organisational performance through creativity, innovation, identifying problems and effective solutions in the organisation. Burgarner (2016) witnessed that creativity, innovation, goal focus, effective solution, independence and accessibility used to measure intellectual stimulation.

Creativity: Sarros and Santora (2001) insisted creativity being the heart and midpoint of Organisational performance. In the same view, Alarifi and Althoyanan (2013) pointed out that creativity significantly influenced public sector performance. It is also a situation where something new that is valuable is created by employees (Smothers *et al.* 2016).

Innovations: Is the process of translating ideals into good services provision the people. Hoffman *et al.* (2011)) reported that organisations, which have high rates of innovation, gained better performance. In addition, Daglio *et al.* (2014) argued that innovation associated with process innovation and service innovation that significantly related with performance.

Goal focus: Mostashari (2009) found goal focus creates a culture of being creative, innovative and active thinking for solving problems. Thus, goals focus is the ability of employees to focus on positive values that stimulate employees to think rationally to achieve a specified goal.

Effective solution: Amin *et al.* (2016) defined effective solution to problems as the most effective way of solving for improved organisational performance. Effective way of addressing problems completely ensures organisational performance.

Independence: Iwu-Egwuonwu (2010) defined independence as the ability of employees being more engaged and more innovative in the organisational and accessibility is the situation where by leaders in the organisation are reachable for knowledge sharing. Iwu-Egwuonwu (2010) found that independence of employees and accessibility of leaders at work place is very important for effective decision making and accountability. In context of this study, independence and accessibility will be employed as indicator variables to measure the influence of intellectual stimulation on regional commissioners' offices performance.

Even though, various studies used creativity, innovation, goal focuses, effective solution, independence and accessibility as determinants of intellectual stimulations in various contexts, but little is known on these determinants for measuring the influence of intellectual stimulation on regional commissioners' offices performance in Tanzania context. To test the influence of intellectual stimulation, it was hypothesized that:

***Null H3a:** Intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H3b:** Intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

2.7.2.4 Idealized Influence

Omar (2011) used shared vision, ethical and role model to measure the influence of idealized influence while Datche (2015) measured it by role model, trustworthy and teamwork. Gitohi *et al.* (2015) concluded that various determinants such as ethical, trust, integrity, effective communication, respect and role model has been used to measure idealized influence:

Ethical: Bello (2012) defined ethical as the moral principle that oversees employees being with moral values that increases commitments. According to Mayer *et al.* (2011) ethical practices is an important variable contributing organisational performance.

Trust: Darasamy (2010) described trust as believe on the goodness of employees to provide developments in the organisation by build employee's confidence. Likewise, Onyangi (2013) pointed out that trust influenced employee's commitments in the organisational.

Integrity: Renjit and George (2015) define integrity as the process of doing the right things without being supervised. Sahah and Kumar (2017) further evidenced that integrity added the value of commitments for improving organisational performance. In addition, Becker (1998) insisted applying integrity to measure leadership performance specifically transformational leadership. This study adopted integrity to measure the influence of idealized influence on regional commissioners' offices performance in Tanzania.

Effective communication: Femi (2014) found effective communication as the ability to communicate effectively in the organisation and evidenced it as an important aspect improving performance, productivity and commitments in Lagos State Nigeria. Shonubi and Akintano (2016) found effective communication influenced organisational performance through follow up and feedback mechanism.

Respect: Walker (2014) defines respect as a deep admiration of employees, which influence organisational performance. Otherwise, Burchell (2011) recommended that provision of respect to employees in the organisation yields commitments, innovations and creations, which are beneficial to the organisational performance.

Role model: Is a person who distinguishes themselves and others admire and want to emulate them. Hoyt (2011) pointed out that; the influence of role model on organisational success depends on employee's perception. In addition, Morgenroth *et al.* (2015) found that the power of role model increases goal achievements and organisational performance.

These determinants have never been used to determine the regional commissioner's offices performance. To examine idealized influence on regional commissioners' offices performance, it was hypothesized that:

Null H4a: Idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania.

Alternative H4b: Idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania.

NB: All variables; the exogenous and endogenous variables with their measurements are captured comprehensively in chapter three on Table 3.5.

2.8 Chapter two Summary

In chapter two, the researcher explained the definition of key words such as leadership, transformational leadership, inspirational motivation, individualized consideration, intellectual stimulation, idealized influence and regional commissioners' offices performance. Furthermore, the researcher discussed theoretical and empirical literature review and explored the research gap. In the same course, the researcher developed conceptual framework and theoretical framework. In addition, the researcher described the independent and dependent variables and hypothesis statements developed.

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 Chapter Overview

Research methodology is a systematic way of conducting research that solves the research problems. According to Kothari and Gang (2014) research methodology is the process of conducting research using research methods and at the same time considering the logic behind the methods used in the context of the study, which explains the reason of using the particular methods. The research methodology is a science of conducting research scientifically, which enable the researcher to know the relevant methods in a particular study. The research methods therefore are techniques that a researcher uses in conducting research operations that involve methods, which are concerned with data collections, methods, which used for developing relationships between data and methods, which are used to evaluate the accuracy of the results obtained.

Basing on the background of research methodology, the rationale is explained in terms of research philosophy, research strategy, study area, study population, sample size selection and data collection tools. In addition, the measurement part also indicates the study variables and the data analysis tools to be used as explained in the next sections.

3.2 Research Philosophy

Saunders *et al.* (2014) explained that research philosophy is the way of gathering and analysing data of certain fact. This study adopted positivism research philosophy. According to Crowther and Lancaster (2008) positivism research philosophy obeys

assessment of precise knowledge gain through empirical and measurements evidence. Positivism philosophy depends on quantifiable observations, which results into statistical analysis. In positivism research philosophy, hypothesis can be developed from the theories as developed in section 2.7.2 and tested by using observable variables of social realities and due to that, positivism has been referred as a natural science.

Remenyi *et al.* (1998) elucidated that in positivism philosophy researchers works with principles of natural science with observable variables happening in the social reality whereby the results are generalized to the entire population at the end. In addition, Ramanathan (2008) pointed out that in positivism philosophy, researchers are independent, concentrates on facts by testing hypothesis and no human interest, which affects the study findings.

In addition, Myers (1997) deciphered that the main goal of positivism research philosophy is the discovery of universal laws and causal relationship in natural social phenomena. Thus, using positivism research philosophy the hypothesis from existing theory is tested to obtain the reality of relationship between independent and dependent variables.

Based on these fundamentals, this study adopted positivism research philosophy to provide quantifiable findings. By using positivism research philosophy researcher was able to examine and get the authentic information from employees at regional commissioners' offices in Tanzania, which reflects the influence of transformational leadership on performance. To test the influence of transformational leadership on

RCOP, hypothesis was developed and tested using observable variables; finally, findings were generalized to the entire regional commissioners' offices in Tanzania (Figure 5.1).

3.3 Research Approach

Grover (2015) described research approach as plans and the procedure for research that encompass the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. In addition, Grover (2015) concludes that choosing an appropriate research approach is like choosing corresponding key for opening a lock. That meant, if the researcher selects an appropriate research approach, the findings would be valid and reliable, which imply that the final decision-making would also be valid and reliable.

In addition, Cresswell (2007) pointed out that illustrating the research approach is an effective strategy to increase the validity of research. Basing on the importance of research approach, this study therefore, applied deductive research approach, which emphasizes moving from theory to data and explains the essential relationship between variables. The relationship of variables employed in this study through deductive research approach were the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

Through deduction research approach, the concept is operationalized to allow facts to be measured quantitatively (Collins, 2010). On the foundation of deduction research approach, the main construct of transformational leadership was well postulated and the indicators of each construct described clearly to allow findings to be generalized

for entire regional commissioners' offices performance in Tanzanian context as shown in section 2.7.1 and 2.7.2.

3.4 Research Design and Strategy

According to Kerlinger (1986) research design is a plan, structure and strategy of investigation conceived to obtain answers to research question or problems. Saunder *et al.* (2014) described research design as the general framework that researchers employ to get answers of research questions. This study employed quantitative research methods where explanatory research design used to test the developed hypothesis with reference to the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

Kumar (2010) argued that explanatory research designed envisioned to assess causal and effects of relationship of variables. Since this study encompasses many variables which its influence offices performance in Tanzania, explanatory research design found to be appropriate to provide expected findings.

Cooper and Schindler (2014) argued that explanatory research design ensured the collected information to be able to answer the initial questions of research concerning the causal relationship of variables. On the other hand, descriptive research design also used to identify and profile respondent's characteristics of the regional commissioners' offices as described in section 4.2.1.1 to 4.2.2.6.

In the context of explanatory research design, survey research strategy was applied during selection of sample from the entire population on regional commissioner's

offices in Tanzania. Kumar (2010) argued that survey, gives the researcher the ability to study, describe, explore and analyze relationships of a model or conceptual framework among larger geographically scattered subjects. Any activity that collects information in an organized and disciplined manner, identifying characteristics of interest from units of a population, using well defined concepts, methods and procedures, and compiles such information into a useful summary form is referred as survey. The Survey used in this study as a proper research strategy due to its appropriateness of establishing causal relationship between variables and making conclusion to the population.

According to Saunder *et al.* (2009) survey strategy is suitable way of conducting a study since can generate large amount of data in economic way. This recommendation is related with arguments made by Gupta and Gupta (2013) who evidenced that survey research strategy is the best strategy because the researchers may describe, explore and reducing errors during data collection processes because doesn't provides room to researchers to influence the respondents to provide answers.

As in this study, the main objective was to test the causal relationships which exist between transformational leadership and regional commissioner's offices performance. Survey research strategy found to be appropriate for collecting data from larger scattered regional commissioners' offices in Tanzania.

3.4.1 Survey Population

Goldstein (2015) defines surveys population as a collection of units that exists in the organisation where a sample is taken to represent others. According to Kumar (2010),

target population for a study is the entire set of units for which the survey data are used to make conclusion. In the context of this study, the targeted survey population was 4,337 employees from all sections and units at the regional commissioner's offices in Tanzania that were obtained from PO-RALG.

According to PO - RALG (2016) the total number of employees who are working at regional commissioners' office is 4,337. The study population strictly targeted employees working at regional commissioners' offices in Tanzania. Employees working at regional commissioners' offices in Tanzania were considered in this study as well, because their response on view of transformational leadership was required.

Such workers do work with public leaders, so their information concerning the influence of leaders on regional commissioners' offices performance is viable. Therefore, from this population the researcher got the required sample size, which used to obtain reasonable information for testing hypothesis and understanding the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

3.4.2 Survey Area

Kothari and Garg (2014) described survey area as a distinct geographical location, social cultural location or political areas where scientific study is conducted to get facts about phenomenon. This means, survey area is a geographical location under study whereby data are gathered based on altitudes or opinions from the sampled representatives.

The survey area for this study was the regional commissioners' office in Tanzania whereby eight RCOs were selected to represent others. The reason(s) for selecting only eight regional commissioners' offices is the fact that, the structure and functions of all regions commissioners' offices in Tanzania are the same. For that reason, all had equal chance to be selected to represent others regions.

In addition, regional commissioners' offices have been extensively involved in operations to transform public sector performance to improve service provision to Tanzanians. Such reform programmes, which involved on transforming public sector for improving services delivery to the people, are public sector reform programmes and BRN was amongst them. Therefore, data collected from RCO were essential for providing results about the influence of transformational leadership on regional commissioners' offices performance in Tanzanian context.

In addition, the data collected from this area utilized to generalize findings for the entire regional commissioners' offices in Tanzania. This study selected one regional commissioners' office from each zone using simple random sampling. The selected regional commissioners' offices: Lindi regional commissioners' office from southern zone, which composed with Ruvuma, Lindi and Mtwara regions. Iringa regional commissioners' office was selected from highland zone, which involved Rukwa, Songwe, Mbeya, Njombe and Iringa regions. Morogoro regional commissioners' office from cost zone, which have Dar Es Salaam, Pwani and Morogoro regions and Tanga regional commissioners' office from northern zone, which involved Kilimanjaro, Tanga and Arusha regions.

In addition, Dodoma regional commissioners' office was selected from central zone, which composed with Singida, Dodoma and Manyara regions. Kigoma regional commissioners' selected from western zone, which involved Katavi, Kigoma and Tabora regions. Kagera regional commissioners' office was selected from Lake zone, which composed with Kagera, Mwanza, Geita and Mara regions; and Shinyanga regional commissioners' office from established special zone, which involved Shinyanga and Simuyu regions.

3.5 Sampling Design and Procedures

3.5.1 Sampling Frame

According to Kothari and Garg (2014), sampling frame consists of a list of items from which the sample is to be drawn. The sampling frame under this study was a list of employees from the regional commissioner's offices (Lind, Iringa, Morogoro, Tanga, Dodoma, Kigoma, Kagera and Shinyanga). The list was obtained from the responsible ministry for regional administration and local government authorities. This sampling frame was found to be suitable for this study because it consist all employees from regional commissioners' offices who work beneath with their leaders for providing better services to Tanzanians.

3.5.2 Sampling Procedures

Multi stage sampling technique was applied to ensure generalization of the findings for all regional commissioners' offices in Tanzania. Since this study encompassed all regional commissioner's offices in Tanzania, the first part was to identify regional commissioners' offices with respect to zones. The second stage was to employ simple random sampling to select one regional commissioners' office from each zone to

ensure a fair representation. After identifying one regional commissioners' office from each zone, the next stage involved simple random sampling where employees from the selected regional commissioners' offices completed the survey questionnaire. Kothari and Garg (2014) point out that simple random sampling has a plus point by increasing equal chance to all respondent over the entire population, found being less costly and used in a large population. Thus, this technique was found to be appropriate in this study.

3.5.3 Sample Size

Saunders *et al.* (2012) defined sample size as a subset of target populations. This study targeted the population of 4,337 from all the mentioned regional commissioners' offices in Tanzania, the sample size of 360 employees' calculated using chart of determining sample size, adopted from Krejcie and Morgan (1970) as shown on Table. 3.1. Thus, a sample size is finite part of a statistical population whose properties are studied to gain information about the whole population (Granty, 2012).

Likewise, this sample size of 360 employees was distributed equally in eight regional commissioner's offices (Lindi, Morogoro, Iringa, Tanga, Dodoma, Kigoma, Kagera and Shinyanga). After distribution, 45 employees from each regional commissioner's office were representing other employees and completed the survey questionnaire. This sample size also found to be convenience for data analysis using structural equation model.

Hair *et al.* (2010) pointed out that the minimum ratio of sample size required in structural equation model during analysis was five observations per item and good

sample size involves ten observations per indicator variable. However, the sample size of 360 employees under this study found to be convenience for provision of obligatory data that was analysed using structural equation model as suggested by (Hair et al., 2006). In addition, Tabanichnick and Fidell (1996) described that a sample size of 300 considered being good for essential data in a given population, however this sample size of 360 for a given population of 4,337 found to provide good data in this study.

Sample Size from a given Populations.....(3.1)

$$\text{SIZE} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

X^2 = table value of Chi-Square @ $d.f. = 1$ for desired confidence level

.10 = 2.71 .05 = 3.84 .01 = 6.64 .001 = 10.83

N = population size

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as a proportion)

Table 3.1: Chart for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Source: Krejcie and Morgan (1970)

3.5.4 Respondent Distribution in the RCO

The study targeted 360 respondents and out of these 338 filled the questionnaire. Table 4.2 shows the distribution of the respondents from each region. Among 338 respondents who fully completed the questionnaire, 11.8% were from Kigoma regional commissioner's office, 13.3% from Iringa Regional commissioner's office and 12.7% from Lindi regional commissioner's office. On the other hand, 12.1%, 11.5% and 12.7% were from Morogoro, Dodoma and Tanga regional commissioner's offices respectively. Shinyanga regional commissioner's office represented by 13.3% while Kagera regional commissioner's offices were 12.4%.

Generally, the turn up of the respondents to the questionnaire was good since out of 360 targeted respondents who were given questionnaires, 338 returned the correct questionnaires and only 4 were incomplete questionnaires and 18 questionnaires were not returned despite the efforts of making follow up was done. The reason behind the questionnaire not being returned was justified by some of the officers at the RCO being very full of activity, which made them being very busy. These busy schedules made it difficult for them not fill the questionnaire. Therefore, the general response rate for this study was about 94%.

This study sample size and response rates, is related with Ahmad, *et al.* (2014) who conducted a study to find out the effect of transformational leadership on employee's motivation in Telecommunication Company in Punjab. The study targeted 400 employees but 300 filled questionnaires were returned with 75% response rate. Some of those were not filled completely and the researcher removed from the final analysis. The researchers concluded that 75% response rate was significant for making

conclusion of the study. In addition, the study found positive and significant relationship between transformational leadership and employee's motivation. However, comparing with the current study with response rate of 94% is a good response rate to provide the intended results for this study.

Table 3.2: Respondent Distribution in Regional Commissioners Offices

RCO	Targeted respondents at each RCO	Response on each RCO	Percentage of response
Kigoma	45	40	11.8
Iringa	45	45	13.3
Lindi	45	43	12.7
Morogoro	45	41	12.1
Dodoma	45	39	11.5
Tanga	45	43	12.7
Shinyanga	45	45	13.3
Kagera	45	42	12.4
Total	360	338	100.0

Source: Researcher (2018)

3.5.5 Information of Respondents on each RCO

Demographically the results indicate that female was few in comparison to male in the regional commissioner's offices. The findings confirmed that majority of the respondents were male and the rest were female whereby out of 338 respondents 57.4% were male and 42.6% female. In all regions the number of male respondents was higher compared to female respondents. For instance, in Kigoma regional commissioner's office out of 40 respondents, 62.5% were male and 37.5% female. In Iringa Regional commissioner's office out of 45 respondents, 51.1% were male and 48.9% female. In addition, in Lindi regional commissioner's office out of 43 respondents 58.1% were male and 41.9% female.

Likewise, Morogoro, Dodoma, Tanga, Shinyanga and Kagera regional commissioner's offices, their number of male respondents was slightly higher compared female ones. Even though, the involvements of male respondents were higher in all regional commissioners' offices, the representation of female respondents found to be as much as necessary to provide constructive information that was essential for this study. In addition, cross tabulation was necessary in this study to ascertain their points of views given during data collection.

Table 3.3: Regional Commissioner's Offices and Gender Distribution

RCO	Gender		Total
	Male	Female	
Kigoma	25 62.5%	15 37.5%	40 100.0%
Iringa	23 51.1%	22 48.9%	45 100.0%
Lindi	25 58.1%	18 41.9%	43 100.0%
Morogoro	25 61.0%	16 39.0%	41 100.0%
Dodoma	20 51.3%	19 48.7%	39 100.0%
Tanga	25 58.1%	18 41.9%	43 100.0%
Shinyanga	26 57.8%	19 42.2%	45 100.0%
Kagera	25 59.5%	17 40.5%	42 100.0%
Total	194 57.4%	144 42.6%	338 100.0%

Source: Researcher (2018)

Table 3.3 summarises the analysis of the data showing the number of respondents from each regional commissioners' office with respect to gender composition. Generally, male respondents were 57.4% and female 42.6%. This shows that male respondents were many compared to females. Kigoma region had smallest number of female 37.5% and Iringa region had largest number of female 48.9% followed by Dodoma 48.7%.

3.5.6 Information of Respondents based on RCO Sections

In general, results indicate that majority of the respondents were found from administrations and human sections, which had 27.5%. In addition to that, the next group which comprised many respondents was economics and empowerment which had 11.2% of respondents followed by planning and monitoring section which had 9.8% of respondents. Education and internal audit had 7.1% each while accounts had 6.5%.

Other sections such as infrastructure had 6.2%, supplies 5.0% and water section had 4.7%. In addition, health had 4.4%, local governments 3.8% while ICT and legal unit had 3.3% each. Lindi region led by 44.2% respondents from administration and human resource section meanwhile Kagera was the least represented by 16.7%.

In planning and monitoring sections, Morogoro region was represented by 24.4% followed by Lindi, which had 18.6%. A detailed cross tabulation on the analysis of the data extracted from each regional commissioner's offices showing the number of respondents in each section is presented in Table 3.4.

Table 3.4: Regional Commissioner`s Offices and Sections

RCO	SECTIONS AT THE REGIONAL COMMISSIONERS OFFICES													Total
	AHRS	PS	EES	ICS	HS	LU	LGA	ES	WS	AS	SU	ICT	AU	
Kigoma	12 30.0%	2 5.0%	4 10.0%	3 7.5%	3 7.5%	1 2.5%	2 5.0%	2 5.0%	2 5.0%	3 7.5%	3 7.5%	0 .0%	3 7.5%	40 100.0%
Iringa	10 22.2%	4 8.9%	4 8.9%	3 6.7%	1 2.2%	2 4.4%	2 4.4%	6 13.3%	2 4.4%	4 8.9%	2 4.4%	3 6.7%	2 4.4%	45 100.0%
Lindi	19 44.2%	8 18.6%	2 4.7%	2 4.7%	3 7.0%	1 2.3%	0 .0%	1 2.3%	1 2.3%	3 7.0%	1 2.3%	0 .0%	2 4.7%	43 100.0%
Morogoro	11 26.8%	10 24.4%	9 22.0%	2 4.9%	2 4.9%	0 .0%	0 .0%	1 2.4%	2 4.9%	1 2.4%	2 4.9%	1 2.4%	0 .0%	41 100.0%
Dodoma	8 20.5%	2 5.1%	4 10.3%	5 12.8%	1 2.6%	1 2.6%	1 2.6%	4 10.3%	4 10.3%	4 10.3%	0 .0%	1 2.6%	4 10.3%	39 100.0%
Tanga	14 32.6%	2 4.7%	5 11.6%	2 4.7%	1 2.3%	0 .0%	2 4.7%	2 4.7%	0 .0%	2 4.7%	7 16.3%	2 4.7%	4 9.3%	43 100.0%
Shinyanga	12 26.7%	3 6.7%	5 11.1%	2 4.4%	2 4.4%	3 6.7%	2 4.4%	4 8.9%	2 4.4%	4 8.9%	1 2.2%	0 .0%	5 11.1%	45 100.0%
Kagera	7 16.7%	2 4.8%	5 11.9%	2 4.8%	2 4.8%	3 7.1%	4 9.5%	4 9.5%	3 7.1%	1 2.4%	1 2.4%	4 9.5%	4 9.5%	42 100.0%
Total	93 27.5%	33 9.8%	38 11.2%	21 6.2%	15 4.4%	11 3.3%	13 3.8%	24 7.1%	16 4.7%	22 6.5%	17 5.0%	11 3.3%	24 7.1%	338 100.0%

Source: Researcher (2018)

3.6 Variable and Measurement

According to Steven (1946), the unit of measurement can be categorical (nominal, ordinal) or continuous in nature (interval, ratio) and the variables thus classified are referred to as categorical and continuous. According to Steven, categorical variables are measured on nominal or ordinal scales whereas continuous variables are measured on interval or ratio scales.

The basic variables in this study are continuous; therefore, selection of appropriate measurement scale was important to enhance reliability and validity of the measure depending on the data analysis technique used to analyze a particular model or conceptual framework. In this study linear factor analysis and structural equation

modeling was used as data analysis tools. The use of linear data analysis was limiting the researcher to use categorical variables in the model. Therefore, the study explored continuous variable as the basic whereby structural equation model was appropriate for data analysis.

Flora *et al.* (2012) argued that, linear factor model is well suited to the analysis of continuously distributed variables than categorical variable. This is because the parameter estimates may be biased and goodness of fit indices cannot be trusted when categorical variable are use in a linear factor analysis. Within this context, this study used continuous variable during model development and hypothesis testing. These variables involved the endogenous variable and exogenous variables, which was measured using likert scale.

This was agreed by Flora *et al.* (2012), who pointed out that, the use of scale enhances reliability of the measure especially when a latent variable is measured by a number of other variables. This study therefore established the regional commissioners' offices performance with (12) items as an endogenous variable. In addition, inspirational motivation with (7) items, individualized consideration with (7) items, intellectual stimulation with (6) items and idealized influence (7) items were exogenous variables.

Both endogenous and exogenous measured by using 5-point Likert scales. Table 3.5 presents the proposed model based on unobserved variables, observed variables and suitable measurement scale that was used in this study as proposed in the conceptual framework on section 2.6 Figure 2.1. The study proposed multiple linear models, which is well suited to the analysis of continuously distributed variables.

$$RCOP = H_0 + H1IMi + H2ICi + H3ISi + H4Ili + Ei \dots \dots \dots (3.2)$$

Where;

RCOP = Regional commissioners Offices performance

IM = Inspirational Motivation

IC = Individualized Consideration

Table 3.5: Constructs of the Model

Variable	Constructs	Indicators/Observed Variable	Measurement Scale	Authors applied
Endogenous variable	Regional Commissioners offices Performance	Service delivery	5-Point Likert scale	Tamkin et al, (2014) Datche, (2015) Hurduzeu, (2015) Nthin, (2013)
		Systematic action taking		
		Leaders influences		
		Achievements government Reform		
		Supervised LGA;		
		Equality of using resources		
		Corruption prohibition		
		Linking and coordination		
		Improved training		
		Accomplishing directives		
		Equal accountability		
		Working business as usual		
Exogenous Variables	Inspirational Motivation	Motivation	5-Point Likert scale	Ngaithe, (2015) Hassan, (2015)
		Freedom (autonomy)		
		Team work		
		Shared vision		
		Attainable objective		
		Commitment		
		Confidence		
	Individualized Consideration	Collective decision making	5-Point Likert scale	Datche, (2015) Ahamad et al, (2015)
		Recognition		
		Support		
		Self-empowerments		
		Delegation		
		Close relationship		
		Coaching		
	Intellectual Stimulation	Creative	5-Point Likert scale	Smothers, et al., (2016) Durrea and Asfaw, (2014)
		Innovative		
		Effective solution to problems		
		Goal focus		
		Accessibility		
		Independence		
	Idealized Influence	Effective communication	5-Point Likert scale	Ngaithe, (2015) Datche, (2015)
		Trust		
		Ethical		
		Role model (Charisma)		
		Respect		
		Honest		
		Integrity		

Source: Researcher, 2017

IS	=	Intellectual Stimulation
II	=	Idealized Influence
E	=	Error term
i	=	Respondents
H	=	Parameter to be estimated

3.7 Methods of Data Collection

3.7.1 Questionnaire Survey

A structured survey questionnaire (appendix I) was used in this study to collect quantitative data for hypothesis testing. A structured survey questionnaire was adopted from Dutche (2015) and modified based on this study's objectives and hypothesis. The survey questionnaire was used to capture data, which demonstrated the influence of transformational leadership on regional commissioner's offices performance in Tanzania.

According to Kumar (2010), structured questionnaire is mostly used to capture measurable data for testing statistical hypothesis of the study. In this study the structured survey questionnaire was used to capture data for statistical analysis. Since the structured survey questionnaire was adopted from other studies, there was a need to pre-test them in order to modify wording and values of measurements used to determine the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

3.7.2 Pretesting and Pilot study

Pretesting and pilot study were done in Njombe regional commissioners' office. The aim of conducting pretesting and making a pilot study was to ensure data quality of

the study. Thereafter, data was collected from eight regional commissioners' office (Lindi, Morogoro, Iringa, Tanga, Dodoma, Kigoma, Kagera and Shinyanga). Kothari and Garg (2014) argue that pre-testing the survey questionnaire and doing a pilot studies enable the researchers to polish and ensure validity and reliability of data. In general, pre-test and pilot study which was conducted in Njombe regional commissioners' office was essential because it enabled the researchers to refine and assess the validity and reliability of the data to be collected. After conducting pretesting and pilot study, minor changes were made for improving the terminology of the instruments used to ensure well-structured and being easy to be understood by the respondents.

Some of the minor modification made after pretesting pilot study are found in section "A" of the questionnaire; whereby in the area of demographic characteristics of the respondents specifically the maximum educational level of the respondents. It was corrected to be understood by the respondents whereby instead of writing "STD VI" it was corrected to be "STD VII" and another item "Form IV" which before did not appear in the questionnaire was added aiming to involve all levels of education. In addition, other modification, which was made; instead of writing "Diploma" it was suggested to be written as "Non degree education – diploma level", Degree was changed to "Bachelor degree" and lastly PhD was written as "PhD degree".

In part "B", the exogenous and endogenous variables of the constructs. Some items, which had less meaning to the need of the study was removed from the questionnaire. For instance, on inspirational motivation; the statement "At regional commissioners' office inspirational motivation has been improved with time" was removed; at

individualized consideration, the statements. The intellectual stimulation with the statement “Behaviour of leaders to stimulation employees for performance has been improved with time” was removed. Idealized influence, the statement “Behaviour of leaders to influence employee for performance have been improved with time” was removed, and lastly at the regional commissioners’ offices performance in Tanzania, the statement “At regional commissioners’ office, performances have been improved with time” was removed. A polished questionnaire is shown in (appendix I).

This process of pretesting and making a pilot study in this study relates with Ambroce’s (2009) justification to conduct pre-test and pilot study during his research to find out the effects of transformational leadership on Australian public sector. His findings identified six changes and hence the questionnaire did not comprise the problems of wording, format and instruments design that insured the validity and reliability of the instruments.

In addition, Neuman (2006) evidenced that, pretesting and pilot study process were important in any study to allow any design fault or bias to be addressed in order to remain with the aligned and constructive instruments. Thus, conducting pretesting and pilot study in Njombe region was essential to this study in order to reduce bias before the questionnaires were distributed to the respondents.

3.7.3 Structure of the Questionnaire Survey

The questionnaire survey is divided into two main sections: Section “4” of the survey questionnaire involved demographic and social economic information related to respondents. The respondents’ demographic information involve age and gender while

the social economic information involved education, experience and occupations which were considered as control variables and was measured within the sample aiming enriching the explanatory research design.

In section, “**B**” of the survey questionnaires focused on exogenous and endogenous variables. The exogenous variables that were considered in the survey questionnaire are inspirational motivation with seven-indicator variable, individualized consideration with seven indicator variables, intellectual stimulation with six indicator variables and idealized influence had seven indicator variables.

Each exogenous variable has its own measurements, which are the observed variables used to measure its influence on the regional commissioners’ office performance in Tanzania context. Thus, the endogenous variables in this study therefore was the regional commissioners’ offices performance which measured by twelve indicators variables as indicated in Figure 2.1 and Table 3.5.

The data collected using survey questionnaire, were supported by documentary review. According to Neuman (2006), documentary review is the analysis of documents that contain information about the phenomenon under study. Therefore, in this study documentary review technique was also used to provide support, justify and give evidence of the data collected in a field. Geib & Swenson (2013) witnessed that documentary review was used to provide evidence and confirm what was collected in field through survey questionnaire.

In addition, Saunders *et al.* (2012) recommended using documentary review to increase the quality of the study. In this study therefore, documentation was used to

provide data interpretation, support and give evidence on the surveyed data. Mogalakwe (2006) pointed out that social scientists used documentary research methods to supplement and confirm information collected through social surveys. Thus, it was affluence for this study to use documentary review to increase the quality of the study.

3.7.4 Data Collection Procedures and Questionnaire Administration

The research procedures were adhered during data collection. First, the research clearance letter from Open University of Tanzania referenced with PG201404215 was submitted to the regional administrative secretaries in eight regions (Lindi, Morogoro, Iringa, Tanga, Dodoma, Kigoma, Kagera and Shinyanga). Example of research clearance letter from Open University of Tanzania is on (appendix VI).

The researcher submitted research clearance letter to inquire permission for this research study conduction. After submission the research clearance letter in eight regions, each regional administrative secretary from the eight regions (Lindi, Morogoro, Iringa, Tanga, Dodoma, Kigoma, Kagera and Shinyanga) after being satisfied with the research clearance letter, the regional administrative secretaries provided the letter of authorization to allow conducting research at regional commissioner`s offices in the mentioned regions.

Being allowed to collect data by the regional administrative secretaries, the researcher started collecting data with the help of four research assistants who were recruited from Iringa regional commissioner`s offices. The actual field took place between December 2017 and March, 2018.

3.7.5 Rating the Survey Questionnaire

In completing the survey questionnaire, the demographic section (age and gender) was measured by self-reported age in terms of years while for gender was measured by sex that is male or female. In addition, social economic information (education, experience and occupations) was measured by reporting appropriate indicators as shown in (Appendix 1).

Education was measured by level of education where employees attained. The level of education ranges from primary education, O - level education, A - level education, diploma education certificate, bachelor degree, master's degree and Ph.D degree. Also, employees experience was measured by range of years worked in public sector and regional commissioner's offices. Occupation was measured by indicating their professionalisms of employees attained.

In addition, the summated rating scale (likert scale) was used to rate the survey questionnaire in exogenous and endogenous variable, which are continuous variables. The summated scale used because it is the simplest attitudinal scale to construct and to be used in measuring the variable. Saunders *et al.* (2012) pronounced a likert scale as an orderly scale which respondents have a preference on selecting the option which best fit their opinion, beliefs and attitudes based on the level of disagree or agree within the developed statements.

The most advantage of likert scale is easier to understand and quick to conduct the study. Likewise, in analysis phase it is easy to conduct quantitative research analysis. Also, it assists to construct conclusions. In addition, during rating, respondents are not

forced to convey their opinion and fillings but they are allowed to be neutral as observed in this study. According to Kothari and Garg (2014) witnessed that using Likert scale has several advantages including easy to construct Likert type of scale compared to other types of scale. With Likert scale, respondents were able to answer all questions found in the instruments that ensured a lot of information.

Other Researchers such as Gupta and Gupta (2013) pointed out that the use of summated scale (Likert scale) was essentials since it insures more reliability, easy to construct and less time consuming. Therefore, basing on these facts the researcher used Summated scale to measure each items of the construct. Throughout undertaking this study by use of likert scale, the main assumption considered was that; each statement reflecting transformational leadership and regional commissioner's office performance has equal importance.

Hence, under this study the main construct and all items of transformational leadership (exogenous) variable and regional commissioners' offices performance (endogenous) variable was measured by 5 - point Likert scale. Throughout rating, number 1 represents strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 were for strongly agreed. The questionnaire was distributed to 360 employees in eight regional commissioners' offices in Tanzania as described in section 3.5.4.

These employees were requested to complete the questionnaire by rating the level of agrees or disagrees based on the influence of transformational leadership items on regional commissioners' office performance. The current study is related with Money (2017), who conducted a study to examine the perceived knowledge and practice of

transformation leadership of principal in Secondary Schools in Nigeria using survey questionnaire, which was rated by five point likert scales. The sample consists of 50 principals and 400 teachers. Stratified random sampling was employed under the likert type rating scale rating. The data collected was analysed by using t-test for different between means and Pearson product moment correlation. Findings indicated that that both principal and teachers were aware of transformation leadership styles.

The study recommended using transformational leadership in managing the school for influencing school performance. The principals of the school were required to act as agent of positive change by creating a caring and trustful atmosphere; enhance team spirit; involve teachers in planning and making teaching materials, which is the behavior of transformational leaders. Thus, in this study using likert scale rating was convenient for getting the required findings as expected.

3.8 Data Processing and Analysis

After collecting data, the returned questionnaires were coded and entered into SPSS version 20. Data were analyzed using both descriptive and inferential analysis. Descriptive approach was used to establish the normality of the numbers and inferential statistics used for testing hypothesis. Gupta and Gupta (2013) pointed out that descriptive analysis is essential to explore hunches that may have come up during research process and are used to look normality while inferential statistics are crucial in testing statistical significance of the proposed hypothesis.

3.8.1 Descriptive Data Analysis

Descriptive data analysis was applied in order to profile and describe the respondent's characteristics where frequencies and percentage served as tools to profile nature of

respondents. Gupta and Gupta (2013) added that descriptive statistics apart from profiling and describing the respondent's characteristics, also found to be very important because of being able to measure the central tendencies (mean, median and mode) and measure of dispersion (standard deviation and variance). According to Ambrose (2009), the use of frequency and percentage considered to be useful for profiling characteristics of the phenomena. Thus, in this study descriptive data analysis helped to gain insights on the general characteristics of employees at regional commissioners' offices in Tanzania and get clear picture of a sample which used during discussions of the findings as shown in Table 4.6 to 4.12.

3.8.2 Multivariate Data Analysis

Structural equation model (SEM) is a multivariate method, which is used to estimate relationship of interrelated variables. Structural equation model was used to test hypothesis to determine causal relationship of multiple variables where measurement model and path modeling was involved. According to Schumaker and Lomax (2010) structure equation model was developed from a combination of path and factor analysis aiming testing the complex phenomena whereby the basic statistical model was known to test only limited number of variables. On the other hand, Boomsma (2000) described the structural equation model as a tool where the relationship of variables presented by structural (i.e regression) equation and are shown by pictorial to ensure consistent understandable concept of the study.

In the context of this study, structural equation model was used because the study involves multiple variables as described in Figure 2.1 and Table 3.5 which structural equation model has ability to explore simultaneously and provide the needed results

(Asparouhov and Muthén, 2015). Goodness fit was used to explain the relationship of variables with regard to the consistent of the data of the study, which explain the hypothesized model. Under, structural equation, confirmatory factor analysis was run to testing multiple variables whereby errors found removed and make the reliability of measurements being free from errors. In addition, confirmatory factor analysis was applied in this to test whether the data fit the hypothesized measurements model.

Therefore, using the structural equation model was essential for this study. As recommended by other scholar such Weston and Gore (2006) that structure equation model has advantage because can incorporate observed and unobserved variables during data analysis and allow using many indicators per constructs as shown in this study. This observation of structural equation model being advantageous during analysis was supported by Dion (2008) who described the three advantages of using SEM, which are: Structural equation model is used to assess the significance and strength of relationship between variables (exogenous and endogenous variables).

The model has ability of estimating all coefficients simultaneously which simplified the process of data analysis and is known to be less costfuly in terms of time. In addition, using structural equation model the problems of multi co linearity found to be modeled and assessed, whereby the relationship between variables were modeled too. Also, structural equation model was found to be important since the measurement error eliminated to ensure validity of the construct. Ramanathan (2008) confirmed that through SEM; confirmatory factor analysis is used to test validity and is essential on the data reduction for remaining with factors that explain most of the variance of the collected facts as described in Table 4.18.

Given that structural equation model was used in analysis of multiple variables, the known shortfall of structural equation model is its sensitivity and complexity when the sample size is out of the required range (Verissimo and Lacerda, 2015). When the sample size exceeds 400 the maximum likelihood estimation (MLE) technique tends to be very sensitive. Hox and Bechger (2014) pointed out that structural equation model is often seen to be complicated and difficult to understand when the requirements of sample size are not convenient. This implies that using structural equation model it requires an appropriate sample size to get the anticipated estimates of the study.

Thus, in the current study the sample size of 360 was found to be appropriate for using structural equation model in analysis since the recommended sample size for structural equation model is between 150 to 400 respondents (Braun *et al.*, 2012). In addition, other assumptions that were taken into consideration are the presence of linear relationship, incidence of cause effects relationship between variables and data being free from outliers.

3.9 Validity and Reliability

Validity and reliability are important aspect in research, which has to be considered so as to ensure consistency and stability of the findings. The validity and reliability check helped the researcher to obtain findings that were valid and reliable which assist to come up with genuine conclusion and suggestions. Anastasi and Urbina (2007) pointed out that validity and reliability are importance aspects of research, which assist to draw the appropriate conclusion of the study. Therefore, in this study the

issues of validity and reliability was considered as an important part as described in the next sections.

3.9.1 Validity

Validity refers to whether or not the instruments used in research measures what is intended to measure. Validity is the most important criteria to ensure the quality of test. Tabachnick and Fidell (2007) described validity as a degree or approach where the survey instruments succeed in measuring, quantifying or describing what they intended to measure and concern with the meaningfulness.

Heale and Twycross (2018) described validity as the extent to which the study instruments measure what was aimed to measure in the research. They also pointed out that the first part of measuring validity was content validity, which looks if the instrument covers all contents with respect to variables, objectives and hypothesis of the study. The second part described was face validity which is a sub set of content validity. To ensure face validity experts were asked to provide opinion if the instruments measure the concept required in the study.

Furthermore, Lobiondo - Wood and Haber (2013) emphasised that construct validity is a type of validity, which is important to be observed. It measures the inferences of the variables related to studies. The construct validity is demonstrated by convergence, homogeneity and theory evidence which occurs when the instruments measures concept similar to the instruments. On the base of this study, validity was measured by using content validity, construct validity and criterion validity.

3.9.1.1 Content Validity

Content validity refers to whether or not measurements on a given test accurately reflect the theoretical field of the latent construct it claims to measure (Morse *et al.*, 2002). Content validity examined the instruments if it measures the objective and hypothesis of the study. In addition, the content validity is the extent to which a researcher measures all aspects of research construct accurately using research instruments.

In the context of this study, to ensure a content validity the research instrument was developed in the sense that it covered all contents of the constructs, which required to be measured. In addition, researcher conducted pre-test of survey instrument and pilot study in Njombe regional commissioners' office, which enable to ensure that the measurements on a given test accurately reflected the constructs.

3.9.1.2 Construct Validity

Construct validity is based on statistical procedures where the greater the variance attributable to the constructs, the higher the validity of the instruments. Construct validity involved developing a series of measurable behavior or attributes that correspond to variables. To ensure construct validity confirmatory factor analysis was carried to drop the items that are performing poor in the model.

On view of convergent validity, Fornell and Larcker (1981) recommended measuring it using the average variance extracted (AVE). Therefore, in this study the convergent validity was measured using AVE, which achieved the minimum recommended value of 0.5 as argued by (Fornell and Larcker, 1981). The researcher in this study measured

construct validity using convergent, discriminant and nomological validity as recommended by scholars such as (Cohen *et al.* 2003). Cangur and Ercan (2015) further described that on testing construct validity researchers have to examine the scale used by means of convergent, discriminant and nomological validity. In Table 3.6 shows that AVE values were above the recommended value of 0.5 thus demonstrating adequate convergent validity and hence the construct validity was considerable.

Furthermore, discriminative validity was assessed for testing the construct validity by comparing the AVE of each individual construct with the shared variances between this individual construct and all of the other constructs. As argued by Bove *et al.* (2009) that without conducting discriminant validity researchers cannot be certain whether the results confirm the hypothesized model. In testing hypothesis, an establishment of discriminant validity is important in research to draw the conclusions regarding relationship of variables.

Therefore, discriminant validity was tested and results indicate the presence of higher AVE than shared variance for an individual construct which suggests discriminate validity is achieved are recommended by (Fornell and Larcker, 1981). In addition, the inter construct correlations of the diagonal of the matrix which shows the comparison of all of the correlations and square roots of the AVEs on the diagonal indicated adequate discriminate validity. Table 3.6 shows that all variable scored AVE value greater than 0.4 (Fornell and Larcker, 1981).

Table 3.6: Composite Reliability, Convergent and Discriminant Validity

	CR	AVE	MaxR(H)	IM	IC	II	RCOP	IS
IM	0.822	0.537	0.830	0.733				
IC	0.742	0.510	0.752	0.512	0.700			
II	0.820	0.532	0.820	0.762	0.454	0.730		
RCOP	0.682	0.518	0.687	0.331	0.331	0.422	0.646	
IS	0.691	0.528	0.692	0.662	0.575	0.609	0.370	0.726

Source: Researcher (2018)

Table 3.7: Assessment of Nomological Validity

Measurement model		Standardized Weights Estimate	
IM4	<---	IM	.694
IM3	<---	IM	.754
IM7	<---	IM	.654
IM2	<---	IM	.818
IC1	<---	IC	.631
IC7	<---	IC	.683
IC6	<---	IC	.740
IC3	<---	IC	.672
IS4	<---	IS	.774
IS2	<---	IS	.661
IS5	<---	IS	.803
IS6	<---	IS	.703
II6	<---	II	.760
II5	<---	II	.737
II1	<---	II	.683
II3	<---	II	.739
RCOP1	<---	RCOP	.616
RCOP7	<---	RCOP	.486
RCOP4	<---	RCOP	.548
RCOP3	<---	RCOP	.770

Source: Researcher (2018)

Furthermore, nomological validity was tested by relating measurements to a theoretical model that leads to further deductions, interpretations, and tests. To assess nomological validity all standardized coefficients must have significant values greater than 0.2. In this study therefore, all measurement model had standardized coefficients

significant values greater than 0.2. Table 3.7 shows that all measurement model precisely inspirational motivation (IM), individualized consideration (IC), intellectual stimulation (IS), idealized influence (II) and regional commissioners' offices performance (RCOP) had standardized coefficients significant values greater than 0.2 (Fornell and Larcker, 1981).

3.9.1.3 Face validity

Kumar (2010) points out that to ensure face validity each question or item in the scale must have a logical link with objectives and hypothesis. It is important to use face validity in any study because it is quick and easy to apply during the process of data collection. Ensuring face validity involves the process of thinking what measured the constructs in a questionnaire and if it has sense during asking questions to respondents. In addition, face validity used to encourage people to respond because they imagined that the measurement procedure was simple and has meaning based on their organisational daily activities. Lack of ensuring face validity were noticed to discourage respondents in filling the questionnaire.

In the context of this study, the researcher ensured face validity by developing the research instrument to reflect the research objectives and hypothesis. The research instruments covered a full range of issues, which was measured basing on the main construct of the study. In addition, the research instruments structured in the way that it was very specific, short and understandable to respondents, which accommodated all requirements for getting required data. Due to that, face validity was ensured, and data was well obtained.

3.9.1.4 Criterion validity

Maxwell (1992) described criterion validity as a type of validity which provides evidence about how well scores, on the new measure correlate with other measures of the same construct or very similar underlying constructs that theoretically should be related. In ensuring criterion validity, the measure can be pursued in one of two contexts namely; the predictive validity or concurrent validity.

Table 3.8: Summary of Assessments of Constructs Validity

Validity	Definition of Validity	Assessments
Content Validity	The extent that measurement instrument items are relevant and representative of the target construct	A theory was employed on item generation pool and expert assessment of items
Face Validity	The extent that measurement instrument items linguistically and analytically look like what is supposed to be measured	Theory review and expert assessment of items was employed
Predictive Validity	The extent that a measure predicts another measure	Regression analysis and discriminant analysis was used to assess the predictive validity of the construct
Concurrent Validity	The extent that a measure simultaneously relates to another measure that it is supposed to relate	Covariance correlation matrix analysis was applied
Convergent Validity	The extent that different measures of the same construct converge or strongly correlate with one another	Correlation analysis and confirmatory factor analysis (CFA) was applied
Discriminant Validity	The extent that measures of different constructs diverge or minimally correlate with one another	Correlation analysis, confirmatory factor analysis (CFA) and AVE was applied.
Known-groups Validity	The extent that a measure differentiates between groups that are known to differ on the construct	Means analysis and standard deviations analysis was employed.
Nomological Validity	The extent that a measure relates to other measures in a theoretical network	Correlation analysis, regression analysis, path analysis, structural equation modeling (SEM) was employed

Source: Adopted from Engallant et al. (2016)

Therefore, in the context of this study, predictive validity of the constructs measured by regression and discriminant analysis. In addition, concurrent validity ensured through the instrument being developed by considering strong validated theoretical and empirical literature.

Therefore, to conclude the issues of criterion validity in this study was addressed; the researcher modified the instrument to fit the research constructs and hypothesis. In addition, the observable variables used to measure the main construct were obtained from theoretical and empirical literature. This resulted to having well-established instruments to determine the relationship of variables of the study.

3.9.2 Reliability

According to Zikmund (2003) reliability is the degree to which measures are free from error which results into consistent results from a study. In addition, Ab Hamid *et al.* (2017) described reliability as the degree to which measures of constructs are free from error and yield sound results of the research. Thus, reliability is the extent to which results are consistent over time, which accurately represent a total population under study and can be reproduced under a similar methodology.

In order to ensure reliability in this study, the Cronbach's alpha (α) analysis was employed to test the reliability of the predictor variables. The study found very reliable variables since the Cronbach's coefficient was found α coefficient, which range from 0.847 to 0.889 as shown on Table 3.9. According to Wu *et al.* (2012) the Cronbach's coefficient which are very reliable range between $0.70 < \alpha \leq 0.90$ as expressed in Appendix II. Hence the reliability of this study was very strong.

Table 3.9: Reliability of Variables

Variables	No attributes	Cronbach's Alpha
Inspirational motivation	7	0.889
Individualized Consideration	7	0.850
Intellectual Stimulation	6	0.882
Idealized Influence	7	0.875
Regional commissioner's offices performance	12	0.847

Source: Researcher (2018)

On the other hand, the researcher used composite reliability to assess the internal consistency of the variables. Internal consistency measures the degree within the instrument and questions on how well a set of items measures a particular behavior or characteristic within the test. Internal consistency also, known as scale homogeneity in other words, the ability of items in a scale to measure the same construct or trait. In the analysis a values above 0.5 are considered significant while the coefficients that range from 0.6 and above are considered more acceptable in scientific research although lower values can be used as well and accepted (Tabachnick and Fidell, 1996; Hair *et al.*, 2003).

The Composite reliability coefficient values greater than > 0.5 was obtained in the current study meet this rule of thumbs and thus shows that the items used measures what it is purported to measure. Otherwise, if the study could obtain low composite reliability coefficient values of equal or less than 0.5 the study could recommend lack of internal consistency of the measures. Table 3.6 Shows that all variable had a composite reliability (CR) greater than 0.6 as recommended by Fornell and Larcker (1981) that any internal consistence of any variable should score a composite reliability at least value of 0.6.

3.9.3 Validity and Reliability Issue in EFA

Exploratory factor analysis was found to be important because it was used to reduce the number of observed variables into a small set of variables. According to Kline (1994) exploratory factor analysis is used when a researcher wants to obtain numbers of factors influencing variables and to analyse the variables, which go together. This means that in exploratory factor analysis the hypothesis which prevails is existence common latent factors which are required to be measured by common observed variables which account for correlation.

Therefore, exploratory factor analysis is important in a study which comprises multiple variables which must be assembled to form common factors and be reduced to a smaller set of variables for getting underlying concepts which facilitate interpretations. Since, this study involved multiple variables the exploratory factor analysis was adopted for putting variables into meaningful class.

On the other hand, exploratory factor analysis was applied to examine the construct validity and reliability. Thompson (2004) evidenced that exploratory factor analysis was essential to ensure the issues of validity and reliability. Among the criteria used to assess the validity and reliability of the construct was retaining all factors which had high loading 0.9 and low loading had 0.4. Also, the recommended sample size which was found to diminish the error during exploratory factor analysis is 300 respondents. Field (2009) witnessed that exploratory factor analysis works better with large sample size.

In the context of this study, the targeted sample size was 360. In order to ensure validity and reliability, sample adequacy was tested in exploratory factor analysis

whereby the Kaiser-Meyer-Olkin (KMO) was used to examine sample adequacy. Kaiser-Meyer-Olkin is used to measure the sampling adequacy prior to the extraction of the factors during exploratory factor analysis. For the KMO statistics Kaiser (1974) recommends a bare minimum of 0.5 and that values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb. For these data the overall value for KMO is 0.888, which falls into the range of being good as shown on Table 3.10. With this KMO value the researcher was confident that the sample size for all items and for overall was adequate in factor analysis for this research.

Basing on the findings of KMO 0.888, the next step was to conduct factor analysis with the aim of producing a unidimensional of the theoretical constructs. In producing scale of unidimensional during exploratory factor analysis, Hair *et al.* (2010) recommend using Kaiser's criteria (eigenvalue greater than 1), the Scree test, the cumulative percent of variances extracted and parallel analysis as an important decisive factor for extraction technique whereby this study adopted.

The current assessment results with KMO 0.888 are linked with Che Russel *et al.* (2013) who found KMO value of 0.869 which indicated strong correlation of variables and took exploratory factor analysis. In addition, these findings are contrary different with Kenyama (2011) whose KMO results was 0.478 which indicated that the correlation matrix was insufficient for factor analysis and principle component analysis. Therefore, based on KMO findings in this study it confirms that the data was adequacy for conducting analysis using exploratory factor analysis.

Table 3.10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	7.684E3
	df	741
	Sig.	.000

Source: Reseacher (2018)

On the other hand, the Bartlett's test results as indicated in Table 3.10 helped to measure the null hypothesis that the original correlation matrix is an identity matrix. A significant test tells us that the matrix is an identity matrix which provides evidence that, there are some relationships between the variables we hope to include in the analysis. For these data, Bartlett's test is highly significant ($p < .001$) which justify some relationships between the variables existing in correlation matrix which support to include the items found in correlation matrix for the exploratory analysis.

Table 3.11: Summary of Validity and Reliability Issue in EFA

Reliability and validity	Criteria	Methods Used
Variables	Continuous	All variables were continuous
Sample size	At least 300	Sample size used was 360 which are more than 300.
	KMO value	KMO values found to be greater than 0.5. This indicates the sample size is adequacy meanwhile the the Bartlett's test of Sphericity $p < 0.001$.
	Heterogeneous	Different gender, different age, different experience, different sections, different geographical location.
	Homogenous	All were employees at the regional commissioner's offices in Tanzania.
Retaining Factors	Eigen value greater than 1	All retained factors have Eigen values greater than one
Retaining items and absence of Multi colinearity	High loading should be 0.9 and low loading should be 0.4	High loading had 0.9 and low loading had 0.5

Source: Adopted from Hooper and Coughlan (2008)

According to Hooper (2008) when the Bartlett's test of Sphericity reached statistical significance indicates that the correlations are sufficiently large for exploratory factor analysis. Thus, Table 3.10 with $p < 0.001$ help to justify that there are correlations in the data set that are appropriate for factor analysis.

3.9.4 Validity and Reliability Issue in CFA

Oke *et al.* (2012) pointed out that confirmatory factor analysis was important in quantitative research which comprised multiple variables because it insured the normality of the data, makes the reliability of measurement clear and relationships measurements free from measurement error.

Table 3.12: Summary of Validity and Reliability at CFA

Validity component	Technique used	Heuristic/de facto standards	Study model validation
Discriminant validity	CFA as used in SEM	GFI>.90, CFI>.90, AGFI>.80, AVE>share AVE	GFI=.949, AGFI=.918 CFI=.949, See figure 4.7 AVE>share AVE See Table 3.5
Convergent validity	CFA as used in SEM	GFI>.90, CFI>.90, AGFI>.80, AVE at least 0.5	GFI=.949 AGFI=.918 CFI=.949, See figure 4.7 AVE are 0.5 and above See Table 3.3
Reliability (Internal consistency)	Composite reliability (C.R)	All C.R value > 0.6 or 0.7	value are above 0.6 See Table 3.3
Content validity	Literature Review, Expert panels	Higher degree of consensus	Study instrument reviewed and consider experts opinion, pilot tested
Nomological validity	SEM	Standardize path coefficients	All standardized coefficients have significant values greater than 0.2
Predictive validity	SEM	Explained variances in the .40 range or above are desired	Achieved for all unobserved variable

Source: Adopted from Tabachnick and Fidell (2007)

During the process of confirmatory factor analysis various fit indices was used to address validity and reliability issues. Some of the fit indices used are goodness of fit index (GFI), adjusted good fit index (AGFI) and average variances extracted (AVE). Also, comparative fit index (CFI) used to find out uncorrelated variables in the model. In addition, composite reliability was used to address the issues of reliability. Table 3.12 provides the summary of the technique used to ensure validity and reliability in confirmatory factor analysis.

3.10 Ethical Issues

According to Gore (1994) ethics are standards of behaviour that guide moral choices about our behaviour and our relationships with others. Ethical standard considerations in research are important because it provide better outcome to the society for better decisions. Also, research ethics increases confidence to researchers and respondents in the integrity of doing research in any kind of environments. Ethical standard ensures high standards of predictability of the findings which is important for influencing organisational performance. In addition, following the research ethical standards ensures good relationship between the researchers and respondents which results into having the required information from the respondents of the study.

According to Wu *et al.* (2012) ethical standards are code of conducts that has been involved on conducting research which provides better results. In due course of this research, the researcher adhered to the following ethical standards such as designing anonymous questionnaires, safeguarding confidentiality and making sure that no part of the collected data used without acquiescence of the Open University of Tanzania. Greener (2008) pointed out that to ensure ethical issues in reseach, the respondents

and their work places should be treated with respect, dignity and courtesy. Therefore, the researcher in this study gave respects to respondents and their freedom of responses which maximized the process of obtaining data from respondents.

In addition, the researcher followed Open University of Tanzania protocol for approval of research process, and was given research clearance letters. The clearance letters introduced the researches to the regional commissioner's offices aiming paying a courtesy, briefly explaining the research topic and asking permission of conducting research to the regional administrative secretary. After the introduction all employees were informed about the research topic on the importance of improving regional commissioner's offices performance. Thereafter, the questionnaires were distributed to the respondents who were employees.

CHAPTER FOUR

FINDINGS OF THE STUDY

4.1 Introduction

This chapter presents the findings of the study. The presentation of findings starts by showing the data analysis on characteristics of the sample which form a fundamental description of the sample under study. Secondly, it presents the analysis from survey by performing confirmatory factor analysis and thereafter by testing the hypothesis developed under study. Before conducting data analysis, data screening was processed to ensure that data are unbiased for measuring phenomena on a systematic way.

4.1.1 Data Screening Process

4.1.1.1 Questionnaire Checking

By using pretest and pilot study, the questionnaire was checked to examine its quality. The pretest and pilot study were also conducted to ensure statements in the questionnaire are clear and applicable to the respondents. This process also helped to minimize the issues of missing values.

4.1.1.2 Data Editing

The process of editing in this study involved field and central editing; field editing involved a carefully scrutiny of the completed questionnaire. Thus, the process of examining the collected raw data in survey questionnaires in order to detect errors for corrections if possible was immediately after obtaining the questionnaire from the respondents. In field editing, the researcher conducted a fast check for minor editing immediately after obtaining a questionnaire. Those questions detected not filled by

some respondents were reworked by reminding respective respondents to complete them. Similarly, some of the respondents their hand writing styles were difficult to read; respondents were asked to clarify the aspects to be sure with what has written. Such kind of editing was purposeful in such a way that it helped the researcher of this study to avoid guessing as well as making the study itself rational.

In addition, central editing was conducted after collecting all questionnaires from eight regional commissioners' offices in Tanzania. The researcher passed through all questionnaires and made some corrections for data entry that was done in wrong place. During central editing process, the researcher detected four questionnaires, which were incomplete, and 338 questionnaires were filled correctly. The four questionnaires that were incomplete were dropped during the process final results production.

On the other hand, during the process of data editing, the accuracy of data entrance was checked through verification against the original data on the questionnaire to check if the items entered correctly. This process of ensuring the accuracy of data related with Tabachnick and Fidell (1996) who pointed out that to ensure the accuracy of data, data editing and proofreading is required to be conducted.

4.1.1.3 Missing Values

In this study, questionnaires that were not answered by the respondents were identified as missing values; the two types of missing values in this study are random missing values and non-random missing values. Random missing values normally happen accidentally when respondents did not answer some questions. This happened

when the respondents become tired and attentionless to the subject matter consequently, poor concentration during filling the questionnaire. Non-random missing values happened when respondents purposefully did not answer some questions.

In this study, missing values were controlled from the initial stage during data collection as well as field editing process. Nonetheless, the research protocol was applied by doing a courtesy to the leaders of the regional commissioner's offices aiming introducing the subject matter thereafter employees were announced to be aware about the study. This kind of research protocol developed a comfort habit during filling the questionnaire. On the other hand, the research protocol, questionnaire checking and editing of data controlled the presence of missing value in the study.

Similarly, statistical procedure was conducted using SPSS to preview the presence of missing value. The researcher applied missing value data analysis that was conducted for all exogenous, endogenous and demographic items. During the analysis the exogenous and endogenous items were moved to quantitative variable window while demographic variable moved to categorical variable window. After analysis, findings revealed that there were no variables with 5% or more missing values. This statistical analysis evidenced that the data was unbiased and measured the values of phenomena, which intended to measure. Table 4.1 shows the examples of missing value of exogenous variables. The findings look similar with Draves and White (2005) who pointed out that if the values of missing data in statistical computation are less than 5% cannot affect the intended results of the study.

Table 4.1: Example of Missing Values Analysis

Categories	N	Mean	Std. Deviation	Missing	
				Count	Percent
IM1	338	3.0473	.97634	0	.0
IM2	338	3.2130	1.01716	0	.0
IM3	338	3.5562	.92674	0	.0
IM4	338	3.5355	.91164	0	.0
IM5	338	3.5000	.79408	0	.0
IM6	338	3.4675	.89201	0	.0
IM7	338	3.5444	.80399	0	.0

Source: Researcher (2018)

4.1.1.4 Eliminating Outliers

Outliers are case scores that are extreme and have high impacts on the outcomes of any statistical analysis. Hadi and Simonoff (1993) described outlier as an observation where the target variable value is unusual to provide the predicting variable value, and it shows up as being unusually above or below the bulk of the points in the plot.

In view of eliminating the problems of outliers under multivariate analysis, first exploratory factor analysis was conducted aiming at producing a dimension of the theoretical constructs within the required range. Hair *et al.* (2010) recommended using EFA for producing scale of unidimensional, whereby among the factors of extraction was high loading, low loading and the scree test. Hooper and Coughlan (2008) recommended the value of loading, which used for retaining items for controlling outliers as 0.4 for low loading and 0.9 for high loading. In the context of this study, to be sure with the issues of outliers during exploratory factor analysis process employed and the values used for low loading was 0.5 and high loading was 0.8.

4.1.1.5 Normality of Data

Data are required to follow a normal distribution in order to make stronger assessments. Johnson & Wichern (2007) evidenced that most of the theories in multivariate data analysis have been developed assuming multivariate normality. This is because the procedures based on normality are simple and more efficient. In addition, it was confirmed that for any study, which involves big sample size, it is assumed that the data was approximately normal regardless of underlying distribution. Even though the study with big sample size have been considered to have normal distribution, others scholars such as Rencher (2002) recommended making assessments for multivariate normality by checking univariate normality. In addition, others authors such as Johnson and Wichern (2007) also suggested investigating multivariate normality by using univariate techniques. This meant the univariate methods of assessing normality ought to check normality of each variable first for ensuring multivariate normality.

Further, Thomas and Jon (2003) evidenced that even though there are several techniques, which have been proposed to tests normality, but there is no uniformly known most powerful technique, hence recommended undertaking several tests before coming up with a conclusion on normality. The mostly applied methods in testing for normality is goodness of fit techniques, Skewness and Kurtosis, consistent and invariant tests, and graphical and correlational approaches (Patrick *et al.*, 2006).

However, this study considered two aspects on assessing the normality distribution of data namely Skewness and Kurtosis whereby findings revealed that there was normal distribution of data. According to Tabachnick and Fidell (1996), Skewness describes

how unevenly the data is distributed with the majority of score piled up on one side of the distribution and a few stragglers off in one tail of the distribution. Skewness often caused by outliers and it was recommended that, if the skewness and kurtosis values found to be within the range -3.3 to 3.3, it meant there was normal distribution.

In the context of this study, skewness and kurtosis were measured and the results indicated normal distribution. This is because the values obtained was between the require range which is -3.3 to 3.3. For instance, the values of Skewness found to be 0.133 and kurtosis was 0.265, which are within the required range. So, the study concurred with study by Ghasemi and Zahediasl (2012) who claimed that there were various techniques of testing normality, which have been proposed for testing the multivariate normality.

The findings also in this study are related with Kothari and Garg (2014) who pointed out that skewness gives the shape of distribution of the data whereby a data set comprised a skewed distribution when mean, median and mode are not the same and the limit of coefficient of skewness is -3 to 3. Based on the view of skewness and kurtosis, this study concludes that, the data have normal distribution as shown in Table 4.2.

On the other hand, in order to ensure the normality, structure equation modeling was also considered important in this study due to its ability to perform confirmatory factor analysis test whether the measurement of each latent variable was psychometrically sound. Under the process of confirmatory factor analysis goodness of fit indices was used to measure normality of a given data; for instance, if GFI, AGFI, RMSEA, CFI and RMR did not meet the threshold value.

Table 4.2: Normality of Data using Skewness and Kurtosis

Items	N	Minimum	Maximum	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM1	338	1.00	5.00	3.0473	-.326	.133	-.710	.265
IM2	338	1.00	5.00	3.2130	-.335	.133	-.496	.265
IM3	338	1.00	5.00	3.5562	-.739	.133	.507	.265
IM4	338	1.00	5.00	3.5355	-.460	.133	-.098	.265
IM5	338	1.00	5.00	3.5000	-.680	.133	.841	.265
IM6	338	1.00	5.00	3.4675	-.406	.133	.002	.265
IM7	338	1.00	5.00	3.5444	-.404	.133	.140	.265
IC1	338	1.00	5.00	3.4852	-.440	.133	.046	.265
IC2	338	1.00	5.00	3.3225	-.381	.133	-.375	.265
IC3	338	1.00	5.00	3.4763	-.629	.133	.133	.265
IC4	338	1.00	5.00	3.7426	-.742	.133	.691	.265
IC5	338	1.00	5.00	3.6272	-.913	.133	.954	.265
IC6	338	1.00	5.00	3.3225	-.342	.133	-.530	.265
IC7	338	1.00	5.00	3.2840	-.467	.133	-.324	.265
IS1	338	1.00	5.00	3.4408	-.521	.133	.111	.265
IS2	338	1.00	5.00	3.5000	-.586	.133	.154	.265
IS3	338	1.00	5.00	3.4379	-.631	.133	.513	.265
IS4	338	1.00	5.00	3.6183	-.659	.133	.808	.265
IS5	338	1.00	5.00	3.7249	-.619	.133	.581	.265
IS6	338	1.00	5.00	3.5266	-.640	.133	.946	.265
II1	338	1.00	5.00	3.7367	-.690	.133	.750	.265
II2	338	1.00	5.00	3.7337	-.410	.133	.173	.265
II3	338	1.00	5.00	3.6538	-.766	.133	.973	.265
II4	338	1.00	5.00	3.6095	-.781	.133	.624	.265
II5	338	1.00	5.00	3.7870	-.708	.133	.858	.265
II6	338	1.00	5.00	3.7663	-.619	.133	.533	.265
II7	338	1.00	5.00	3.7633	-.574	.133	.460	.265
RCOP1	338	1.00	5.00	3.9172	-.893	.133	2.161	.265
RCOP2	338	1.00	5.00	3.8935	-.554	.133	.831	.265
RCOP3	338	1.00	5.00	3.6686	-.414	.133	.607	.265
RCOP4	338	1.00	5.00	3.8669	-.651	.133	1.391	.265
RCOP5	338	1.00	5.00	4.0888	-.631	.133	.429	.265
RCOP6	338	1.00	5.00	3.4053	-.601	.133	.018	.265
RCOP7	338	1.00	5.00	3.7515	-.899	.133	1.418	.265
RCOP8	338	1.00	5.00	3.8521	-.493	.133	.491	.265
RCOP9	338	1.00	5.00	3.5562	-.682	.133	.569	.265
RCOP10	338	1.00	5.00	3.3698	-.565	.133	.176	.265
RCOP11	338	1.00	5.00	3.8018	-.900	.133	1.998	.265
RCOP12	338	1.00	5.00	3.7367	-.729	.133	1.854	.265
Valid N (listwise)	338							

Source: Researcher (2018)

That meant correction was required besides that covariance and variance modification indices, error found were removed, which only left the normal measurement data.

Oke *et al.* (2012) evidenced that using confirmatory analysis helped to insure the normality of the data makes the reliability of measurement clear and relationships measurements free from measurement error. Thus, this study used confirmatory factor analysis approach because of its ability of providing unambiguous estimates for measuring errors while those traditional multivariate procedures are incapable of either assessing or correcting errors. The conclusions about the relationships between constructs are not biased by measurement error because the normality of data was assessed which are equivalent to reliability. Generally, Table 4.2 captures the values of skewness, which is 0.133 and kurtosis 0.265. These values indicate normal distribution of the data.

4.1.1.6 Measure of Variability and Homoscedasticity

In this study, variability of different values of the sample was measured by using standard error of the mean. The standard error plays an important role in reliability and precision of estimates and is used to measure the variability of the sample. The smaller the standard error found represented the greater uniformity of the sampling distributions and hence greater reliability of the estimates. This study found small standard error which justifies the uniformity of the sampling distribution. On the other hand, variables are known to be homoscedasticity when the variability score of variables are roughly the same at all values of continuous variables. This is related with normality because if both variables are normally distributed that means there is homoscedasticity. According to Tabachnick and Fidell (2007) homoscedasticity applied to multiple linear regression and canonical correlation. To approve homoscedasticity it argued that the variability in scores for one continuous variable was roughly the same at all values of another continuous variable.

Table 4.3: Measure of Variability and Homoscedasticity

	N	Minimum	Maximum	Mean	
Items	Statistic	Statistic	Statistic	Statistic	Std. Error
IM1	338	1.00	5.00	3.0473	.05311
IM2	338	1.00	5.00	3.2130	.05533
IM3	338	1.00	5.00	3.5562	.05041
IM4	338	1.00	5.00	3.5355	.04959
IM5	338	1.00	5.00	3.5000	.04319
IM6	338	1.00	5.00	3.4675	.04852
IM7	338	1.00	5.00	3.5444	.04373
IC1	338	1.00	5.00	3.4852	.04745
IC2	338	1.00	5.00	3.3225	.04867
IC3	338	1.00	5.00	3.4763	.04835
IC4	338	1.00	5.00	3.7426	.04746
IC5	338	1.00	5.00	3.6272	.04732
IC6	338	1.00	5.00	3.3225	.04702
IC7	338	1.00	5.00	3.2840	.04654
IS1	338	1.00	5.00	3.4408	.05160
IS2	338	1.00	5.00	3.5000	.05102
IS3	338	1.00	5.00	3.4379	.04879
IS4	338	1.00	5.00	3.6183	.04332
IS5	338	1.00	5.00	3.7249	.04881
IS6	338	1.00	5.00	3.5266	.04496
II1	338	1.00	5.00	3.7367	.04450
II2	338	1.00	5.00	3.7337	.04375
II3	338	1.00	5.00	3.6538	.04782
II4	338	1.00	5.00	3.6095	.05187
II5	338	1.00	5.00	3.7870	.04321
II6	338	1.00	5.00	3.7663	.04576
II7	338	1.00	5.00	3.7633	.04465
RCOP1	338	1.00	5.00	3.9172	.03905
RCOP2	338	1.00	5.00	3.8935	.04064
RCOP3	338	1.00	5.00	3.6686	.03918
RCOP4	338	1.00	5.00	3.8669	.03986
RCOP5	338	1.00	5.00	4.0888	.04162
RCOP6	338	1.00	5.00	3.4053	.05196
RCOP7	338	1.00	5.00	3.7515	.04202
RCOP8	338	1.00	5.00	3.8521	.04047
RCOP9	338	1.00	5.00	3.5562	.04078
RCOP10	338	1.00	5.00	3.3698	.04821
RCOP11	338	1.00	5.00	3.8018	.04187
RCOP12	338	1.00	5.00	3.7367	.03813
Valid N (listwise)	338				

Source: Researcher (2018)

It was also recommended that once it happens the homoscedasticity assumptions are violated; researchers might delete outlying cases (Osborne, 2012). Therefore, basing the normal distribution of the data and variability of the score of continuous variables in this study, the researcher concludes that the issue of homoscedasticity has been taken care. Table 4.3 shows the variability of the variables in this study.

4.1.1.7 Multicollinearity

In this study, structural equation model was used in analysis and was preferred because of its ability to construct latent variables, which are not measured directly but are estimated in the model. Thus, it helps to explicitly capture the reliability/unreliability of measurement in the model while in theory allows the structural relations between latent variables to be accurately estimated. In addition, Schumacker and Lomax (2004) suggested that using structural equation modeling in analysis satisfies the assumption of error-free data based on latent variables in line of observed variables. Hox and Bechger (2014) pointed out that using structural equation modeling, multicollinearity could not occur because unobserved variables represent distinct latent constructs.

In structural equation modeling, latent variables are formed from item scores, the former of which become the unit of analyses for an accessible introduction. According to Schumacker and Lomax (2004) analyses, which are done based on latent-scale scores yield statistics as if multiple item scale scores had been measured without error. Structural equation modeling is done by involving large sample technique whereby researchers may alternatively choose to delete some of the items in order to raise the reliability of an observed score. Kline (2011) suggests deleting few items in order to

increase reliability and solve the issues of multicollinearity. Procedures for deletion of items are shown in section 4.3.2 with sub - section 4.3.2.2 to 4.3.2.6.

On the other hand, Osborne (2012) remarked that multicollinearity exists when there are high correlations among the explanatory variables. The presence of multicollinearity affects the interpretation of the explanatory variables and provides numerical problems during estimating hypothesis in regression processes. In this study, exploratory factor analysis was applied at the initial stage, followed by structural equation modeling in order to prove the issues of multicollinearity as shown in section 4.3.1.2. These techniques of analysis used to control the problems of multicollinearity. Thus, the problems of multicollinearity in this study were resolved by using exploratory as shown in Table 4.13 for the initial stage of exploratory factor analysis and Table 4.14 shows the dropped items in order to improve the model. Likewise, Table 4.17 shows the model fit used during confirmatory factor analysis.

4.2 Sample Distribution

In sample distribution, the researcher explored the data to understand the nature and characteristics of the respondents in the regional commissioners' offices who provided valuable information to this report. The nature and characteristics of respondents informed the researchers on the essential rationalization of respondents in the study and built the insight about it as well as helping in supporting the final analysis. Although this study focused on the influence of transformational leadership on regional commissioner's offices performance, but for the purpose of improving the validity, it was also important to consider sample distribution of the respondents. Given this need, this section composed of two parts one is demographic characteristics

of the respondents (age and gender) and the second is social economics characteristics (education, work experience, professionalism). These are important aspects, which enables segmentation during analysis. It also presents information concerning research participants and is essential for determination of whether the individuals in particular study representative sample of the target population for generalization purpose are.

4.2.1 Demographics Sample Distribution

Demographic respondents' characteristics are important part in research because they provide a major picture of the percent of respondents who participated in the research. Demographic sample distribution helps to judge the proportional and representation of each unique characteristic of the group of respondents, which could affect the outcome of the research. By considering such needs, in this study respondent by gender and age were considered during the survey. Gender involvement were considered as demographic characteristics because was an important variable in the regional commissioners' offices in Tanzania. The government demands gender balance and equality in public and private institutions. But this demand is not only found in Tanzania but also at the global level. Based on that, gender was considered as an important demographic characteristic for the survey.

In the same view, age of the respondents was found as an essential demographic characteristic to understanding the perception of respondents about the phenomenal or particular problems under study. The older age group indicates that the respondents are more matured and they have more experience on the subject matter, hence the information provided was assumed relevant. In addition, the presence of older age groups indicates there was succession to youth who initial started the job. The

presence of active age groups implied that in the organisation work was effectively done because some of the people were active in performing their works.

Generally, even though demographic characteristics was found to be important for collecting meaningful information, asking many questions concerning demographic characteristics is however not good since it can result into having improper information in line with the study objectives. This is because many questions based on demographic characteristics may cause respondents to be worried of answering large number of demographic questions.

Furthermore, respondents may feel that they would provide their confidentiality information in terms of their work and privacy. Based on that, this study considered few demographic characteristics that were asked to respondents. This indeed, enabled getting meaningful results to assist in making better conclusion of the findings.

4.2.1.1 Respondents' Distribution by Gender

In this study the gender of the respondents consists both male and female who are employees at regional commissioners' offices as summarized in Table 4.4. Among the 338 respondents contacted, 57.4% were male, and 42.6% were female. Despite the fact that, the number of male respondents were slightly larger than female respondents; the proportional of the percent above indicates that there was at least equal representation of gender in the process of data collection which helped to capture data which address each group grounding on the influence of transformational leadership on regional commissioner's offices in Tanzania.

Table 4.4: Respondents` Distribution by Gender

Categories	Frequency	Percent
Male	194	57.4
Female	144	42.6
Total	338	100.0

Source: Researcher (2018)

4.2.1.2 Respondents Distribution by Age

Setiowati *et al.* (2015a) has evidenced the importance of profiling the age of respondents on their study of the impact of age on organizational performance. In this study, Table 4.5 shows the distribution of the age of the respondents who are employee in the regional commissioners' offices. Among 338 respondents contacted, 11.2% were aged between 20 - 29 years, 42.6% were aged between 30 - 39 years, 30.8% were aged between 40 - 49 years and 15.4% were aged between 50 - 60 years.

Majority of the respondents were between 30 to 39 years old, which composed the age of most economically active population with hard working and energetic group to provide good services delivery to the people. Also 30.8% of respondent aged between 40 - 49 was the group with high experience working at the regional commissioner's offices. In the course of their experience of working with leaders, they provided the required information on the influence of transformational leadership on regional commissioners' offices performances in Tanzania. These findings imply that the data collected from respondents were wealth enough and relevant for conclutions and desicion making.

Table 4.5: Respondent Distribution by Age

Categories	Frequency	Percent
20-29 Years old	38	11.2
30-39 Years old	144	42.6
40-49 years old	104	30.8
50-60 Years old	52	15.4
Total	338	100.0

Source: Researcher (2018)

4.2.1.3 Age and Gender Cross Tabulation

According to Kothar and Garg (2014) cross tabulation is the process of summarizing raw data and displays the same in compact form to facilitate comparison of variables in a logical order. Cross tabulation is important in research because it help to summarize the data in categorical variables and provides charts that show how many individuals (or cases) are present in each group.

In the context of this study, cross tabulations provided a detailed picture on the distribution of age of respondents by gender consideration. The results show that out of 338 respondents 38 aged between 20 - 29 years old whereby male were more than female (60.5% male and 39.5% female). The age of 30 - 39 years old was found with respondents 144 where male respondents constitute 53.5% and female respondents were 46.5%. On the other hand, there were 104 respondents who aged between 40 and 49 years old, the gender compositions were 58.7% male 41.3% female. The findings reveal that 52 were old respondents aged 50 - 60; and out of which 57.4% male and 42.6% were female. These findings imply that there was slight equal

representation by gender on each age group of the respondents and this composition justify the credibility of the collected data on view of the influence of transformational leadership on RCOP in Tanzania. Table 4.6 is a summarized analysis of information extracted from respondents' part showing the representation of gender on each age group of the respondents.

Table 4.6: Age and Gender

Age of respondents	Gender		Total
	Male	Female	
20-29 Years old	23 60.5%	15 39.5%	38 100.0%
30-39 years old	77 53.5%	67 46.5%	144 100.0%
40-49 years old	61 58.7%	43 41.3%	104 100.0%
50-60 years old	33 63.5%	19 36.5%	52 100.0%
Total	194 57.4%	144 42.6%	338 100.0%

Source: Researcher (2018)

4.2.2 Social Economic Distribution

4.2.2.1 Respondents' Distribution by Education Level

This study found education as one of the most important characteristics that might affect the person's attitudes and the way of looking and understanding the problems under study. Educational level affects the response of individual in the organisation, therefore it become important for this study to examine the educational level of respondents.

Table 4.7 shows respondents' distribution by level of education. Among 338 respondents contacted, 1.2% of respondents were holders of primary education, 6.5%

were ordinary level secondary education holders, 2.1% were high-level secondary education holders; 14.2% of the respondents were diploma education holders, 58.3% bachelor degree education holders, 17.5% were holders of master's degree and 0.3% were holders of PhD degree.

Majority of respondents were bachelor degree holders; because many employments at the regional commissioners' office in Tanzania are given to educated people preferably bachelor degree in orders to provide advises to local government authority within the respective region. In addition to that, bachelor degree holders are educated people who can analyse, justify and provide constructive ideas to the local authority and they provide good and quality services to the people within the respective regions. Based on such argument, majority of respondents (76.1%) had bachelor degree, master degree holders and PhD. This implied that, findings concerning the influence of transformational leadership are relevant since it involved educated people, who have skills, knowledge and experience.

Table 4.7: Respondents' Distribution by Education Level

Categories	Frequency	Percent
Primary Education	4	1.2
Ordinary Secondary Education	22	6.5
High level Secondary Education	7	2.1
Non-Degree Education – Diploma level	48	14.2
Bachelor Degree	197	58.3
Master's Degree	59	17.5
PhD Degree	1	.3
Total	338	100.0

Source: Researcher, 2018

4.2.2.2 Educational levels and Gender

At educational levels, as expected, findings show that majority of the respondents had bachelor degree. Out of 338 respondents, 197 had bachelor degree whose composition by gender is 65% male and 35% for female. On the other hand, the next group to comprise many respondents' education wise are the Master Degree holders, who are 59, and out of which 59.3% were male and 40.7% were female. Consistently with masters group, the Diploma certificate group had 48 respondents and out of which 41.7% were male and 58.3% female.

Table 4.8: Educational Level of Gender Cross Tabulation

Educational level	Gender		Total
	Male	Female	
Primary Education	3	1	4
	75.0%	25.0%	100.0%
Ordinary Secondary Education	5	17	22
	22.7%	77.3%	100.0%
High level Secondary Education	2	5	7
	28.6%	71.4%	100.0%
Non-Degree Education – Diploma level	20	28	48
	41.7%	58.3%	100.0%
Bachelor Degree	128	69	197
	65.0%	35.0%	100.0%
Master's Degree	35	24	59
	59.3%	40.7%	100.0%
PhD Degree	1	0	1
	100.0%	.0%	100.0%
Total	194	144	338
	57.4%	42.6%	100.0%

Source: Researcher (2018)

This group the female was slightly high when compared with male the reason was that; most of the Diploma certificate holders are the personal secretary who mainly involve female gender. Others groups of education such as form four which formed 77.3% and form six 71.4% of female indicates that may be the government in some decades insisted completion of these level of education for female which increased the number of enrolments which has affected their presence. Table 4.8 summarises the analysis of the data extracted from respondents showing the education levels based on gender composition.

4.2.2.3 Respondents' Distributions by Work Experience at RCO

In Table 4.9 show the respondent distribution by work experience. The large proportion respondents 52.4% worked at regional commissioners' office between 1-5 years, followed by those who have worked in 6-10 years 33.4%, and who worked between 11-15 8.6%; respondent who have worked between 16 - 20 years form (2.7%) and those worked above 20 years form 3%. Despite this proportion of work experience, findings suggest that employees who have worked between 1-5 years dominate the regional commissioners' office.

In general, 85.8% of all employees' respondents at the regional commissioners' office had an experience between 1-10 years and 14.2% had more than 11 years. Thus, the information provided based on their experience for they have been working with public leaders and so they knew much concerning the influence of transformational leadership on regional commissioners' offices performance in Tanzania.

Table 4.9: Respondent Distribution by Work Experience at RCO

Categories	Frequency	Percent
1-5 Years	177	52.4
6-10 Years	113	33.4
11-15 Years	29	8.6
16-20 Years	9	2.7
Above 20 Years	10	3.0
Total	338	100.0

Source: Researcher (2018)

4.2.2.4 Work experience and Gender Cross Tabulation

The cross tabulation was conducted to provide a detailed picture on the distribution of work experience of respondents with respect to gender. The results show that majority of respondents had an experience between 1-5 years working at the regional commissioners' offices in Tanzania. Findings justify that out of 338 respondents 177 worked at the regional commissioners' office between 1-5 years whereby male were more than female (62.1% male and 37.9% female). On the others hand respondents who worked between 6-10 years old were 113 and the gender compositions were 46.0% male 54.0% female.

In addition, between 6-10 years the female was higher than male by 54%. This meant, the governments somehow started addressing the gender issues by employing more women in the regional commissioners' office in Tanzania and other public sector organisation. Thus, findings in Table 4.10 summarizes the analysis of information extracted from respondents' part showing the representation of work experience based on gender of the respondents. This representation justified the creadibility of the research findings.

Table 4.10: Experience of Respondents and Gender

Experience of Respondents	Gender		Total
	Male	Female	
1-5 Years	110	67	177
	62.1%	37.9%	100.0%
6-10 Years	52	61	113
	46.0%	54.0%	100.0%
11-15 Years	19	10	29
	65.5%	34.5%	100.0%
16-20 Years	5	4	9
	55.6%	44.4%	100.0%
Above 20 Years	8	2	10
	80.0%	20.0%	100.0%
Total	194	144	338
	57.4%	42.6%	100.0%

Source: Researcher (2018)

4.2.2.5 Respondents Distributions by Professionalism in RCO

In Table 4.11, show the respondent distribution by professionalism. The large proportion of respondents, which is 27.5% were from administration and human resource section. The reason was that, this section included many employees at the regional commissioners' offices. Workers in this section include administrators, human resources officers, and lower cadre such as drivers, attendants, and personal assistants. Therefore, a big number in this study justified their involvement in the regional commissioners' office.

In addition, Economic and empowerment section had 11.2%, followed by planning and monitoring, which represented by 9.8%. Economic and empowerments section occupied by professionals from the field of agriculture, trade and business, livestock,

and natural resources while planning and monitoring involved planners, community developments offices, economist and statisticians. In addition to that, the rest of sections represent almost equally because they are few in number. Hence employees from each section have been presented in the regional commissioner's office, which justifies the reliability and validity of the collected data for findings which conclude that transformational leadership have partial influence on RCOP in Tanzania.

Table 4.11: Respondent Distribution by Professionalism at RCO

Categories	Frequency	Percent
Administrations and Human resource	93	27.5
Planning and Monitoring	33	9.8
Economics and Empowerment	38	11.2
Infrastructure Development	21	6.2
Healthy	15	4.4
Legal unity	11	3.3
Local Government	13	3.8
Education	24	7.1
Water	16	4.7
Accounts	22	6.5
Procurement and Supplies	17	5.0
ICT	11	3.3
Audits	24	7.1
Total	338	100.0

Source: Researcher (2018)

4.2.2.6 Professionalism and Gender Cross Tabulation

Facilitation of comparison was conducted based on professionalism and gender; findings indicated that majority of the respondents were from administrations and human sections, whereby out of 338 respondents 93 which is equivalent to 27.5% were from this section. The composition of respondents by gender from administrations and human section were 48.4% male and 51.6% female.

The next group that comprised many respondents was economics and empowerment had 38 respondents where 76.3% were male and 23.7% were female. Another group was planning and monitoring section that had 33 respondents; the composition by gender was 45.5% male and 54.5% female.

Table 4.12: Professionalism of Respondents and Gender

Sections of Respondents	Gender		Total
	Male	Female	
Administrations and Human resource	45	48	93
	48.4%	51.6%	100.0%
Planning and Monitoring	15	18	33
	45.5%	54.5%	100.0%
Economics and Empowerment	29	9	38
	76.3%	23.7%	100.0%
Infrastructure Development	13	8	21
	61.9%	38.1%	100.0%
Healthy	14	1	15
	93.3%	6.7%	100.0%
Legal	3	8	11
	27.3%	72.7%	100.0%
Local Government	5	8	13
	38.5%	61.5%	100.0%
Education	16	8	24
	66.7%	33.3%	100.0%
Water	9	7	16
	56.2%	43.8%	100.0%
Accounts	15	7	22
	68.2%	31.8%	100.0%
Procurement and Supplies	7	10	17
	41.2%	58.8%	100.0%
ICT	10	1	11
	90.9%	9.1%	100.0%
Audit	13	11	24
	54.2%	45.8%	100.0%
Total	194	144	338
	57.4%	42.6%	100.0%

Source: Researcher (2018)

Based on these findings, the general results show that, male were higher (57.4%) compared to female 42.6%. Although male were many in some of sections and units; female found more than male in the regional commissioners' office. For instance, in administration and human resources section female form 51.6%; in planning and monitoring female were 54.5% and; in legal unity female form 72.7%. The local government section is represented by 61.5% female while procurements and supplies form 58.8% female. This study concludes that although men employees are many that women, in some sections and unit women are more than men. Thus, data provided was based on gender involvements, which increase the wealth of the findings. Table 4.12 indicates the detailed cross tabulation on the analysis of the data extracted from respondents showing the professionalism with respect to gender of the respondents.

4.3 Data Analysis on Specific Objectives

4.3.1 Model Formulation and Validation

The aim of this part was to check if the proposed factors were indeed consistent with the actual data. This is because the researcher developed the conceptual framework from theoretical and empirical findings from various contexts therefore, it is not clear if the construct is aligned with their underlined measures. Given this context, the researcher used factor analysis of both exploratory factor analysis and confirmatory factor analysis to ensure that the construct is aligned with their indicators variables as described below.

4.3.1.1 Exploratory Factor Analysis

Exploratory factor analysis is multivariate statistical procedures, which are used to reduce the number of variables into a small set of variables. The later establishes underlying dimensions between measured variables and latent constructs that allow

the formation and refinements of the theory. In addition, exploratory factor analysis examines the construct validity. Thompson (2004) described the significant of using exploratory factor analysis in research which are: Decrease the number of variables; Examine the relationship between variables; Used on detection of unidimensional of theoretical construct; and evaluate the construct validity of the scale or instruments. In addition, build up parsimonious (simple) interpretation; Resolve the issues of multicollinearity; Are important for developing theoretical construct; and are used to prove the proposed theories.

Considering the significance of exploratory factor analysis, this study therefore employed EFA to ensure that constructs are aligned with their indicator variables. This is because at the beginning of this study, the researcher used hypothesized information based on transformational leadership from empirical and theoretical measures of a construct from different contextual setting without data. Byrne (2013) advocated that, in a situation where there is incongruence between the researcher, theory and data, a poor model fit will always result, hence it was difficult to proceed without factor analysis procedures. This means that exploratory factor analysis was run first.

The application of EFA was run to ensure links between the observed and latent variables are clear in the study area. As such, researchers always utilized exploratory factor analysis to recognize a set of unobserved factors that reconstruct the complexity of the observed data in an essential form (Harrington, 2009). Likewise, Dion (2008) on his study of structural modeling interpretation argued that exploratory factor analysis was designed for situation where by the links between observed and latent

variables are undecided or unknown. In addition, Field (2005) viewed, exploratory factor analysis intended to generate a new or to reconstruct the theory by exploring latent factors; these best accounts for the variations and interrelationships of the manifest variable. Thus, exploratory factor analysis was used in this study to estimate the unknown structure of the data to be sure in the respect of Tanzanian context.

In order to come up with the required measurement model based on Tanzanian context, the exploratory factor analysis was firstly run. The researcher built the conceptual framework using the main construct and its indicator variables from transformational leadership theory and empirical literature. To complement the data with the research hypotheses, empirical and theoretical dimensions of constructs, exploratory factor analysis was a means of providing a diagnostic tool to evaluate whether the collected data are in line with the theoretically expected pattern or structure of the target construct and thereby determining whether the items measured what they are purported to measure.

4.3.1.2 Exploratory Factor Analysis Procedure and Output

In performing exploratory factor analysis; the principal axis factor analysis with varimax rotation was conducted. In order to assess the fundamental structure of 39 items of the model forming the transformational leadership questionnaire; exogenous variables and the regional commissioner's offices performance in Tanzania as endogenous variable were paramount. Initially, the exploratory factor analysis was run to know the nature of the model. According to Hoyle (1995) exploratory factor analysis helps to offsite the weakness of the model by using more than one criterion. The first-round results of exploratory factor analysis are shown in Table 4.13. These

results show that some of the items had poor fit and some had cross loading. Cattell (1966) suggests dropping items with poor fit and cross loading in order to improve the model. Therefore, some of the items with poor fit and multiple loading were removed.

Table 4.13: First Round of EFA Rotated Component Matrix^a

	Component				
	1	2	3	4	5
IM1	.496		.459		
IM2	.645		.447		
IM3	.644		.410		
IM4	.670				
IM5	.636				
IM6	.639				
IM7	.528				
IC1	.480				.422
IC2	.510				.504
IC3	.531				.462
IC4	.503				
IC5	.408	.427			
IC6					.555
IC7					.606
IS1		.697			
IS2		.715			
IS3		.632			
IS4		.707			
IS5		.781			
IS6		.590			
II1			.594		
II2			.719		
II3			.753		
II4			.584		
II5			.606		
II6			.681		
RCOP1				.692	
RCOP2				.728	
RCOP3				.641	
RCOP4				.630	
RCOP5	.481			.614	
RCOP6					.687
RCOP7				.540	
RCOP8				.525	
RCOP9					.611
RCOP10					.701
RCOP11				.617	
RCOP12				.475	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 18 iterations.

In selecting factors to remain within the model, the four criteria were used namely eigen values, scree test (i.e. scree plot) factor loading and factors that composed at least with three items. Given this situation five factor with 39 indicator variables found in the questionnaire were extracted which they explain 55.266% of the cumulative variance as shown in Appendix III. The five factors had eigenvalues >1 which has meet Kaiser's criterion, which suggests retaining all factors that are above the Eigen value of 1 (Stuive, 2007).

Using a scree test (see Appendix IV) all factors above the break/cut off point on scree graph was retained and those below the break/cut off point were dropped as recommended by Cattell (1966). In addition, the five retained factors had at least three indicator variables. Yong and Pearce (2013) confirmed to retain factors that comprised at least three indicator variables. Thus, in order to assess the suitability of each item to their underlying structure, the following criteria which recommended by Yong and Pearce (2013) was adopted for retaining/dropping an item/indicator as follows: First, all items loaded into their associated factors were retained and those loaded into more than one factors were dropped. Second, items with KMO greater than 0.5 were retained and those with less than 0.5 were dropped. Third, all items with loading ranging from 0.4 to 0.8 were retained and those with loading less than 0.4 or above 0.8 were dropped.

Furthermore, the five factor/components were produced, and all produced factors were aligned with more than three items. The inspirational motivation had seven items, five individualized items consideration, six intellectual stimulation items, five idealized influence items and six regional commissioners' offices performance items.

Thus, these are criteria adopted for either to retaining the items or dropping the items in order to improve the model, Table 4.14 show the dropped item.

Table 4.14: Dropped Items on EFA Rotated Component Matrix^a

Variable	Item dropped
RCOP: Regional commissioners' offices performance	RCOP5: Corruption prohibition
	RCOP6: Equal dissemination of resources
	RCOP8: Effective performance
	RCOP9: Accountability
	RCOP10: Training
	RCOP12: Business as usual
IC: Individualized consideration	IC4: Delegation of responsibility
	IC5: Close relationship
II: Idealized Influence	II2: Trust
	II4: Role model

Source: Researcher (2018)

In individualized consideration (IC) two items, which are IC4 and IC5 were removed from the analysis because they had weak loadings and multiple loading, which affected model fitting. For example, IC4 had weak loading and IC5 had multiple loading with intellectual stimulation (IS). In regional commissioner's offices performance, RCOP5 was eliminated because it has multiple loading with IM where RCOP8 and RCOP9 had multiple loading with idealized influence (II). Also, RCOP12 eliminated because of weak loading. Given this situation, those fitted very well items were retained as described in Table 4.15.

Table 4.15: The EFA Rotated Component Matrix^a

	Component				
	1	2	3	4	5
IM2	.761				
IM7	.702				
IM4	.694				
IM5	.693				
IM6	.687				
IM3	.674				
IM1	.627				
IS5		.800			
IS4		.756			
IS2		.695			
IS1		.658			
IS3		.636			
IS6		.604			
IC2			.749		
IC3			.706		
IC7			.677		
IC1			.671		
IC6			.667		
II6				.796	
II7				.728	
II5				.691	
II3				.613	
II1				.593	
RCOP2					.790
RCOP3					.749
RCOP1					.745
RCOP4					.658
RCOP11					.525
RCOP7					.511

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The fitted items on each variable that retained as described in Table 4.16.

Table 4.16: Definitions of Constructs and their Measurements

Key Note	
IM: Inspirational motivation	IM1: Confidence IM2: Common vision IM3: Teamwork IM4: Freedom IM5: Attainable Objectives IM6: Commitments IM7: Motivation
IC: Individualized consideration	IC1: Decision making IC2: Support IC3: Recognition IC6: Staff empowerment IC7: Coaching
IS: Intellectual stimulation	IS1: Independent thinking IS2: Leaders accessibility IS3: Effective solutions IS4: Goal focus IS5: Creativity IS6: Innovation
II: Idealized influence	II1: Effective communication II3: Ethics II5: Respects II6: Honest II7: Integrity
RCOP: Regional Commissioner's Offices Performance	RCOP1: Services delivery RCOP2: Reform programme RCOP3: Action taken RCOP4: Supervision of local authority RCOP7: Coordination RCOP11: Accomplishing directives

Source: Researcher, 2018

Having established the study framework from the exploratory factor analysis, the next step was to perform confirmatory factor analysis.

4.3.2 Confirmatory Factor Analysis

In structural equation model there are two models; the measurements model and structure model where the measurements model represents the confirmatory factor analysis while the structure model is concerned with associations of construct and is used for testing hypothesis. During the process of confirmatory factor analysis items are specified on a particular pattern whereby each measure loads on specific factors. This means that confirmatory factor analysis gives attention on validating the model and clarifies the link of variables.

According to Schumacker and Lomax (2004), confirmatory factor analysis is important because it represents how the measured variables comes together to represents a construct and are used for validation and reliability checkup. This concludes that the processes of confirmatory factor analysis are crucial in research because is used to confirms the hypothesized factor structures and as well as a validity procedure in measurement models.

Based on the truth of CFA, this study therefore explored confirmatory factor analysis for analyzing the theoretical constructs of transformational leadership on influencing the regional commissioners' offices performance in Tanzania. The CFA was used by considering loadings of the measures, error variances and covariance (Hooper, et al., 2008). As stipulated in section in Table 4.8, at the begining the researcher used EFA to discover if the original variables were organized in a particular way reflecting another latent variable. At this stage the researcher wanted to confirm and harmonize a belief about how the original variables are organized in a particular way using confirmatory factor analysis.

Confirmatory factor analysis measurement model was developed to test for specification error and correlation between the latent variables (Steiger, 1990). In this section, measurement models of different variables validated based on conceptual framework (Figure 2.1), thereafter the measurement models were developed (Figure 4.1- 4.5), followed by structure model presented (Figure 4.7).

4.3.2.1 Criteria of Evaluation in CFA

The following criteria were used to guide the model refinement process to achieve a better fit as recommended by Schumacker & Lomax (2004). Standardized regression weights and Modification indexes that reveal high covariance between measurement errors, accompanied by high regression weights between these errors' construct and cross loading items were observed. In addition, model fit indexes were used to examine the fitness of the model after modifications.

In this study, three types of indices were applied in investigating the model fit namely absolute fit indices, adjusted for parsimony indices and relative fit indices. The absolute fit indices were used to assess the extent to which the model fit implied and actual data variance - covariance matrix was plausible the same. This means that indices used indicated whether the observed data matrix and the hypothesized model were the same. When the result becomes less similar they indicated poor fit. Example of the absolute fit indices used are the goodness of fit indices (GFI), the standardized root means square residual (SRMR) and the Chi square statistics (Bentler, 1995).

In addition, adjusted for parsimony indices, which were used in this study are the root mean square error of approximation (RMSEA) and adjusted goodness fit index

(AGFI) (Byrne, 2013). These indices differ with absolute fit index because they panelize model with large free number of parameters whereby as the number of free parameters increases favor the model. The last indices used were the relative fit indices, which are used to compare the improvements in fit of the proposed model to the baseline model. The more the improvement done compared to the baseline model indicates the better the fit of the model. Kline (2011) pointed out that comparative fit index (CFI), normed fit index (NFI), incremental fit index (IFI) and Turke – Lewis index (TLI) are the examples of relative fit indices. Summary of CFA is indicated in Table 4.18.

Table 4.17: Model Fit Assessment Indexes

Indices	Recommended value	References
Absolute Fit Indices		
Goodness of Fit Index GFI	GFI > .0.95 Is Good Fit 0.85 < GFI < 0.95 Acceptable fit	Schumacker & Lomax, 2004
Adjusted Goodness of Fit Index AGFI	AGFI Closer to 1 Good Fit AGF > 0.80 Acceptable Fit RMSEA < 0.05 Is Good Fit	Byrne, 2013 Hooper, et al, 2008 Byrne, 2013
Root Mean Square Error Approximation	0.05 < RMSEA < 0.1 Acceptable Fit	Schumacker and Lomax, 2004
Incremental Fit Indices		
Normed Fit Index NFI	NFI > 0.95 Is Good Fit 0.9 < NFI < 0.95 Acceptable fit	Byrne, 2013 Schumacker and Lomax, 2004
Comparative Fit Index CFI	CFI > 0.95 Is Good Fit 0.9 < CFI < 0.95 Acceptable fit	Byrne, 2013 Schumacker and Lomax, 2004
Average Variance Extracted AVE	AVE > 0.5 Is Acceptable	Fornell and Larcker, 1981

Source: Researcher (2018)

According to Oke *et al.* (2012) the fit indexes have been differently affected by factors such as sample size, model complexity, estimation methods, amount and type of misspecification, normality of data and type of data which affects the acceptable model fit. Hence, this study adopted the threshold values for model to fit assessment indexes which is expressed in Table 4.17.

4.3.2.2 Measurement Model for Inspirational Motivation (IM)

IBM SPSS Amos 20 were run to test for inspirational motivation (IM) measurement model fitness that comprised seven factors namely IM1, IM2, IM3, IM4, IM4, IM5, IM6 and IM7. At initial stage of confirmatory factor analysis, the model fit index produced the following results: CMID/DF = 8.712, GFI = 0.908, P = 0.00, AGFI = 0.816, CFI = 0.915 and RMSEA = 0.146 which indicate poor fit as compared in Table 4.17. Therefore, further improvement or model refinement was required to attain a model fit.

Schumacker & Lomax (2004) suggested that only those items that demonstrate high covariance plus high regression weight in the modification indexes (MI) should be candidate for deletion in this case, the model refinement process was done in order to improve the model, which includes scanning the AMOS output. Furthermore, those items with standardized regression weights (SRW) values less than 0.5 also was supposed to be deleted. The AMOS was run three times and the following three items were deleted IM1, IM5 and IM6 base in their order of run whereby four items remain in the model IM2, IM3, IM4 and IM7. These three items were deleted because they

have high value of covariance and regression weight at the modification index compared to other items in a model hence resulting into an inadequate model fit.

After the deletion of those items, the results of confirmatory factor analysis using IBM Amos 20 indicated that the model fit well based on criteria of fit indexes. For example: $CMIN/df = 2.034$, $P = 0.131$, $GFI = 0.994$, $AGFI = 0.971$, $CFI = 0.995$ and $RMSEA = 0.055$. All items retained had a standardized regression weights values cut of 0.5 or greater the accepted fit, hence falling within the acceptance framework and as shown in Table 4.18. This means that the selected observed variable used in inspirational motivation fit the model of transformational leadership; on influencing the regional commissioner's offices performance in Tanzania. Figure 4.1 show the inspirational motivation model after the confirmatory process.

These findings are related with those by Alahmad (2016) who conducted research on understanding the relationship between transformational leadership style among manufacturing and technology managements. The CFA of inspirational motivation at initial stage were as follows $GFI = 0.972$, $RMR = 0.028$, $AGFI = 0.861$, $RMSEA = 0.165$, and $CFI = 0.981$, these results indicated poor fit. After removing two items the results indicated model fit with $GFI = 1.00$, $RMR = 0.004$, $AGFI = 0.996$, $RMSEA = 0.00$, and $CFI = 1.00$. Even though the results are with the current study because it involved small sample size where 220 CEO of manufacturing company in US were evolved while the current study involved 338 employees at the RCO in Tanzania,

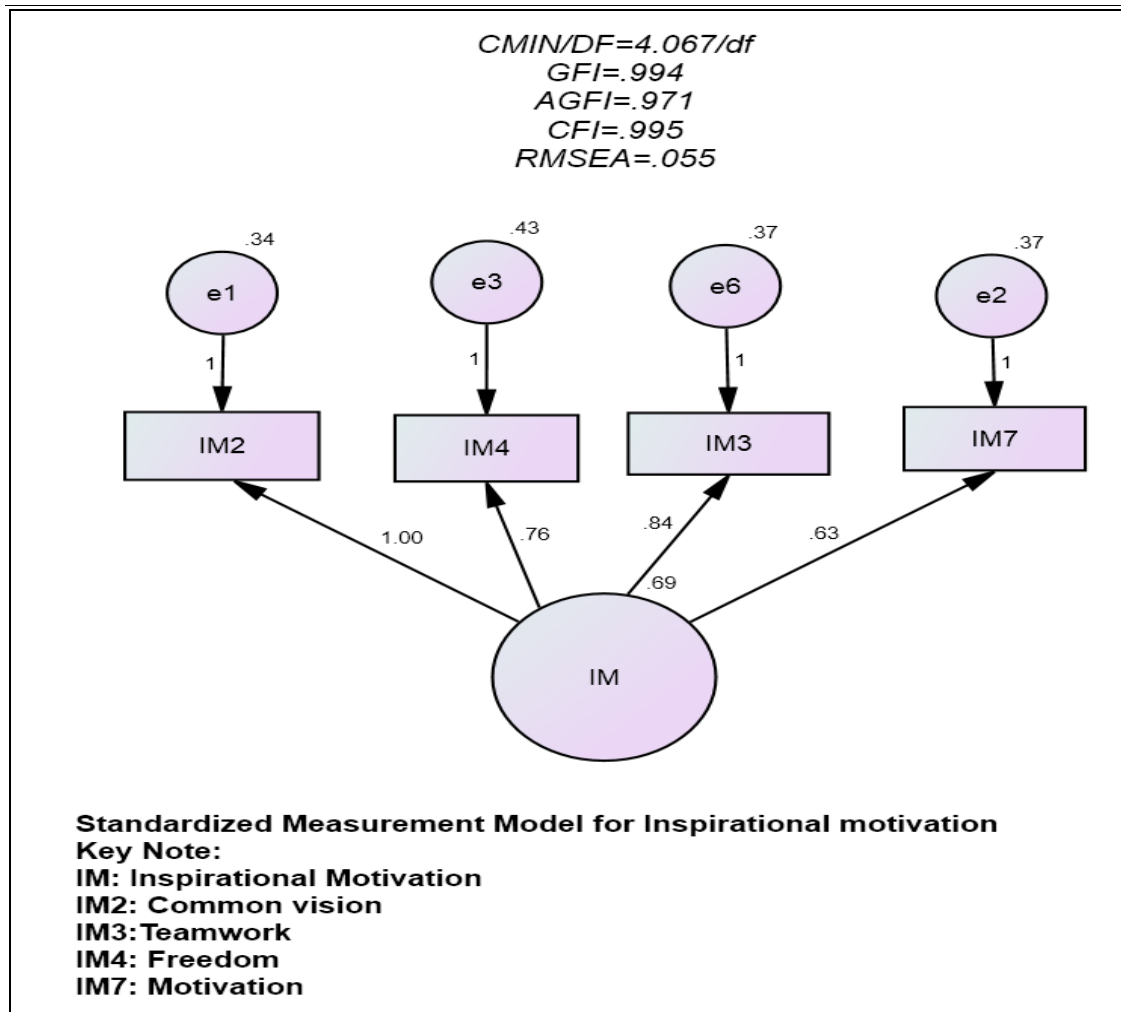


Figure 4.1: Inspirational Motivation

Source: Researcher, 2018

4.3.2.3 Measurement Model for Individualized Consideration (IC)

The model was initially specified with the following observed variable namely IC1, IC2, IC3, IC6 and IC7 to form individualized consideration (IC) measurement model. After initial specification of the model, maximum likelihood estimate was run using IBM AMOS 20 which created the following model fit indices: $CMIN/DF = 10.189$, $P = 0.00$, $CFI = GFI = 0.943$, $AGFI = 0.830$, $CIF = 0.992$ and $RMSEA$ is 0.064. These shows inadequate model fit as suggested by Byrne (2013) and Schumacker and Lomax (2004) as indicated in Table 4.17.

Hooper *et al.*, (2008) argued that a model fits well when attain CMIN/DF of 3 or less which indicate acceptable fit and when attain CFI greater than 0.90 indicates good fit. Also, when the RMSEA is less than 0.08 indicates acceptable fit, and GFI of at least 0.9 indicate acceptable fit. Furthermore, Byrne (2013) pointed out that if the fit of the model is not good, model hypotheses was supposed to be adjusted by either adding or removing parameters to improve the fit.

Based on these initial results, which indicate poor fit, the confirmatory factor analysis was rerun once to ensure that the individualized consideration model fit well. After running, IC2 was deleted for the reason that it had high values of regression weight. However, deleting IC2 the results of the individualized consideration model indices indicated as follows CMIN/DF = 2.371, P = 0.093, GFI = 0.993, AGFI = 0.967, CIF = 0.992 and RMSEA = 0.064. This score show that the model was good as shown in Table 4.18. These results indicate that the remaining items IC1, IC3, IC6 and IC7 of individualized consideration fitted well after refining once in the confirmatory factor analysis. Figure 4.2 shows the individualized model after refining in confirmatory factor analysis.

These results corroborated with Alahmad (2016) who found that GFI = 0.959, RMR = 0.060, AGFI = 0.797, RMSEA = 0.189 and CFI = 0.963. The findings obtained during the first round of confirmatory factor analysis and indicated poor model fit hence model improvements were necessary. The researcher run again and the following results was obtained GFI = 1.00, RMR = 0.001, AGFI = 1.00, RMSEA = 0.00 and CFI = 1.00. These results were obtained after deleting two items of individualized consideration.

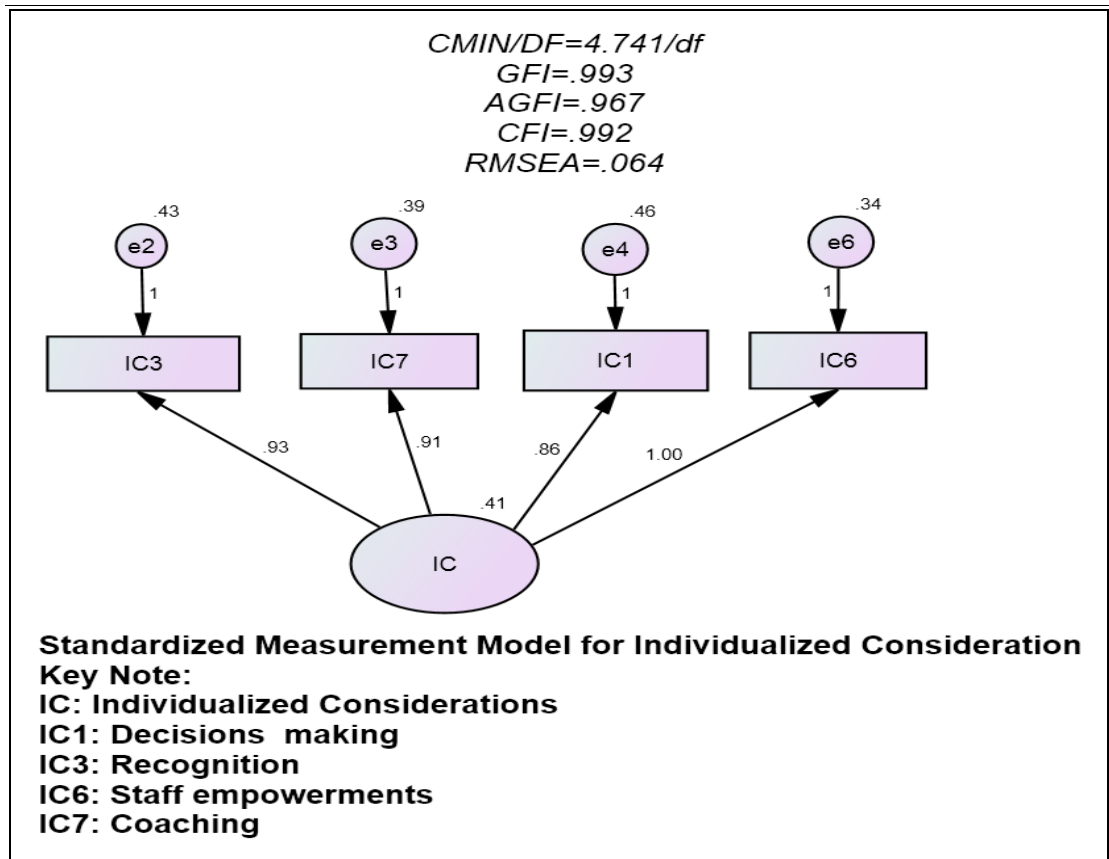


Figure 4.2: Individualized Consideration Measurement Model

Source: Researcher (2018)

4.3.2.4 Measurement Model for Intellectual Stimulation (IS)

The intellectual stimulation measurement model initially specified with the following observed variable namely IS1, IS2, IS3, IS4, IS5 and IS6 for confirmatory factor analysis. Initially confirmatory factor analysis was run using IBM Amos 20 with maximum likelihood estimate. After running intellectual stimulation measurement model, the model fit index indicated the following results: $CMIN/df = 24.89$, $P = 0.00$, $GFI = 0.790$, $AGIF = 0.509$, $CFI = 0.819$ and $RMSEA = 0.266$. These findings showed poor fit of the model base on model fitness criteria as shown on Table 4.17. Schumacker and Lomax (2004) and Hooper *et al.* (2008) recommended that a model fits well when it achieves a $CMIN/DF$ of 3 or less indicating an acceptable fit, CFI

>0.90 indicates good fit, RMSEA <0.08 indicates acceptable fit), and GFI of at least 0.9 indicates acceptable fit. In addition, Byrne (2013) argued that if the model is poor can be adjusted and be retested either by adding or removing parameters to improve the fit.

Furthermore Hooper *et al.* (2008) argued, in order to improve the model fit, it is required to remove items that demonstrate high covariance. Based on these arguments, two items deleted for improving the intellectual stimulation measurement model. The items removed were IS1 and IS3. After deletion of IS1 and IS3 the confirmatory factor analysis was run again.

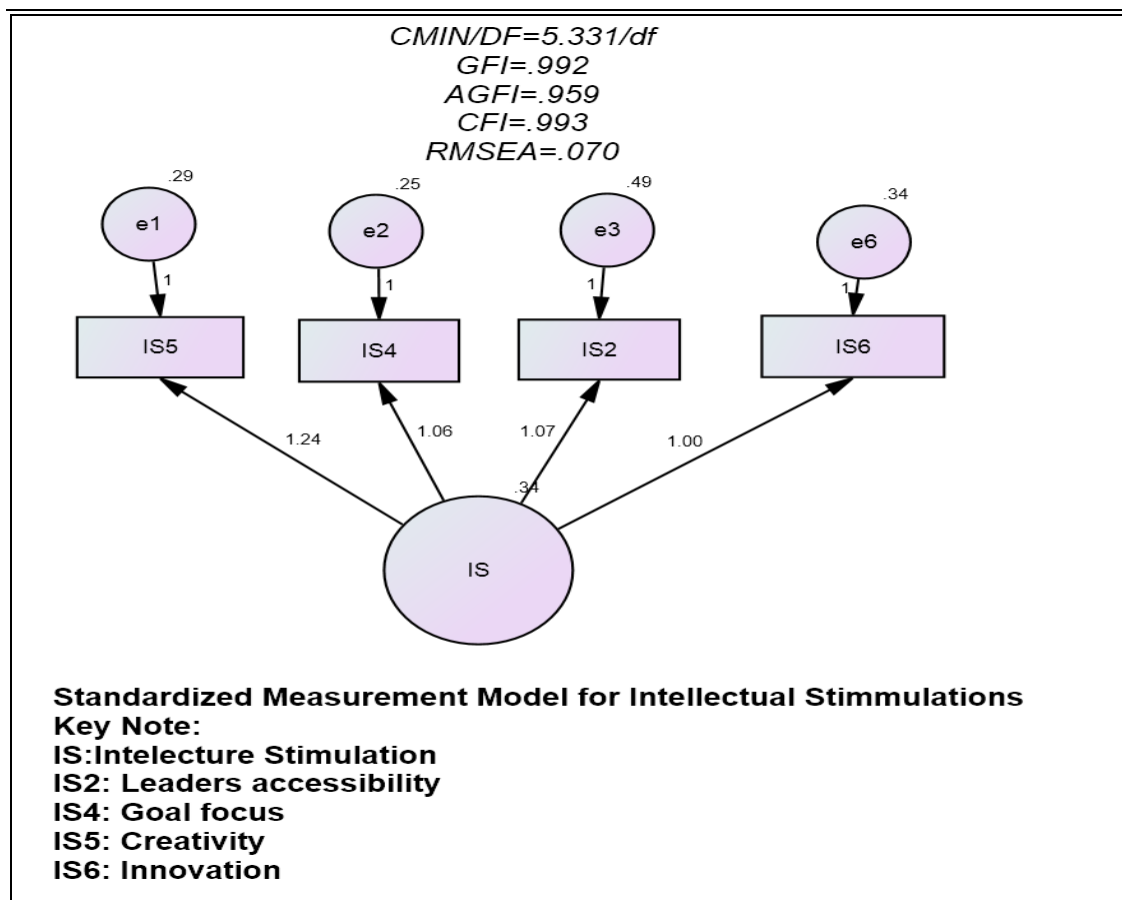


Figure 4.3: Intellectual Stimulation Mesurement Model

Source: Researcher (2018)

The results show that intellectual stimulation measurement model was fit as described in Table 4.18 based on the following indices: - CMIN/df ratio = 2.66, $P = 0.070$, GFI = 0.992, AGFA = 0.959, CFI = 993 and RMSEA = 0.070 as shown in Figure 4.3.

These findings are the similar to Alahmad's (2016) findings who run once the model fit for intellectual stimulation and the result indicated adequate model fit and did not need more improvements by conducting post hoc model fitting where GFI = 0.991, RMR = 0.028, AGFI = 0.954, RMSEA = 0.074 and CFI = 0.994.

4.3.2.5 Measurement Model for Idealized Influence (II)

Initially, confirmatory factor analysis was run using IBM Amos 20 to test and confirm the influence idealized influence measurement model base on the following observed variable namely II1, II3, II5, II6 and II7. The following result was found after running the confirmatory factor analysis: CMIN/df = 4.56, $P = 0.00$, GFI= 0.975, AGIF = 0.924, CFI = 0.973 and RMSEA = 0.102. These findings indicate that idealized influence measurement model did not fit well.

Hoe (2008) recommended that, the model (model fitness) is known to fit when the commonly applied fit indices score the following results: CFI should be greater than 0.90 which indicates good fit, RMSEA should be less than 0.08 indicates acceptable fit, and commonly used χ^2 statistic (χ^2 / df ratio of 3 or less as described in Table 4.17. However, to ensure idealized influence measurement model fit, confirmatory factor analysis was rerun once; and II7 were deleted due to high regression weight. After deletion the findings indicated the model fitness with CMIN/DF = 1.115, $P = 0.328$,

GFI = 0.997, AGFI = 0.983, CFI = 0.999 and RMSEA = 0.018 which indicated a good model fit as shown in Figure 4.4 and in Table 4.18.

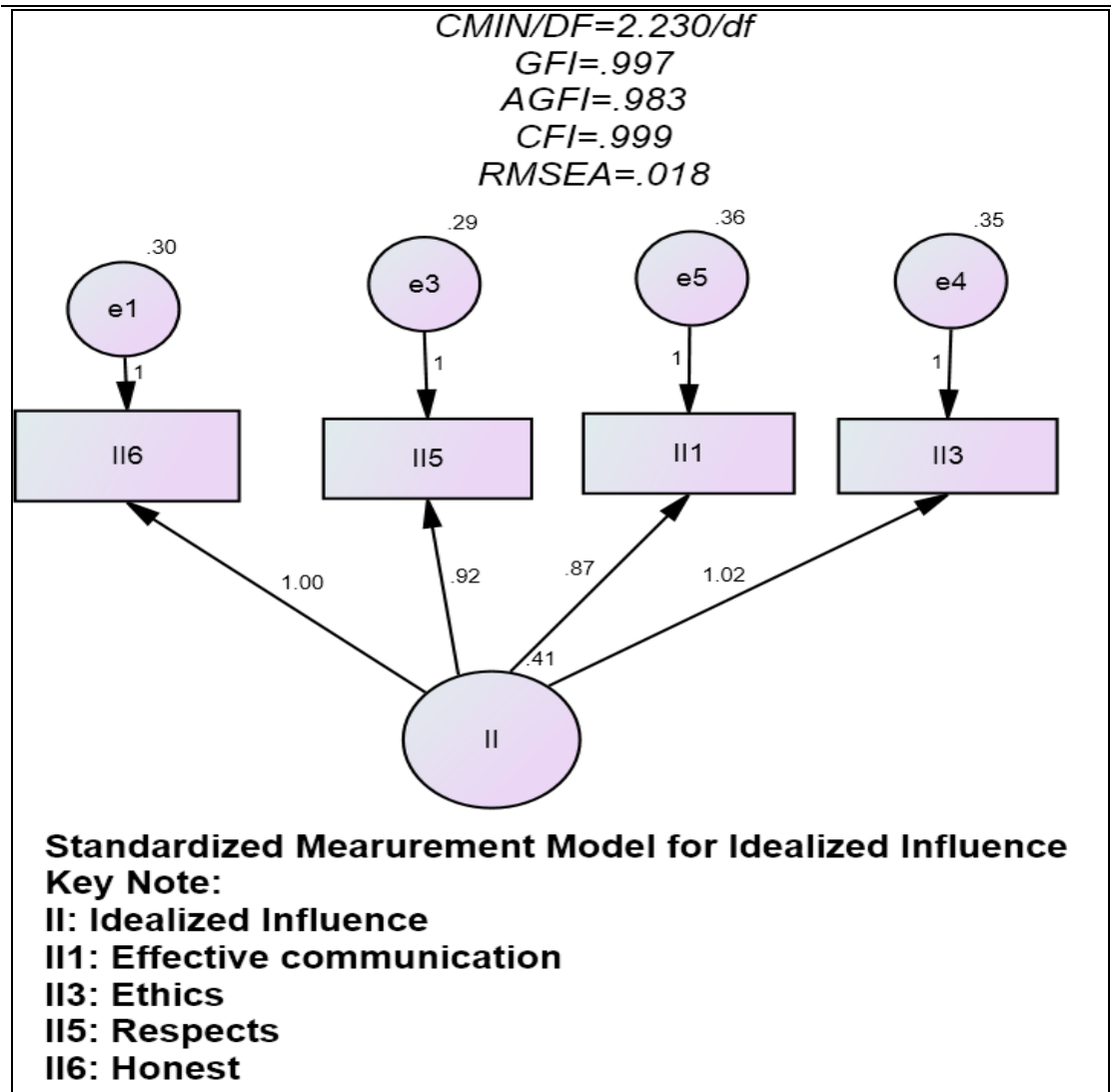


Figure 4.4: Idealized Influence Measurement Model
 Source: Researcher (2018)

4.3.2.6 Measurement Model for the RCOP in Tanzania

The measurement model for measuring the regional commissioners' office performance in Tanzania, involved the following observed variable namely RCOP1, RCOP2, RCOP3, RCOP4, RCOP7 and RCOP11 for confirmatory factor analysis. The confirmatory factor analysis was run using IBM Amos 20 with maximum likelihood

estimate, the model fit index obtained the following findings; CMIN/df = 8.643, P = 0.00, GFI = 0.931, AGFI = 0.839, CFI = 0.880 and RMSEA = 0.151. These findings show poor fit of the model base on model fitness criteria as shown in Table 4.17.

Byrne (2013) and Hooper et al. (2008) recommended that to get good model fit CMIN/df is supposed to be 3 or less, CFI is supposed to be greater than 0.90. such model fit results indicate that a model fits well and RMSEA supposed to indicate its value less than 0.08 indicating acceptable fit while GFI required to be at least 0.9 which indicates acceptable fit.

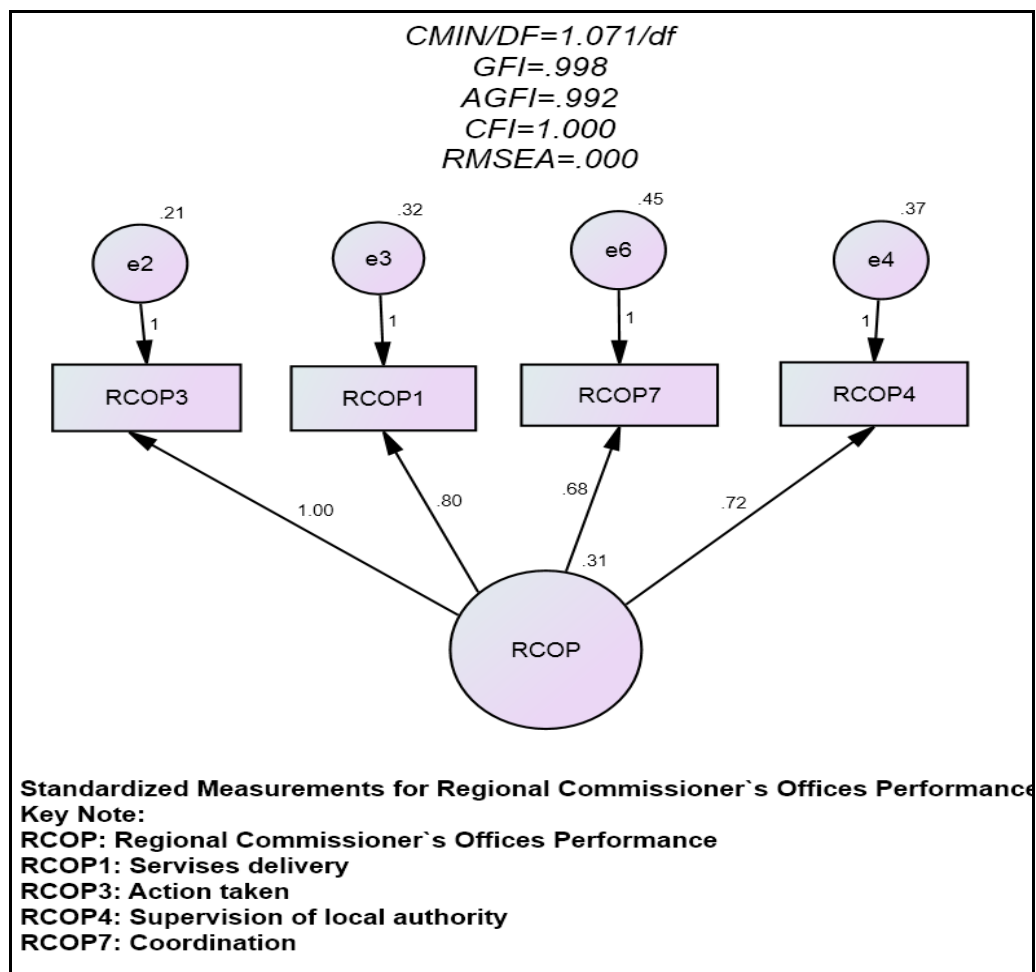


Figure 4.5: The RCOP Measurement Model

Source: Researcher (2018)

Due to poor model fit, some of the items have been removed to adjust the model. The confirmatory factor analysis was rerun twice and items RCOP2 and RCOP11 removed on the measurement model. After deleting these items, the model improved the fit (Table 4.18). Byrne (2013) recommended deleting items that demonstrate high covariance and high regression weight, which resulted poor measurement model fit. After the deletion findings indicated regional commissioners' office performance in Tanzania model fitness as follows: - CMIN/df = 0.535, P = 0.586, GFI = 0.998, AGFA = 0.992, CFI = 1.00 and RMSEA = 0.00 as indicated on Figure 4.5.

During assessments of measurement model for each construct, some of the items were removed in order to come up with items that demonstrate good fit. Table 4.18 shows summary of the model fit during the initial and final run of CFA. Initially the model found to be unsatisfactory but rerunning the model after removing those items once affected the fitness of the measurements; model finally becomes good. At this point, elimination was made at item level and items that were removed not only were weakened the model but were also indicating weak statistical power.

Table 4.18: Summary of Measurement Model on CFA

Items	Initial Stage of CFA Indicating Unsatisfactory Measurement Model Fit					Final Stage of CFA Indicating Good Measurement Model Fit				
	CMID/Df	GFI	AGFI	CFI	RMSEA	CMID/Df	GFI	AGFI	CFI	RMSEA
IM	8.712	0.908	0.816	0.915	0.146	2.034	0.994	0.971	0.995	0.055
IC	10.189	0.943	0.830	0.992	0.064	2.371	0.993	0.967	0.992	0.064
IS	24.89	0.790	0.509	0.819	0.226	2.66	0.992	0.959	0.993	0.070
II	4.56	0.975	0.924	0.973	0.102	1.115	0.997	0.983	0.999	0.018
RCOP	8.643	0.931	0.839	0.880	0.151	0.535	0.998	0.992	1.00	0.000

Source: Reseacher 2018

4.4 Measurement Baseline Model

In order to reach a baseline measurement model that fits both components, the five individual measurement models developed earlier, were combined and confirmatory factor analysis was run with maximum likelihood estimate in IBM Amos 20 to determine its fitness. After initial run, the results showed a bad model fit with GFI = 1.00 AGFI, CFI = 1.00, RMSEA = 0.196 and value of CMIN/df and AGFI were not indicated.

Hoe (2008) recommended that, to achieve a model fit the following minimum requirements were needed: CFI >0.90 indicates good fit, RMSEA <0.08 indicates acceptable fit, and commonly used χ^2 statistic (χ^2 / df ratio of 3 or less was required in order to be considered fit. In order to improve the model, some items affected earlier in the significance of the model's fitness were removed as recommended by Hooper *et al.* (2008). Therefore, the items demonstrating high covariance plus high regression weight in the modification indexes MI and those items standardized regression weights SRW values less than 0.5 and cross loadings, items were removed. To ensure good fitness of the model eight item removed and these items that were removed include IS1, IS3, IC2, II7, IM5, IM6, RCOP2 and RPCO11. At this point, elimination was made at item level and items that were removed not only were weakened the model but were also indicating weak statistical power.

After removing those items in the model and re-run, the model indicated adequate fit results with CMIN/DF = 2.604, P. 0.00, GFI = 0.893, AGFI = 0.859, CFI = 0.903 and RMSEA = 0.069. On the other hand, the observed variables with significant probabilities have positive standardized regression weights greater than 0.50 and

standardized path coefficients between measured variables and factors in the models show that that all path coefficients between measured (manifest) variables and latent (un-observed) variables in the model are significant $p < 0.05$).

These results indicate that most of the factor loadings explaining the measurement model are adequate and thus reflects a very good reliability of the research constructs. As recommended by Gaskin (2014) that factors loading lower than 0.5 are not significant while Yuan and Bentler (1998) indicated that a negative regression weight on the other hand presents doubtful measurement models.

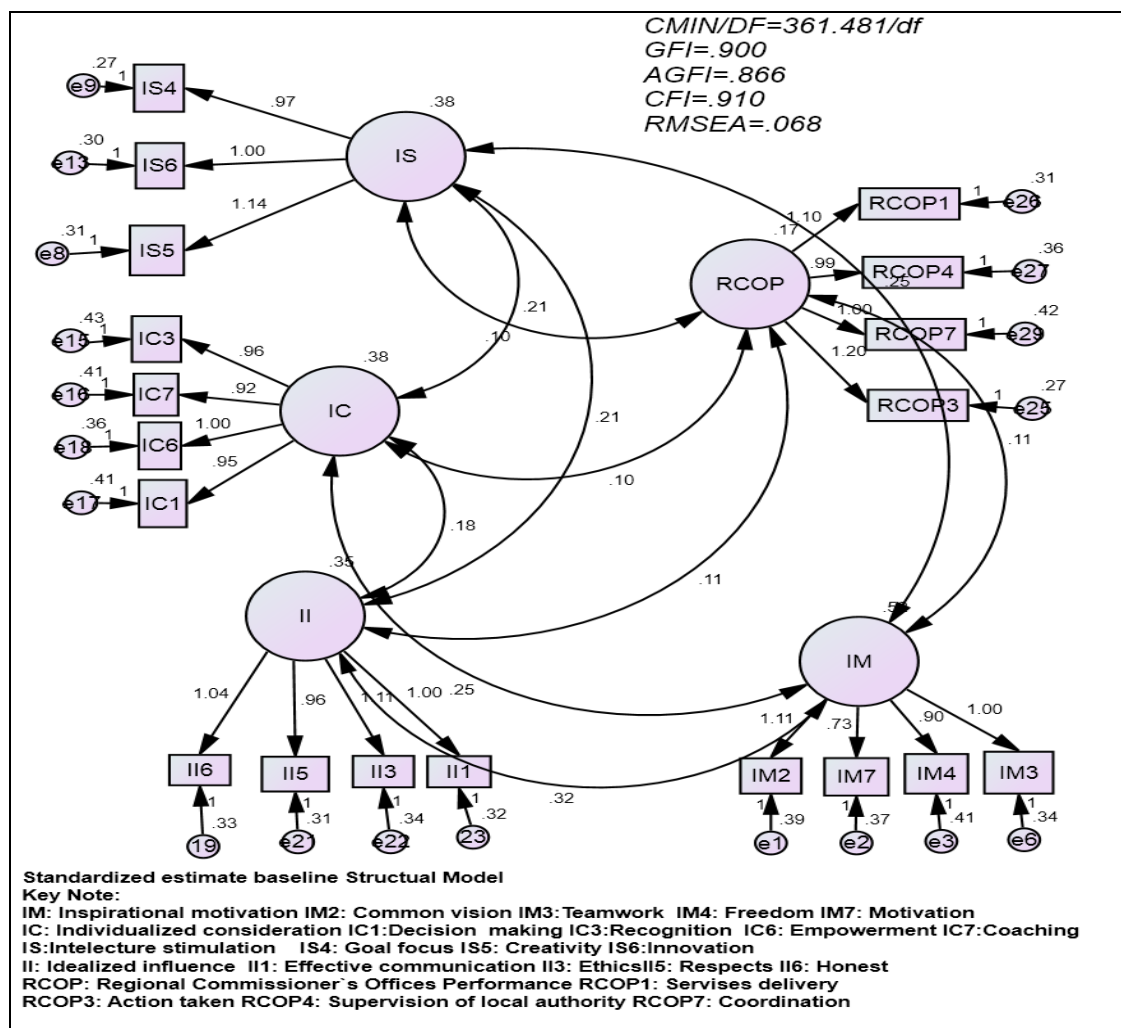


Figure 4.6: Final Measurement Model

Source: Researcher (2018)

In this study, researcher has achieved the above good results. Hence, the model achieved a healthy measurement model as illustrated in Figure 4.6. The retained items were used in the final analysis in the structural model.

4.5 Model Regression Weight and SRW

Based on the baseline model, regression weight and standardized regression weight was run as presented in Table 4.19. This part was important to establish the relationship of variables based on threshold level of standardized regression coefficient SRW which is recommended to be of at least 0.2 for relation with a critical values CR >1.96 and significance level of $p < 0.05$ which indicates positive and strong significant relationship. Hence, this finding for a very strong framework was used for further analysis of relationship between variables.

Table 4.19: Model Regression Weight and SRW

Path	Estimate	S.E.	C.R.	P	Label	SRW
RCOP <--- IS	.092	.067	1.369	.171	par_21	0.135
RCOP <--- IC	.145	.066	2.193	.028	par_22	0.216
RCOP <--- II	.232	.094	2.463	.014	par_23	0.329
RCOP <--- IM	-.044	.078	-.570	.569	par_24	-0.076
RCOP1 <--- RCOP	1.095	.148	7.398	***	par_3	0.636
RCOP3 <--- RCOP	1.202	.157	7.631	***	par_20	0.695
RCOP4 <--- RCOP	.994	.143	6.965	***	par_4	0.565
RCOP7 <--- RCOP	1.000					0.539
IS4 <--- IS	.975	.080	12.252	***	par_2	0.754
IS5 <--- IS	1.143	.091	12.562	***	par_15	0.785
IS6 <--- IS	1.000					0.745
IC1 <--- IC	.954	.091	10.436	***	par_14	0.677
IC3 <--- IC	.962	.093	10.355	***	par_17	0.673
IC6 <--- IC	1.000					0.717
IC7 <--- IC	.915	.089	10.258	***	par_16	0.663
II1 <--- II	1.000					0.725
II3 <--- II	1.107	.089	12.405	***	par_9	0.746
II5 <--- II	.962	.080	11.971	***	par_5	0.718
II6 <--- II	1.035	.085	12.151	***	par_6	0.729
IM2 <--- IM	1.112	.079	14.088	***	par_1	0.786
IM3 <--- IM	1.000					0.776
IM4 <--- IM	.897	.071	12.654	***	par_8	0.708
IM7 <--- IM	.728	.063	11.583	***	par_7	0.651

Source: Researcher (2018)

Hence, this finding for a very strong framework was used for further analysis of relationship between variables. Having established the model fit of all hypotheses of the relationship between observed and unobserved variable as shown in Table 4.19; the next step was to move to a structural model in order to test for the hypothesis of the study between the dependent and independent variables as postulated in the next section.

4.5.1 Basic Structural Model on TL and RCOP in Tanzania

The basic structural model of the study hypothesized the relationship between the influences of transformational leadership and regional commissioners' offices performance in Tanzania then it was analyzed. The results of the analysis using AMOS version 20 are diagrammed in the Figure 4.7 and the results for the goodness of fit indices base on four indices namely CMIN/DF, CFI, AGFI and RMSEA are presented and elaborated in Figure 4.7.

The findings for model fit in Figure 4.7 are elaborated as follows: The ratio of the χ^2 to the degree of freedom CMIN/DF commonly referred to as normed chi-square value has yield a value of 2.546, which has range to the suggested cut of point values <3 by (Schermelleh-Engel et al., 2003). The CFI = 0.910, GFI = 0.900 and AGFI = 0.866 obtained fall under the acceptable range whereas values close to 1 and generally values above 0.9 indicate a good fit as suggested by Schermelleh-Engel et al. (2003).

On the other hand, as suggested by Byrne (2013) that a RMSEA value of 0 = indicate perfect fit <0.05 indicate close fit, 0.05 to 0.08 indicate fair fit, 0.08 to 0.1 a mediocre fit and >0.1 is poor fit. Comparing to the current study findings the RMSEA values of

0.068, which was produced in the analysis indicate fair model fits in the data. Having established a model fit, which indicated a good fit the path coefficient and hypothesis testing, was evaluated as explained in the next section.

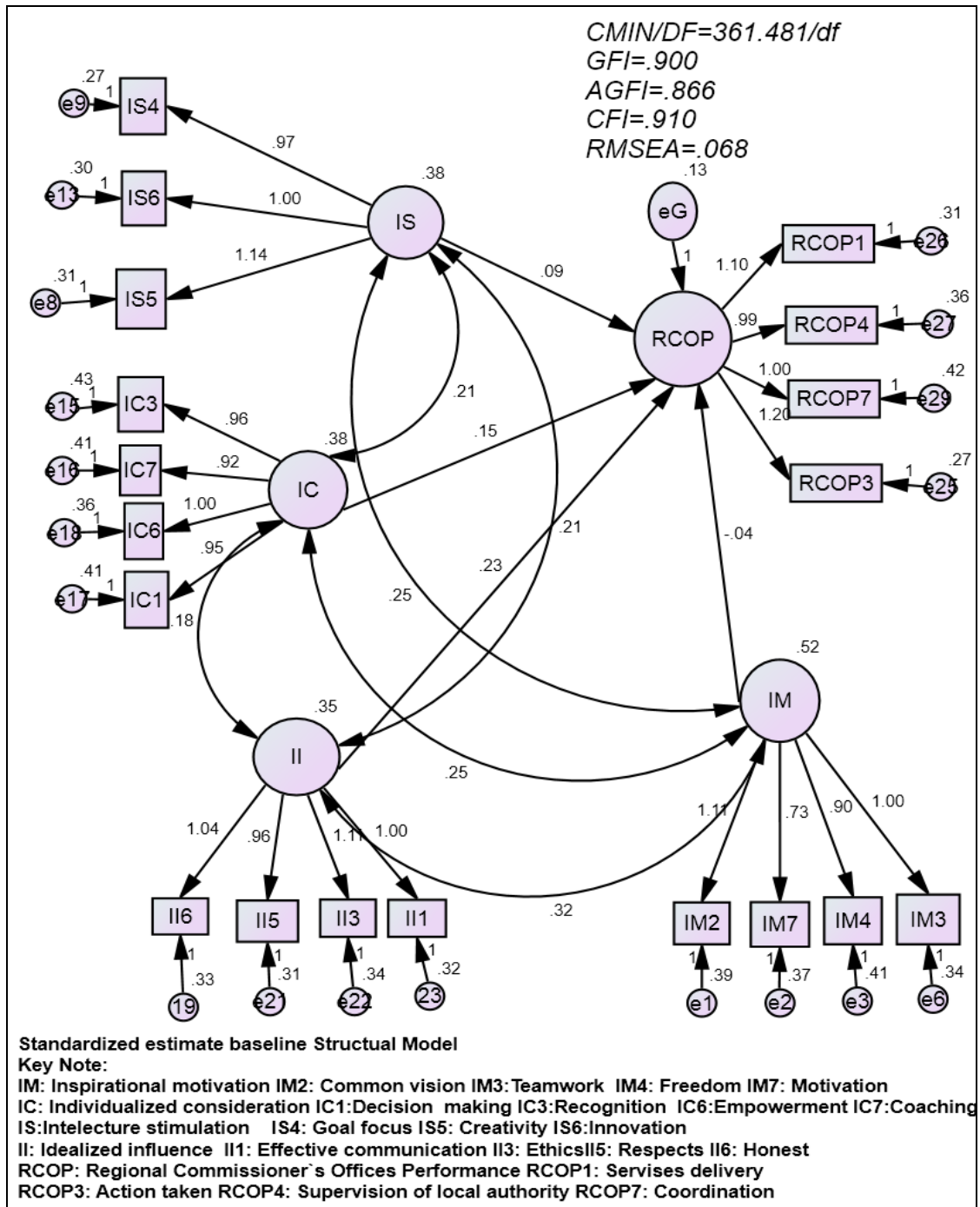


Figure 4.7: The Basic Structural Model

Source: Researcher (2018)

4.5.2 The Basic Model Path Coefficients and Hypothesis Testing

The structural model was used to test the hypothesized relationships. The hypothesized relationships examined against various coefficients and scores obtained from the analysis. In this research the hypotheses tested based on the direction, strength and the level of significance of the path coefficients. A standardized paths coefficient, critical value CR and significant level p value was used in this study in testing and evaluation the strength and the level of significance of the hypotheses. Testing hypotheses at each run were done for comparison purposes.

4.5.2.1 Influence of Inspirational Motivation on RCOP in Tanzania

Little is known on the influence of inspirational motivation on regional commissioners' office performance in Tanzania. From that fact, the researcher ought to confirm the influence of inspirational motivation on regional commissioner's offices performance in Tanzania and the following hypothesis was developed as stated below.

Null H1a: *Inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

Alternative H1b: *Inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

For testing the stated hypothesis, descriptive statistical analysis was run first to profile the impacts of each measurements of inspirational motivation on view of regional commissioners' office performance in Tanzania. The measurements of inspirational motivation measurement model are common vision (IM2), teamwork (IM3), freedom (IM4) and motivation (IM7) as illustrated in Table 4.20.

Table 4.20: Characteristics of Inspirational Motivation Measurements

Item	N	Minimum	Maximum	Median	Std. Deviation
Common vision	338	1.00	5.00	3.000	1.01716
Teamwork	338	1.00	5.00	4.000	.92674
Freedom	338	1.00	5.00	4.000	.91164
Motivation	338	1.00	5.00	4.000	.80399
Valid N (listwise)	338				

Source: Researcher (2018)

Table 4.20 shows the results of the analysis: Median, which is the middle values of distribution used to measure the four measurements of inspirational motivation. Median was selected because outliers less affect it and skewed data. The result show that, teamwork, freedom and motivation scored 4.00 median each while common vision scored 3.00. This means that teamwork, freedom and motivation yields high median, which is a middle value of the scale meanwhile common vision become the least element. The higher the median value the more impressions on inspirational motivation towards influencing regional commissioners' offices performance in Tanzania. Therefore, teamwork, freedom and motivation had higher impact on inspirational motivation towards influencing regional commissioners' offices performance.

Further analysis was done using SEM in order to determine positive and significant influence of inspirational motivation on regional commissioners' offices performance in Tanzania as illustrated in Table 4.21.

Table 4.21: Basic Model Un-standardized and SRW

Path		Estimate	S.E.	C.R.	P	Label	SRW	Remarks
RCOP <--- IM		-.044	.078	-.570	.569	par_24	-0.076	Not upported
IM2 <--- IM		1.112	.079	14.088	***	par_1	0.786	Supported
IM3 <--- IM		1.000					0.776	Supported
IM4 <--- IM		.897	.071	12.654	***	par_8	0.708	Supported
IM7 <--- IM		.728	.063	11.583	***	par_7	0.651	Supported

Source: Researcher (2018)

The path leading from inspirational motivation to regional commissioners' offices performance in Table 4.21 is used to examine the relationship between inspirational motivation and regional commissioners' offices performance in Tanzania. A negative path coefficient ($\gamma = -0.076$) using standardized estimate results in Table 4.21 indicates that inspirational motivations was negatively related to regional commissioners' office performance in Tanzania. These findings concured with Hoe (2008), who argued that a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful for discussion. The results in the current study confirm a poor relationship between inspirational motivation characteristics and regional commissioners' offices performance in Tanzania.

Apart from standardized coefficient, further analysis was done using critical ratio and p-value to determining the influence of inspirational motivation on regional commissioner's offices performance in Tanzania. Findings from this study revealed a negative critical value (C.R = -0.570 which is <1.96) and higher significance level of $p=0.569$.

The results concur with Hox and Bechger (2014) who argued that a relationship, which has yielded a critical ration greater than 1.96 and p-value less than 0.05, is

considered significant. Due to these findings the null hypothesis (H1a) which states that: *inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania* is confirmed and accepted while the alternative hypothesis (H1b) which states that *inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania* is rejected.

Similarly, these results corroborate with Omar (2011) who observed a negative and insignificant influence of inspirational motivation on organizational performance in public sector meanwhile differs with Al-Zoubi *et al.* (2011) who found a strong significant influence on organizational performance. In addition, the findings from the current study contradict with Amin *et al.* (2016) who investigated the relationship between transformational leadership and organisational performance. The findings evidenced that inspirational motivation significantly influenced organisational performance. In addition, the results were somehow related to Duressa and Asfaw (2014) who witnessed that inspirational motivation poorly implemented in public sector organisation hence the demands of the people was not met.

4.5.2.2 Influence of Individualized Consideration on RCOP in Tanzania

To confirm the influence of individualized consideration on regional commissioners' office performance in Tanzania, the study also hypothesized the following:

Null H2a: *Individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

Alternative H2b: *Individualized consideration has positive and significant influence on regional commissioners' office performance in Tanzania.*

While testing the stated hypothesis above, initially descriptive statistics analysis was run to outline the impacts of each measurements of individualized consideration on view of influencing regional commissioners' offices performance in Tanzania. Median was used to determine individualized consideration measurements, which were involved in the current study which decision is making (IC1), recognition (IC3), staff empowerment (IC6) and coaching (IC7) as illustrated in Table 4.22. Median was selected because it is not strongly affected by extreme observations.

Table 4.22: Characteristics of Individualized Consideration Measurements

Item	N	Minimum	Maximum	Median	Std. Deviation
Decision making	338	1.00	5.00	4.000	.87230
Recognition	338	1.00	5.00	4.000	.88895
Staff empowerment	338	1.00	5.00	3.000	.86448
Coaching	338	1.00	5.00	3.000	.85566
Valid N (listwise)	338				

Source: Researcher, 2018

The results of the analysis are shown in Table 4.22. Among the four measurements of individualized considerations showed in Table 4.22, collective decision making and recognition found with high imitation on regional commissioners' offices performances in Tanzania with median 4.00 each. In addition, empowerment and coaching were found with median values of 3.00. This means that the greater the median the high the impersonations on performance on regional commissioner's offices in Tanzania. Further analysis was done using structural equation model in order to determine the significant influence of individualized consideration on regional commissioners' office performance in Tanzania as demonstrate below in Table 4.23.

Table 4.23: Basic Model Un-standardized and SRW

Path		Estimate	S.E.	C.R.	P	Label	SRW	Remarks
RCOP <--- IC		.145	.066	2.193	.028	par_22	0.216	Supported
IC1 <--- IC		.954	.091	10.436	***	par_14	0.677	Supported
IC3 <--- IC		.962	.093	10.355	***	par_17	0.673	Supported
IC6 <--- IC		1.000					0.717	Supported
IC7 <--- IC		.915	.089	10.258	***	par_16	0.663	Supported

Source: Researcher (2018)

This hypothesis was examined using the path leading from IC to RCOP, which form a relationship between individualized consideration and regional commissioners' office performance in Tanzania as illustrated in Table 4.23. Results of the standardized path coefficients ($\gamma = 0.216$) in Table 4.23 have yield a strong standardized regression weights which indicate a positive and significance relationship between individualized consideration and regional commissioner's offices performance in Tanzania.

Hoe (2008) postulated that, a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful for discussion. In this study, the standardized paths coefficient of 0.216 that is above 0.2 was recommended value for significantly discussion. Further analysis of the significant influence of individualized consideration using critical ration values in Table 4.23 above indicated that the analysis has yield a critical ration of 2.193 and $p = 0.028$. As argued by Hox and Bechger (2014), a relationship which has yield a critical ration greater than 1.96 and p-value less than 0.05 is considered significant.

Based on the findings in the current study, the influence of individualized consideration on regional commissioners' offices performance in Tanzania was found

to be positive and significant. Hence, the null hypothesis (H2a) which states that *individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania* is rejected while the alternative hypothesis (H2b) *individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania* is confirmed and accepted.

Findings in this study are similar to Isa's (2013) study on the influence of transformational leadership and transactional leadership towards employee's commitments and performance in Royal Customs in Malaysia. The study involved all dimension of transformational and transactional leadership. Simple random sampling was used to select 100 respondents. Findings show that individualized consideration positively and significantly related with commitments and performance with $r = 0.860$ and with significant value of 0.001. These findings show that individualized consideration has important influence on organizational performance.

The results are also similar with Belias and Koustelious (2014), Uymaz (2015) and Long *et al.* (2014) who examined the influence of individualized consideration on performance from different studies in various context and findings concluded positive and significant relationship with organisational performance.

4.5.2.3 Influence of Intellectual Stimulation on RCOP in Tanzania

The third hypothesis postulated in this study was based on positive and strong significant relationship between intellectual stimulation and regional commissioners' office performance in Tanzania as it stated below:

Null H3a: Intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania.

Alternative H3b: Intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania.

In order to test this hypothesis, descriptive statistical analysis was run first to profile the influence of each attribute of intellectual stimulation on regional commissioners' offices performance in Tanzania. These attributes of intellectual stimulation which influence the regional commissioners' offices performance is goal focus (IS4), creativity (IS5) and innovations (IS6) as illustrated in Table 4.24.

Table 4.24: Characteristics of Intellectual Stimmulation Measurements

Item	N	Minimum	Maximum	Median	Std. Deviation
Goal focus	338	1.00	5.00	4.000	.79644
Creativity	338	1.00	5.00	4.000	.89743
Innovation	338	1.00	5.00	4.000	.82660
Valid N (listwise)	338				

Source: Researcher (2018)

Table 4.24 shows the results of the analysis. Among the three attributes of intellectual stimulation measurements, Goal focus scored 4.00 meadian, creativity had 4.00 and innovation had 4.00 meadian. This means that all attributes yield a similar meadian hence indicated related stimulus on influencing the regional commissioners' offices performance in Tanzania.

Further analysis was conducted using structural equation model to determine the significant influence of intellectual stimulation on regional commissioners' office

performance in Tanzania. Through SEM un-standardized and standardized regression weight was conducted to determine the relationship of variables as shown in Table 4.25.

Table 4.25: Basic Model Un-standardized and SRW

Path			Estimate	S.E.	C.R.	P	Label	SRW	Remarks
RCOP	<---	IS	.092	.067	1.369	.171	par_21	0.135	Not supported
IS4	<---	IS	.975	.080	12.252	***	par_2	0.754	Supported
IS5	<---	IS	1.143	.091	12.562	***	par_15	0.785	Supported
IS6	<---	IS	1.000					0.745	Supported

Source: Researcher (2018)

The path leading from IS to RCOP in Table 4.25 was used to examine the relationship between intellectual stimulation characteristics and regional commissioners' offices performance in Tanzania. A positive standardized path coefficient ($\gamma = 0.135$) from a path IS leading RCOP in Table 4.25 above indicates positive but insignificant relationship. As argued by Hoe (2008) that a standardized path should be at least 0.20 in order to be considered meaningful for discussion. Comparing these results with the hypotheses, the standardized path coefficient of 0.135 seems to indicate that impact of intellectual stimulation is not strong to influence regional commissioners' offices performance in Tanzania.

Further analysis on the significant influence of intellectual stimulation on regional commissioners' offices performance was done using critical ration and significance level p value. The results in Table 4.25 above have yield a critical ration of 1.369 and p-value of 0.171. As argued by Hox and Bechger (2014) that a relationship, which has yield a critical ration greater than 1.96 and p-value less than 0.05 is considered

significant. Comparing to the current study hypothesis, a critical ration of 1.369 and p-value of 0.171 in Table 4.25 indicate positive but insignificant influence of intellectual stimulation characteristics on regional commissioners' offices performance in Tanzania.

Hence the null hypothesis (H3a) which *states that intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania is accepted* and the alternative hypothesis (H3b) which states *intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania rejected*. These results corroborate with Jaussi and Dionne (2003) who found that intellectual stimulation leadership behavior had insignificant relationship with innovation and performance.

In addition, others studies based on the influence of intellectual stimulation on organisational performance show positive and significant relationship with performance. For instance, Kiri *et al.* (2015) investigated the influence of intellectual stimulation on individualize consideration on organizational performance. The study was conducted on Banks in Kenya. The study was quantitative and 137 employees were involved in the study. Descriptive and regression analysis was applied for data analysis and findings indicated that r^2 was 0.6374 and p value was less than 0.05.

In addition, the current findings relate with (Mutahar *et al.* 2015; Tahsildari *et al.* 2015; and Baker *et al.* 2013) who evidenced that intellectual stimulation positively influences organisational performance. However, despite the positive but insignificant relationship between intellectual stimulation and RCOP in the current study, the

findings justify that intellectual stimulation has influence on the RCOP in Tanzania but seems there are some factors which affects its strong influences. This can be justified by all attributes of intellectual stimulation, which show very strong positive and significant relationship with RCOP in Tanzania.

4.5.2.4 Influence of Idealized Influence on RCOP in Tanzania

The fourth hypothesis suggested in this study was based on significant relationship between intellectual stimulation and regional commissioners' offices performance in Tanzania. The developed hypothesis is described as follows:

***Null H4a:** Idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H4b:** Idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania.*

For testing the stated hypothesis, descriptive statistical analysis was run first to profile the influence of the four attributes of idealized influence on predicting its influence on regional commissioners' offices performance in Tanzania. The idealized influence attributes are effective communication (II1), ethics (II3), respects (II5) and honest (II6) as illustrated in Table 4.26.

Table 4.26 shows the results of the analysis. All four measurements of idealized influence in Table 4.26 namely effective communication, ethics, respects and honest scored median 4.00 each. These findings indicate that all measurements had almost equal stimulus on idealized influence towards enhancing regional commissioner's offices performance in Tanzania. Respects, holds higher consequence on influencing

regional commissioners' offices performance in Tanzania because its standard deviation found slightly smaller compared to others. This means that the stability of respect in idealized influence was higher. This finding has collaborated with other findings from studies, which insisted promotion of respecting each other in the organisation to build teamwork and improve organisational performance.

Table 4.26: Characteristics of Idealized Influence Measurements

Item	N	Minimum	Maximum	Median	Std. Deviation
Effective communication	338	1.00	5.00	4.000	.81813
Ethics	338	1.00	5.00	4.000	.87920
Respects	338	1.00	5.00	4.000	.79438
Honest	338	1.00	5.00	4.000	.84132
Valid N (listwise)	338				

Source: Researcher (2018)

Further analysis was done using SEM in order to determine the significant influence of idealized influence on regional commissioners' offices performance in Tanzania as illustrated in Table 4.27.

Table 4.27: Basic Un Standardized and SRW

Path	Estimate	S.E.	C.R.	P	Label	SRW	Remarks
RCOP <--- II	.232	.094	2.463	.014	par_23	0.329	Supported
II1 <--- II	1.000					0.725	Supported
II3 <--- II	1.107	.089	12.405	***	par_9	0.746	Supported
II5 <--- II	.962	.080	11.971	***	par_5	0.718	Supported
II6 <--- II	1.035	.085	12.151	***	par_6	0.729	Supported

Source: Researcher (2018)

The path leading from II to RCOP in Table 4.27 is used to examine the relationship between idealized influence characteristics and regional commissioners' office

performance in Tanzania. A positive path coefficient ($\gamma = 0.329$) using standardized estimate results in Table 4.27 above indicates that idealized influence characteristics is positively related to regional commissioners' office performance in Tanzania. This concurs with Hoe (2008) who argued that a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful in the model. The results in the current study confirm a strong positive relationship between idealized influence and regional commissioners' offices performance in Tanzania.

Apart from standardized coefficient, further analysis was done using critical ratio and p-value to determining the significant influence of idealized influence on regional commissioners' offices performance in Tanzania. In this study, findings yielded a critical ratio of 2.463, which is greater than 1.96 and significance level of p value of 0.014. The results concur with Hox and Bechger (2014) who argued that a relationship, which has yielded a critical ration greater than 1.96 and p value less than 0.05 is considered significant.

This means that the null hypothesis (H4a) which state that; *idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania* is rejected while the alternative hypothesis (H4b) which *states that idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania* is confirmed and accepted.

These results corroborate other finding by Nyokabi *et al.* (2017) which indicated a strong significant influence of idealized influence on performance of private sector in Kenya. The study explored positivism research philosophy and descriptive correlation

analysis. The sample size of 284 CEO of private sector in Kenya was drawn using stratified random sampling. Multiple regression results indicated that $R^2 = 0.505$, $F(1, 260) = 264.042$, $p < 0.05$; $\beta = 0.711$, $t(260) = 16.249$, $p < .05$. This finding indicates strong relationship, but it differs with the current in terms of methods for instance the sample size was the chief executive officers in private sector were selected while the current study involved only employees at regional commissioners' offices, which is a public sector. Similarly, Argia and Ismail (2013) and Hayati *et al.* (2014) from various contexts determined the effects of transformational leadership and concluded that idealized influence positively influenced performance.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter discusses the main findings of the study. The main objective of this chapter is to recapitulate the information generated in the results, compare and contrast the current findings with what has been discovered in previous related studies. This helps to reflect the findings about the influence of transformational leadership on regional commissioners' offices performance in Tanzania based on the study objectives, hypotheses, conceptual and theoretical framework of the study. This chapter is divided into three sections; where section 5.1 in this very paragraph presented an introduction, section 5.2 describes discussion of the findings and 5.3 shows conclusion of the chapter.

5.2 Influence of Inspirational Motivation on RCOP in Tanzania

The study examined the influence of inspirational motivation on regional commissioners' office performance in Tanzania. This study scrutinized whether inspirational motivation have positive and significance influence on regional commissioner's offices performance in Tanzania.

Exploratory and confirmatory factor analysis was used to establish the model fit items, which strongly related with inspirational motivation construct. The fit items namely common vision, freedom (autonomy), teamwork, and motivation were used to measure the influence of inspirational motivation on regional commissioner's offices performance in Tanzania.

Based on that background, in the current study it was hypothesized that inspirational motivation has a positive and significant influence on regional commissioners' offices performance in Tanzania. The empirical result in chapter four of this study did not support the above hypothesis by yielding standardized coefficient estimate (γ) of 0.076, critical ration (C.R) of -0.570 and significant p-value of 0.569.

These findings present a negative and insignificant contribution of inspirational motivation on regional commissioners' offices performance in Tanzania. As argued by Chin (1998) that a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful for discussion. This implies that the attributes, which determined the inspirational motivation context, were not providing enough explanatory power to explain the significant influence of regional commissioners' offices performance in Tanzania.

This means that, currently, the inspirational motivation has negative contribution on regional commissioners' offices performance. Workers at regional commissioners' offices in Tanzania are not inspired to work hard to enhance performance. The motivations which are given to workers are not inspiring employees at regional commissioners' office in Tanzania to work hard, which results into lack of commitments of employees. In addition to that lack of inspiration hinders the inspirational motivation to be an influencing agent towards regional commissioners' offices performances in Tanzania.

Findings from this study support the empirical findings from others context. For instance, findings in the current study are similar with Long *et al.* (2014) who

conducted a research in government linked company in Malaysia where 378 employees from six departments involved. Findings revealed that inspirational motivation insignificantly related with government linked companies' performance in Malaysia. These discoveries imply that the practices of inspirational motivation did not influence the government linked companys' performance due to the truth that leaders were not in the position of inspiring workers to be committed at work and working hard.

Furthermore, the current findings are related with Durressa and Asfaw (2014) who examined the relationship between transformational leadership and its implication in public services organisation in Ethiopia using mixed method research approach. The result revealed that inspirational motivation has insignificant relationship with public sector performance because of poor sharing of vision and mission in Ethiopia public services organisation. Therefore, based on these results inspirational motivation was not potential to the contribution of public sector organisational performance in Ethiopia.

These findings justify that inspirational motivation in other countries such as developing countries are not well applicable to influence organisational performance. This is because most leaders in public sectors/organisations do not inspire their workers to commit themselves to provide good services to the people. The habit of inspiring workers in public sector organisation needs special attention in developing countries because the tradition circumstances of working business as usual covers big parts whereby inspiration is a new agenda for public sectors organisation.

Apart from the mentioned results above, the current study also does not support the arguments made by Northouse (2010) who argued that inspirational motivation significantly influences organisational performance by inspiring subordinate. Through inspiring subordinates, they become committed on implementing their shared vision in the organisation. In the same stance, the current study differs with Doody and Doody (2012) who argue that inspirational motivation encouraging followers to align with individual goals within the goals of the organization, which results into maximum organisational output. In addition, the current results differ with Rawung *et al.* (2015) who pointed out that inspirational motivation builds trust and satisfaction for the employee and serves as the foundation for knowledge sharing which is an important component of facilitating organizational performance.

Not only the researcher dealt with inspirational motivation for discussion but also, the results differed with the theory of transformational leadership by Bass (1985) who pointed out that inspirational motivation is among the four determinant of transformational leadership which influence organizational performance. Given that transformational leadership theory explained that inspirational motivation was among the determinants of transformational leadership, which had significant influence on organizational performance. The findings from this study validates that inspirational motivation is insignificant. Therefore, this finding confirmed that not all theories work accurately; their theoretical suggestions did not work healthly in others organization because the nature of organization, capability and technology differ.

Furthermore, the current study results do not corroborate with previous empirical findings for instance, findings from Raja's (2012) who found that after applying

regression analysis, inspirational motivation improved services delivery and performance. The later finding suggested improving much more the application of inspirational motivations to improve performance. All managers and head of section were advised to continue creating common sense of teamwork and collective performance; to all staff for improving their organizational performance.

The current study is not related with Sahibzada *et al.* (2016) who examined the impact of idealized influence and inspirational motivation of leaders on employees' job satisfaction to influence organizational performance. The data was collected using survey questionnaire from 330 employees of 10 different private sector universities in Pakistan. The findings of the study revealed that inspirational motivation had significant influence on employee's job satisfaction, which resulted better performance. This finding proves that inspirational motivation was a good accelerator to increase employee's job satisfaction to improve organizational performance. Therefore, leaders must play a critical role of inspiring employees in the organization to influence full commitment of employees to achieve organizational purposes.

Therefore, on regional commissioners' office inspirational motivation should be taken as an important need and has to be promoted; to ensure commitments of employees who are going to provide standard services provision to Tanzanian. Thus, basing on the findings in this study inspirational motivation is less meaningfully to influence the regional commissioners' office performance in Tanzania or so, very little attentions were paid to yield better results of performance. However, all attributes of inspirational motivation namely the common vision, teamwork, freedom and motivations; show positive and significant relationship with the regional

commissioners' offices performance in Tanzania though great fruits of expectation were not noticeable.

There might be other dimensions not measured in this study, that happen in real life in the regional commissioners' offices which hinder the influence of inspirational on performance. These dimensions could increase the influencing magnitude of relationship between inspirational motivation and regional commissioners' offices performance in Tanzania. In order to explain this construct on influencing regional commissioners' office performance others study should find out others factors which were not included in this study. However, common vision, teamwork, freedom and motivation alone cannot explain the predicting power of inspirational motivation on influencing regional commissioners' offices performance in Tanzania.

However, the key note for this study is that, inspirational motivation is insignificant in influencing regional commissioners' offices performance. Because, inspirational motivation itself, would be meaningful if other factors were purposely considered in previous studies. It is for that reasons, the researcher in this study found the lack of those factors could decelerate the work performance. It should be noted, this is why ideal transformational leadership arose for this study because, and all the missing factors are revamped and make it better for regional commissioners' offices. Thus, factors such as human capital, the diverse incentive plans, realizing the differences of employees' values, needs, tasks, and satisfactions for increasing job performance and quality service provision to the people are very crucial. Those factors do influence employees in different ways, at different positions in time, because of the continual

changes in situations, needs and individual purposes within the respective regional commissioners' offices

This study therefore concludes that, when other attributes are included and combined with common vision, teamwork, freedom and motivations, it can explain well the significant value of inspirational motivation on regional commissioners' office performance in Tanzania. Since the four attributes of inspirational motivation namely common vision, teamwork, freedom and motivations, have been found to be significant, this implies that the inspirational motivation still holds true to some extent in supporting regional commissioners' offices performance in Tanzania as discussed in next sections.

5.2.1 Influence of Common Vision on RCOP in Tanzania

Common vision is known as a tool envisioning possibility of working hard with confidence with the aim of achieving the organisational goal. Banjer and Krishnan (2000) point out that inspirational motivation includes common vision, motivation and ethical decisions, which influence organizational performance. Empirical studies have explained that common vision is important in understanding the contribution of inspirational motivation for influence organisational performance (Yukl, 2010). Datche (2015) described common vision as an important variable for measuring inspirational motivation.

In the current study, common vision is found to be positively and significantly related to the influence of regional commissioner's offices performance in Tanzania. On the base of this study from structural model, it was found that the value of standardized

paths coefficient (γ) was 0.786, critical ratio was 14.088 and a significant p value was less than 0.05. These findings are strongly supporting the argument made by Yulk (2010) that inspirational motivation involves communicating the common vision in the organisation which provides followers to engage to the maximum level implementing their organisational goal.

This study findings also align with transformational leadership theory which demonstrates that in inspirational motivation attributes; leaders demonstrate common vision that inspire followers to take action for achieving organisational goal (Bass, 1985). Having common vision enhances goal focus based on team spirit (Savovic, 2017). Therefore, these findings necessitate the promotion of common vision at the regional commissioner's office to influence performance. That means, when the leaders at the regional commissioners' office promote common vision, they provide a significant influence on employees' performance which ensure improved services delivery to the people in the region.

The findings of current study relate with the arguments made by Chandler (2008) that without leaders to create common visions in the organisation employees will live according to their organisational problems. This means that without common vision in the organisation employees will work through emotional upset and worry about the dysfunctional behaviour of the people which results into poor performance. Therefore, transformational leaders at the regional commissioners' offices have to create common vision and live the vision. A preferred example of transformational leaders is the Simiyu regional commissioner, has created Simiyu as a region of milk products

where all employees and the community around live with the common vision of milk production.

Without common vision in the regional commissioners' office in Tanzania, all effort which exert to bring changes will easily dissolves because workers have to work based on their organisational vision and goal. For that matter, the regional commissioners' office has to demonstrate its vision to workers, which is based on quality services provision to Tanzanian and others stakeholders. Lack of common vision will take the regional commissioners' office into wrong direction as a results people will get poor servers and at the same time employees, leaders, clients and others stakeholders will developments conflicts and administration procedure will be tough in the entire regions.

In addition, other researchers such as Batemane and Snell (2002) argued that transformational leaders in any organization have to take action to build common vision to all employees; to create the climate of common change in the organization. According to Yukl (2010) inspirational motivation behaviors involves having common vision for influencing employees and organizational performance. Banjeri & Krishnan (2000) relate inspirational motivation to the concepts of articulating organizational common vision; motivation and ethical decisions making aiming influence the organizational performance

Based on the regional commissioners' offices common vision, having it is a challenge and some of employees they even do not state and know their regional commissioners' offices vision. This entails that the promotion of common vision has

never given attention even though it is very important for influencing its performance. Hence, to improve specific focus during implementing the regional commissioners' offices goal, transformational leaders should promote common vision and remove all obstacles, which hinder staff from acting to common vision (Bass, 1985). These obstacles which hinder the demonstration of common vision might be the organisational traditions, regional commissioners' policy, legal framework and resistant to change.

This discussion helps to conclude that if leaders in the regional commissioners' offices promote common vision; they are likely to improve its performance. They might improve by providing better services to the people and local government will be well supervised in order to take proper action and solve claimed problems systematically. All head of section and units has to take their role of promoting common vision in the regional commissioners' office in Tanzania to increase its performance by providing proper services to Tanzanian.

5.2.2 Influence of Teamwork on RCO Performance

Teamwork plays a significant role in providing the require quality services to the people within the entire region (Boerner *et al.*, 2011). This means that all employees and leaders in the regional commissioners' office have to work as a team by supporting each other to fulfill the regional commissioners' office goal by improving services delivery to the people. Regional commissioners' offices are important on providing services to the people. In the current study, teamwork is found to be positively and significantly related to the regional commissioners' office performance in Tanzania by scoring a positive standardized path coefficient (γ) of 0.776, and a

significant p value less than 0.05. These findings are supported by empirical findings from various contexts. For example, the current findings are similar with Ghorbanhossein (2013) who conducted a study to find out the effects of teamwork on organisational development and commitments where human capital being the mediating role. The study employed 266 employees from Industrial Group.

The study used random sampling design to select respondent. Path analysis were used to test the developed hypothesis based the effects of teamwork on organisational developments whereby results indicated that teamwork had direct and significant impact on human capital commitments and organisational developments which ensure quick services provision to the people. The scored after path analysis was $\beta = 0.53$ which was significant and positive at $p < 0.01$. This means that teamwork had direct influence organizational commitment, which resulted into high organisational performance. The implication of these findings is that working as a team in organisation enables mobilization of actions, shared knowledge and skills and expertise of all employees, which enhance organisational achievements.

Furthermore, the results are linked with Mwogeli (2016) who confirmed that teamwork had significant effect on organizational performance after conducting a study to investigate the effects of teamwork on performance using explanatory and confirmatory research approach in Indonesia. Random sampling design was used to select respondents and structural equation model used for analysis. This result justifies the important of teamwork in improving organizational performance. Strong teamwork between leaders and works enhance organizational performance because an

employee works by helping each other, sharing ideals and experience in providing services and solving problems in the organization.

These results also are related with arguments made by Procter, Mueller (2000) who argued that with teamwork changes were going on, and services provisions in the public sectors were becoming more focused. Building teamwork in public sector resulted into improved organizational performance with the development good strategy of using team work, with more focus on control to enhance performance. Inevitably, teamwork increased the quality of works assigned to employees in the organization, the customer demands and satisfaction. Other scholars such as Hamilton et al. (2003) evidenced that working as a team improved organizational production by approximately 18%. Also, Cohen et al. (1996) pointed out that involving teamwork had a significant influence on the quality and efficiency of the work performed. Teamwork reduces the number of management layers and working with flexible job activities in the organization. It is there very important in influencing organizational performance.

Manzoor *et al.* (2011) investigated the effects of teamwork on performance in Peshawar province of Pakistan. Data was collected using self-administered questionnaire and was analysed by means of regression analysis. Research findings indicated that working as a team had positive and significant influence on performance of employees and the organisation inside Peshawar province in Pakistan. The researcher recommended adopting teamwork as a means of influencing organisational performance. Therefore, the results from research, which was conducted in Pakistan, are related with the current study findings, whereby teamwork

has been found to influence regional commissioners' offices performance in Tanzania. Hence, leaders at the regional commissioners' offices should put more effort to build teamwork to come up with better services delivery to the people with the inclusions on good coordination and local government supervision.

From the current study, findings also indicated that teamwork has positive and significant influence on RCOP in Tanzania. Building strong teamwork of employees in the regional commissioners' offices will accelerate provision of quality services to the people improves local government supervision and ensure effective decision making. This result is, also corroborated with by Delarue *et al.* (2008) who conducted a quantitative review survey-based research, by examining the impact of teamwork on organizational performance. Extensive online search review was conducted on 31 articles. Findings of the review discovered that teamwork had positive and significance influence on four dimensions of performance namely attitudinal, behavior operational and financial. The researcher pointed out that when teamwork is combined with structural changes can further improved organization performance.

According to Ilgen *et al.* (2005) on the study of the effectiveness of organizational teams on performance evidenced that the use of teams has led to greater productivity; more effective use of resources, better decision making and problems solving are subsumed within effectiveness. Team works in the organization do influence better quality of services provision, greater innovation and creativity. Hence, failure in promoting teamwork behavior in the organization has great impacts to the organization. Despite the presence of organizational teams, most of the developed organizational teams of performance are not effective because they lack clear goals

and standards. In addition, organizational teams lack power of making decision and sometimes they are interfered by top managements. All these hinder the effectiveness of the organizational teams as a result lead to poor commitments and poor corroborations.

In view of the regional commissioners' office, team work has to be promoted based on focusing the organizational goal, clarifying team's roles, facilitating decision making, training team's members new skills of performance through technology transformation, and maintaining the standards of excellence. In addition, assessments of teams and individual trends will increase much more the regional commissioners' office performances. Based on the discussion on the results in the current and previous findings; it is evident that working as a team enhances positive impacts to the whole succession of regional commissioners' offices performance in Tanzania. Though, central agency, local and private sector within the region should be involved to simplify administrative matters and improve regional commissioners' offices performance in Tanzania.

Some scholars have shown insignificant influence of teamwork on organisations performance (Northouse, 2010). Scholars insist that teamwork is sources of employees' strike in organisational whereby employees repudiate to work as a result the organisation attain loss. The employees' strikes are a psychological influence, which intends to benefit some of employees in the organisation. Teylor and Bain (2003) supported that teamwork has insignificant effect on organisational performance as it provides problems in the organisation because when workers are collected in teams they do not focus to perform organisational task due to various reasons.

Especially, when employees involved in team at work become source of movements and strikes, which lead to poor organisational performance.

This argument is true once an organisation misses transformational leadership; when organisation implements transformational leadership style teamwork is well handled. All grievances are detected at the initial stage; they reported and handled with great concern in the transformational leadership style. Thus, in transformational leadership practices leaders stay without worried working as a team in the organisation due to being a source of organisational strike and problems, which results into failure and poor performance.

Base on the above discussion, this study links with prior studies as it has shown that, teamwork relates very well to influence the regional commissioners' offices performance in Tanzania. This also implies that the teamwork services provided to people will always improve and will be provided on timely bases by considering client's service charter requirements.

5.2.3 Influence of Autonomy on RCOP in Tanzania

Freedom or autonomy is the free will of employees to accomplish their given tasks in organisation. Theoretical and empirical literature suggests that freedom has effects on organisational performance. According to Cavazotte *et al.* (2013) autonomy is the freedom given during accomplishing organisational goal. Autonomy is known to influence organisational performance because it increases employees' job satisfaction and organisational performance (Wang, 2016).

In the current study, freedom was found to be positively and significantly related to the influence of regional commissioners' offices performance in Tanzania because they yield standardized paths coefficient (γ) of 0.708, critical ration of 12.654 and a significant p-value less than 0.05. These scores are found to be above the thresholds level, which entail that freedom/autonomy have positive and significant influence on regional commissioners' offices performances in Tanzania.

This finding is similar with the findings detected by Park and Searcy (2011) who pointed out that being free or autonomous is important because employees can perform their work activities efficiently by utilizing more knowledge, skills and ability when offered duties in their work place. The researchers on view of employees staying with freedom or autonomous in the organisation they suggested transformational leaders to leave employees dwelling with autonomously behaviour for improving their work and organisational performance.

The results in the current study are aligned with the findings by Wang (2016) who conducted a research to find out the influence of freedom/autonomy on team creativity in USA that endowed into better organizational performance. The finding revealed that autonomy was the cause of positive change and significant influences on employee's team creativity, which resulted into organizational performance. That means freedom/autonomy improves the situations of employees' being creativity in the organization which may also lead to loyalty and organizational performance by providing quality services to the people.

Furthermore, Trevelyan (2001) argued that autonomy often had positively significant influence on employee and organisational performance. These influences were based

on the empowering effects, giving employee responsibility and rising sense of ownership of work activities in the organisation. In addition, Hunter *et al.* (2007) demonstrated that autonomy do increases employee's creativity however, assumed to be positive on influencing organisational performance.

Contrary to these arguments, Yammarino *et al.*, (2005) pointed out that much autonomy may hurt performance because of extra burden of decision-making and stress. Even though autonomy has some negative influence, but mostly prevails with a positive and significant influence on performance (Zhou, 1998). The reason behind is that autonomy increases perceived self-determination and hence intrinsic motivation, which in turn enhances performance. It also increases team autonomy, which enhances accomplishing responsibility with high level of collaboration.

This study adheres to some empirical findings that entail that transformational leaders at regional commissioners' offices in Tanzania should provide freedom to their workers. Especially during decision making in orders to take ownership on their responsibility which increases creativity, innovation and ability of improving services delivery and solving problems within the regional commissioners' offices and the community within the respective regions. In most public-sector organization in developing countries, employees lack job freedom/autonomy and are interfere by top managements and political leaders. These obstacles of top managements and political leaders hinder the ability of employees to performance, which results into poor organizational achievements.

Therefore, leaders at the regional commissioners' offices should create an environment, which allow much more freedom/autonomy on specific

departments/section in order to increase improved services delivery to the people. The implication was similar to Shaharruddin and Ahmad (2015) who advocate that lack of freedom/autonomy in the organization lead to poor organizations performance and improper services provision to stakeholders and the people. This facilitate the conclusions that if leaders in the regional commissioners' offices in Tanzania put forward freedom/autonomy of employees, will improve the current status of services provision and will be in better position of improving its general performance.

5.2.4 Influence of Motivation on RCOP in Tanzania

Organizational performance depends much on employee's motivation, which encourages and influences productive performance. Employee's motivation increases productivity and harmony in the organization. Sarros and santora (2001) explained that the dimensions of inspirational motivation, which influence organizational performance, are motivation, common vision, teamwork and autonomy. Being motivated, employees work hard with heart kind aiming providing better services to the people. Leaders when working with employees who lack motivations always blaming, conflicts and poor performance exist in the organization.

According to Russel (2005), motivation is an attribute of inspirational motivation, which influences workers commitments and organizational performances. Motivations are those motives that initiates, sustain and stop the behavior which hinder organizational performances. These motives it involves primary motives, which are physiological drives and secondary drives which are social demands. In the regional commissioners' offices motivation is important to stimulate the morale of employees to work hard for providing standard services to the people. Thus, motivation has a

great role to influence organizational performance. Mwogeli (2016) who conducted a study witnessed that employees' motivation increased employee's performance and organisational performance.

In this study, findings demonstrate that motivation has influence on the regional commissioners' office performance. The finding indicates the following results: standardized paths coefficient (γ) of 0.651, critical ratio 11.583 and a significant p value less than 0.05. These scores indicate that the applicability of motivation on RCO influences performances. This means that provision of motivation to workers at the RCO should give attention in order to enhance employee's satisfaction, commitments and RCO performances.

The results correspond with Hox and Bechger (2014) who argued that a relationship, which has yielded a critical ration greater than 1.96, standardized regression coefficient greater than 0.2 and p-value less than 0.05 is considered significant. This implies that there are positive and significant influences between variables in the organization. These findings in the current study are also comparable with Seniwoliba and Nchorbuno (2013) who carried out a study on the role of motivation on employees of public University in Northern Ghana. Mixed method research method employed to get findings and stratified random sampling was the key for selecting 150 respondents. Findings of the study show that motivation has positive and significant influence on performance of employees and the organization. Furthermore, findings indicate that lack of motivation resulted into absenteeism at work, low output and employee's turnover, which affected organizational performance.

Therefore, in order to salvage the situations of employee's absenteeism, low output and employee's turnover, provision of motivations to employees are necessary. The current study is shared with Ghaffari *et al.* (2017) who conducted a study to determine the relationship between motivation and job performance and identified the most dominant motivational factor that influences employees' job performance. The study was carried out in University Technology Malaysia (UTM) using survey questionnaire. The sample size involved was 150 non-academic employees and was chosen through a multi stage sampling. The study used a descriptive and correlation research design in an effort to explore the statistical relationship between the identified variables. After data analysis, findings revealed that motivational had significant influence on for job performance and organizational performance at large.

The researcher recommended diversifying plans of motivations, which could influence workers to perform their job and assist the organization to perform better. Thus, in general perspective motivations are important to influence organizational performance with different nature, culture and structure. Since, the University Teknologi in Malaysia (UTM) its nature in providing services is different with the regional commissioners' offices in Tanzania but the results are similar by showing significant influence of motivation on performance.

Furthermore, the finding in the current study are also similar with the findings from Onanda (2015), who analyzed the effect of motivation on job performance on Kenya commercial bank in cost region. This study was quantitative where survey questionnaire was distributed to 60 respondents who were employees of Kenya commercial bank. Findings indicated that motivation significantly related with

employees and Kenya Commercial Bank performance. The researchers suggested improving motivation to the maximum level to ensure sustainability of employees and bank performances. These findings ascertain that motivation has significant influence on organizational performance.

Based on empirical findings and current study findings, leaders at regional commissioner's offices have to provide valuable motivation to employees based on the need and uniqueness of employees at regional commissioners' offices since the need of motivation vary from one employee to another. Also, the motivation should not be static but rather change with time based on the needs of employees and values of the current lifetime. In addition to that, motivations should be more attractive to employees at the regional commissioners' offices which will highly stimulates workers to be committed and increases the RCO in Tanzania.

To conclude, finding implies that improved motivations at the regional commissioners' offices are necessary to influence employees working hard and facilitate good services to the people, improve the tendencies of projects and local government supervision, facilitate proper linking and coordination and ensure systematic action taking within the respective region.

Based on discussion above, this study confirms that the attribute of inspirational motivation which are the common vision, teamwork, autonomy and motivation have significant effect on regional commissioners' offices performance in Tanzania. Nevertheless, these attributes of inspirational motivation would be more meaningful if

other factors discussed in the current study are included to make one active combination.

5.3 Influence of Individualized Consideration on RCOP in Tanzania

The drive for this study was mainly to investigate the influence of individualized consideration on regional commissioners' office performance in Tanzania. In attending this investigation; literature review connected findings from the past studies as metrics used in evaluating the sought relationship of individualized consideration and regional commissioners' offices performance. Individualized consideration is a degree to which a leader in the organization attends each follower needs; the leader acts as a mentor or coach to the followers and listens followers concern as well.

According to Conger (1991) individualized consideration refers to consideration of employees individually. It is the process of involving employees into the transforming process of organization, decision-making, support and empowerments. Sarror and Santora (2001) explained that, individualized consideration as the process of transforming organization for successful performance including coaching, mentoring and teaching of employees in the organization. To come up with findings, it was hypothesized that individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania as a Null hypothesis and individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania as Alternative hypothesis.

In evaluating this hypothesis, the research models identified collective decision-making, recognition, empowerments and coaching as the key attributes of

individualized consideration. In estimating the required relationship, the results yielded a standardized path coefficient (γ) of 0.216, critical ration (C.R) of 2.193 and significant p value of 0.028. The results indicate that individualized consideration have positive and significantly influence on the regional commissioners' offices performance in Tanzania.

The findings corroborate with what Ogala *et al.* (2017) who examined the influence of individualized consideration on employee's performance in small and medium enterprises in Kenya. The study was quantitative where questionnaire survey used for data collection. Findings indicated that individualized consideration has positive and significant relationship with the employees' performance in small and medium enterprises in Kenya. Even though the findings are related, it differs based on methodology used whereby Ogala *et al.* (2017) employed stratified random sampling to select 266 respondents from private sector to fill the questionnaire while the current study applied multistage sampling procedures followed by simple random sampling whereby 360 respondents were involved.

Furthermore, these study findings were similar with the theory of transformational leadership by (Burn, 1978 and Bass, 1985) who demonstrated that individualized consideration is among the four attributes of transformational leadership, which influence organizational performance. Moreover, results of the analytical research based causal relationship of individualized consideration on organizational performance which was conducted by Alhamad (2016) found that practicing individualized consideration through mentoring, coaching and developing employees'

strength resulted into innovative behavior which in turn increased organizational performance.

This study relates with previous studies such as Ondar *et al.* (2018)) who found a significant relationship between individualized consideration and organizational performance of state corporation in Kenya. This study was conducted in eight state corporation organizations in Kenya and it was a quantitative study where 5 likert scales used for evaluation of the survey questionnaire. Descriptive data analysis was used and findings revealed that individualized consideration had significant relationship with organizational performance of State Corporation in Kenya.

The strong supports from theoretical and empirical findings emphasize the importance of individualized consideration on regional commissioners' offices performance in Tanzania. Therefore, leaders at the regional commissioners' offices should be aware that high performance is obtained when leaders recognize employee's efforts, involves them in decision making, mentoring and coaching them. This implies that when leaders at the regional commissioners' offices make consideration to employees will automatically improve performance by providing better services to the people, which is the key function of regional commissioners' offices.

While this study shares some similar findings, it however differs with other scholars on attributes used to measure the influence of individualized consideration on performance. For instance, Ondar *et al.* (2018) used coaching and mentoring, followers treated individuals, learning opportunity created, and follower's strength developments. These attributes were used to measure individualized consideration,

and out of these attributes three of them were found significant to influence performance namely; coaching and mentoring, develop individual strength and treat members individually while learning opportunity creation were insignificant.

Ondar *et al.* (2018) findings relate with the current score of individualized consideration attribute namely recognition, empowerments and coaching which show significant relationship with regional commissioners' offices performance. In addition, in the current study, other attributes namely; collective decision making, which were not used in previous studies was involved and show significant relationship on regional commissioners' office in Tanzania. These findings imply that despite the significant influence individualized consideration on regional commissioners' offices performance; all attributes that build up individualized consideration had a significant influence to all organizational performances. The significant influence of individualized consideration depended on the environments, culture and nature of organization perception of leaders on influencing employees.

The study further differs with others studies such as Obiwuru *et al.* (2011) who investigated the effects of leadership style on organisational performance in small scale enterprises in Lagos Nigeria. This study was quantitative and used survey questionnaire for data collection. Multiple regression analysis models used to analyze data and findings indicated that individualized consideration has positive but insignificant relationship with employees and small-scale enterprises performance in Lagos Nigeria. It discovered that the relationship between individualized consideration and small scale organisational performance was affected by other factors in the organisation. Based on these findings, the study helps to explain that the

nature and structure of organisation might affect an influencing power of individualized consideration on organisational performance. This implies that individualized consideration does not influence organisational performance due to its nature and structure the organisation.

From the preceding discussion, it shows that the influence of individualized consideration on organisational performance depends on the attributes used and nature of the organisation. As such, there are many individualized consideration attributes around, but not all of them yield the anticipated benefit once acquired. The issue of critical importance to leaders at regional commissioners' office to understand which attributes are crucial on influencing regional commissioners' offices. Empirical evidence provided in this study indicates that collective decision making, recognition, empowerments and coaching are the key attributes of individualized consideration on influencing regional commissioners' offices performance in Tanzania. However, for better explanations of the significant influence of individualized consideration on regional commissioners' offices performance in Tanzania, each attribute is described more on subsection 5.3.1 to 5.3.4.

5.3.1 Influence of Shared Decision Making on RCOP in Tanzania

According to Hertz *et al.* (2016), shared decision is the process of involving of others on important decision making in the organization. Shared decision making in this study represents an idea that emphasizes process or attitude involved moving from individual position or preference of agreements or consensus choice of the group in the organisation, which influence organisational performance. This means that the

presence of shared decision-making increases important on organisation since is a superior ability on solving complex problems in the organisation.

Shared decision-making centers on three reasons that are crises which need immediate action, noncrisis, which does not need immediate action and opportunity decision making, which is based on advantage at which the organisation will get after making decisions. Based on these reasons of making quick decision, leaders and employees at regional commissioners' offices must have ability to make sound and timely decision and to solve agency, participant, staff, and personal and community problems. Therefore, sharing decision making at the regional commissioners' offices sets optimal goals, acquires optimum alternatives for solving problems in within the organisation and outside.

In the current study, shared decision making has been identified to influence regional commissioners' office performance in Tanzania under individualized consideration. Empirical evidence in this study justify that shared decision making is positive and significant related to regional commissioners' office performance in Tanzania since it has met the minimum requirements with critical ration CR of 10.436 which is greater than 1.96 and the standardized path coefficient γ of 0.672 which is greater than 0.2 and p value less than 0.05. These findings indicate that there is positive and significant contribution of shared decision making on individualized consideration, which results into regional commissioners' offices performance in Tanzania.

These findings point out that the influence of shared decision making towards regional commissioners' offices performance is significant and potential. These results are

consistent with previous researches that established positive and significant relationship on involvements of employees in decision-making and firm performance. For example, the results of descriptive analysis by Kuye and Sulaimon (2011) who examined the influence of involvement of employees on decision making on organizational performance in manufacturing sector in Nigeria demonstrated sound relationship.

This study was quantitative and the questionnaire distributed to 670 employees. Data was analyzed using descriptive statistical data analysis, regression and correlation. Findings indicated statistically significant between shared decision making and organisational performance. Also, these findings are in line with transformational leadership theory by Burn (1978) who argued that in the factors of individualized consideration it involves sharing decision making with employees in the organisation which results into improved employees and organisational performance.

However, based on these findings it implies that leaders at regional commissioners' offices should demonstrate high level of commitments on employee's involvements in decision making to ensure better services provision and problems solving. Currently it seems there are many problems at community level at the same time from employees themselves, which needs permanent resolution. To solve these community problems at the regional commissioners' offices level, employees should fully be involved during decision making and practices.

A key point to note is that, when leaders involve employees on decision making, they arrive at the correct decision which builds confidence to the organization. Collective

decision making is very effective during implementation in terms of services provision, conflict resolution, local government supervision and linking and coordination will be improved. Shared decision making increases the diversity of alternatives, which enhance organizational success during implementation of activities.

Knowing the importance of decision making, the Tanzania Prime Minister Majaliwa, (2017) ordered the leaders at the regional commissioners' offices in Tanzania to ensure all staff in respective location; to solve community problems and complaints due to high demand arose in the community. This implies that pressures of complaints from the community need collective decision making for complete resolutions.

5.3.2 Influence of Recognition on RCOP in Tanzania

Recognition is the intrinsic motivation, which has significant influence on employees and organisational performance. The importance of employee's recognition is that it increases employees job engagements as a results maximum output. Given the importance of employee's recognition, the current study findings have revealed a positive standardized path coefficient (γ) of .673, critical ration CR of 10.355 and significant p value less than 0.05. These findings present a positive and a significant contribution of employee's recognition on individualized consideration for influencing regional commissioners' office performance in Tanzania.

Those study findings were in line with analytical findings of Kaufman (2013), who examined the effects of performance recognition on employees' engagements. The study was mixed method research whereby initially qualitative research stated

followed by quantitative research. This research was conducted across the world starting with USA, Latin America, Europe and Asia. The respondents involved were full time employees. Research findings revealed that employees' recognition was highly related to encourage employees to maximize organizational output and their productivity. These findings implied that regional commissioners' office should frequently recognize those employees who work hard and influence regional commissioners' offices performance.

Therefore, basing on the study evidence, the key point to note is that recognition should be given to the right employees at the regional commissioners' offices who are committed to provide standard services to Tanzanian. Wrong provision of recognition would discourage those who work hard as a result poor services delivery to the people. Hence, the situation of employee's recognition should be improved, but an improvement requires investments in terms of budget allocation, which will yield better services provision to the people.

5.3.3 Influence of Employees Empowerments on RCOP in Tanzania

Employees' empowerment is an enabling process, which facilitates change in the organisation. Yasoithai *et al.* (2015) described empowerment as the process of giving authority to employees in the organization. This means that empowerment is the process of passing power and responsibility from leaders to employees in the organisation for making significant decision making which improves organisational performance. Abdollahi and Naveh (2004) argued that empowerment is process of developing a supporting relationship by giving power to employees, which develops team work, commitments and better organisational performance. Hence,

empowerments have important role in improving organisational performance. In the current study, findings have shown that employees' empowerment has positive and significant influence on regional commissioners' office performance in Tanzania. Findings indicates that the score of standardized path coefficient (γ) of 0.717, regression estimates 1.00 and significant p-value less than 0.05. These findings show a positive and a significant input of employee's empowerments on individualized consideration for influencing regional commissioners' offices performance in Tanzania.

This indicates that, as employees given powers in the regional commissioners' office; their performances increased by providing good services to the people in Tanzania. Empowerment of employees at regional commissioners' offices, increase the level of motivation, commitments, job satisfaction and hence improves services delivery. In the process of empowering employees, leaders have to show by practices through sharing experience, knowledge, challenge and success with employees who works close to the community on daily basis (Smither, 2011). All these brings into regional commissioners' office performance.

The study findings also relate to the law of empowerment provided by Maxwell (1998), who pointed out that the empowerment leadership model shift away from position power whereby all employees in the organization are given leadership roles so they can contribute to their fullest capacity. According to the empowerment the leadership role is only empowered; employees can reach their potential in performance. This means that when leaders in the organization do not empower their employees they create barriers within the organization and if the barriers remain long

enough then employees in the organization gives up or moves to another organization where they can maximize their potential.

These study findings are similar with quantitative study conducted by Meyerson and Dewettinck (2012) who investigated the effect of empowerments on employee's performance in Telecommunication Company. The study employed a survey questionnaire, which distributed to 226 employees. After data analysis finding indicated that, there was positive and significant relationship between employee's empowerments and telecommunication company performance.

Yosothai *et al.* (2015) investigated the impacts of empowerments on employees in manufacturing companies in Malaysia. The survey questionnaire used to collect data one 200 employees. Descriptive data analysis was done by SPSS and findings indicated that empowerments have positive and significant influence on employees and organisational performance. These findings relate with the arguments made by Russel (2005) who demonstrated that empowerment of employees build confidence and change the belief from feeling powerless to filling powerful and the results is that employees take higher level of initiative to accomplish their organisational work.

The main challenge of empowerments is that weak leaders worries that if the make empowerments to employees in the organisation, these employees will take over the position of the leaders in future and they will become valuable in the organisation. But these situations happen to the weak leaders who are not transformational. For transformational leaders, empowerments bring constant change because it encourages the workers in the organisation to grow into the spirit of performance and being

creative and innovative. Positive change is the price of progress in organisational performance. Based on the challenges of empowering employees in the organisation, a key solution of empowering others is having high belief to others that they have ability of performing.

Thus, all this discussion implies that empowerment should not be undermined in the regional commissioners' office to influence performance; leaders at the regional commissioner's office have to take into consideration, empowering employees to raises morale and increases commitments at work.

5.3.4 Influence of Employees Coaching RCOP in Tanzania

According to Smither (2011) pointed out that coaching and mentoring is one to one learning interventions, which are collaborative, reflective, goal focused which aim to achieve organisational goal. Coaching and mentoring are a formation of helping relationship between leaders and employees in the organisation based on their experience. According to Alarifi and Althoyanan (2013) coaching is the process of a guiding and training aiming improving performance in the organisation. Coaching and mentoring are known as a significant attribute of individualized consideration, which influence regional commissioners' offices performance in Tanzania.

However, in this study coaching and mentoring revealed to have positive relationship with RCOP since the standardized path coefficient (γ) of .663, critical ration (C.R) of 10.258 and significant p-value less than 0.05. These findings present a positive and a significant contribution of coaching and mentoring on individualized consideration for influencing regional commissioners' office performance in Tanzania. This is because

coaching and mentoring demonstrate positive effects for skill based of employees which results into better performance of employees in the regional commissioner's offices organisation. This means that coaching and mentoring build up new technical and leadership skill at regional commissioner's offices organisation which results into competence during working.

Along the same line, findings from the current study corroborates with Kirui *et al.* (2015) who pointed out that coaching improved organisational outcome because being aware with new facts which increased organisational performance. In addition, coaching facilitated developing strength and ability of employees to produce quality product and improves services provision to the people. Thus, promotion of coaching employees at the regional commissioners' offices in Tanzania have to be considered for improving much its performance.

5.4 Influence of Intellectual Stimulation on RCOP in Tanzania

This study intended to investigate the influence of intellectual stimulation as a construct of transformational leadership on regional commissioners' offices performance in Tanzania. According to Bass and Avolio (1996) intellectual stimulation is the ability of the leaders to inspire employees to think out of the box; when solving problems resulting in creativity, innovation and hence organisational performance. Through intellectual stimulation, a leader encourages innovation and creativity as well as ethical thinking and problems solving. Transformational leaders in the organisation under intellectual stimulation challenge employees to focus on organisational goal and come up with new ways of solving problems.

Nwagbara (2010) conducted a study in Nigeria argued that, intellectual stimulation provokes followers to think rationally to get new methods and means in a creative and innovative way of solving problems. The key attributes accepted on intellectual stimulation model which used to measure the influence of intellectual stimulation on regional commissioner's offices performance in Tanzania were goal focus, creativity and innovation. To measure the influence of intellectual stimulation on regional commissioner's offices performance in Tanzania, it was hypothesized that intellectual stimulation has no positive and significant influence on regional commissioner's offices performance in Tanzania.

After analysis, the findings indicated that intellectual stimulation has positive and insignificant relationship with the regional commissioners' office performance in Tanzania. This is because, the score of structural model show that standardized path coefficient is ($\gamma = 0.135$) which indicates that the influence of intellectual stimulation is not strong to influence regional commissioner's offices performance in Tanzania. Chin (1998), recommended that, a standardized path should be at least 0.20 in order to be considered meaningful for discussion. Furthermore, the CR found to be 0.369 and p-value of 0.171. As argued by Hox and Bechger (2014) that a relationship, which has yield a critical ration greater than 1.96 and p-value less than 0.05 is considered significant.

This meant, intellectual stimulation indicated positive but insignificant relationship with the regional commissioners' offices performance in Tanzania. Unanticipated, the three attributes of intellectual stimulation which were identified by the research models namely creativity, innovation and goal focus were all found to be positive and

significant related. These findings are similar with Agyemang *et al.* (2017) who examined the influence of intellectual stimulations as an antecedent knowledge sharing to influence performance in Ghana. Cross sectional survey design used whereby 500 respondents were selected to fill the questionnaire. Data analysis was done using multiple regression analysis and findings indicated that intellectual stimulation positive and insignificantly related with sharing knowledge in providing performance. The attributes of intellectual stimulation namely the creativity and innovation were found inactive to contributing on intellectual stimulation to influence knowledge sharing to influence performance in Ghana.

The later study shows a positive and significant relationship by three attributes of intellectual stimulation namely creativity, innovation and goal focus while intellectual stimulation generally shows insignificant relationship with the regional commissioners' offices performance. Based on this finding, intellectual stimulation will be more meaningful to influence regional commissioners' offices performance in Tanzania when other factors, which were not included in the later study are combined with goal focus, creativity and independent thinking. This is because the standardized paths coefficient of intellectual stimulation was found to be 0.135 which is less than 0.2.

Chin (1998) pointed out that a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful for discussion. This meant, the three attributes of intellectual stimulation were not providing enough explanatory power for explaining the significant influence on regional commissioners' offices performance in Tanzania. Thus, goal focus, creativity and innovation as attributes of

intellectual stimulation are not enough to influence regional commissioners' offices performance in Tanzania.

These findings do not corroborate with previous studies such as Ogala *et al.* (2017) who found a positive and significant relationship between intellectual stimulation and small and medium enterprises in Kenya. The study targeted 100 SMEs in Kenya. Stratified random samplings were applied to obtain 226 respondents to fill the questionnaire. The results showed that intellectual stimulation and small and medium enterprises had a strong positive and significant relationship. Therefore, the significance relationship between intellectual stimulation and small medium enterprises in Kenya were contributed; with critical thinking, independent thinking and innovation.

In addition, the current study does not support the findings from Baah and Ampofo (2015), Baker *et al.* (2013), Mutahar *et al.* (2015) and Tahsildari *et al.* (2015) in different studies found that intellectual stimulation positively influences organisational performance or argument that intellectual stimulation increased organisational performance.

Therefore, basing on the current study findings, there is some difference due to the nature of these organisations where the study was conducted. For instance, in Kenya the organisation was a private and based on business while the current study which was conducted in Tanzania regional commissioners' offices which is a public sector organisation which provides services to the people. Based on this explanation, the study conducted in Kenya used critical thinking, independent thinking and innovation

as an attribute of intellectual stimulation while in the current study at the regional commissioner's offices in Tanzania the attributes used were goal focus and creativity and innovations. These different is based on the nature of organisation, culture and function.

This means that, organisations that were business oriented, such as small and medium enterprises critical thinking and innovative knowledge tend to adopt more rapidly improving products so that to win the market. For organisation, which is based on services provision such as regional commissioners' office innovation is less important but creativity is important so as to improve services delivery to the people and to solve organisational and community complaints effectively.

Therefore, at regional commissioners' offices in Tanzania leaders and employees knew the importance of intellectual stimulation to influence regional commissioners' offices performance but, other attributes, which were not included in that study should be involved to explain the influencing power of intellectual stimulation on regional commissioners' office performance in Tanzania. This implies that, goal focus, creativity and innovation cannot explain the predicting power of intellectual stimulation. When other attributes are included and combined with the three attributes, they can explain well the significant value of intellectual stimulation on regional commissioners' office in Tanzania.

The three attributes identified in this study were found to be significant in intellectual stimulation; it implied that the intellectual stimulation still hold true in influencing the regional commissioners' offices in Tanzania in providing better services to the

people. Nonetheless, the leaders at the regional commissioners' office would get better results, if they continuously influence performance of employees and the entire organization through goal focus, creative and innovative way of thinking. It was suggested, that would improve services delivery, action taking, and coordination practices as well as supervision of local government authorities.

5.4.1 Influence of Goal Focused on RCOP in Tanzania

Goal focus is important for enhancing performance. The theory of managements explains that for any employees to achieve in the organization, the organizational goals should be focused (Russel, 2005). That means the organizational goals should be specific, measurable, attainable and timely basis. During implementation of organizational goals employees should be focused on organizational goal. All employees in the organization clearly must understand it and communicate their organizational goal to enhance performance.

In the context of this study, a goal focus is related with intellectual stimulation on influencing the regional commissioners' offices performance. Goal focus is found to be positive and significant by scoring a positive standardized path coefficient (γ) of 0.754, critical ration of 12.252 and a significant p-value less than 0.05. This means that the presence of focused goal at regional commissioners' offices help each employee to implement their activities by focusing on the goal, which will assist working efficiently. In addition, goal focus provides a reference point to workers where all of them will work to achieve it.

These findings relate with arguments made by Goble (1972) that, goal focuses are important for individual and organizational achievement. Involving employees in goal

setting is the most important activities for accomplishments. Leaders should accept and promote goal focus to influence organizational performance. Most public organization leaders including the regional commissioners' office tend act without focusing on the organizational goal and plans that lead to failure.

That means that goal focus is highly important to create commitments of employees to enhance organisational performance. It creates much attention of employees during implementing their duties in the organisation. The argument is supported by Gomes - Minambres (2011) who pointed out that goal focused employees put higher effort to accomplish their duties. Higher effort, which exert in implementing their duties results into individual and organisational performance. This means that if leaders and employees work by focusing organisational goal it increases efficiency, effectiveness and hence improve organisational performance (Puth, 2002).

At the regional commissioners' offices, even though goal focus was positive and significant with intellectual stimulation on performance, emerging activities always happen to affects the reality. The written organisational goal has been interfered by emerging activities from central government, which in another way round affect the systematic practical implementation of individual and regional commissioners' offices goal. This can make this study to establish that in the absence of goal focus, employees and their leaders will just lag behind out of the truth of implementing their objectives, which results into poor performance. Based on this rationale of goal focus, leaders need to encourage employees to focus the regional commissioner's offices goal during implementing their individual plan and activities.

5.4.2 Influence of Creativity on RCOP in Tanzania

Performance of regional commissioners' offices depend creative leaders or employees their creativity character would enhance to solving problems easily and finding permanents solution to problems. According to Woock and Wright (2008) defined creativity as the mental and social process of generating ideal, concept and associations. With creativity all, these generated ideals are exploited by innovations for improved output.

Given the ground above, this study relates creativity as an attribute of intellectual stimulation on influencing regional commissioners' offices performance in Tanzania. This is because in the current study, creativity is found to be positively and significantly predictor of intellectual stimulation on influencing the regional commissioners' offices in Tanzania as shown by the following score; standardized paths coefficient (γ) 0.785, critical ration of 12.562 and a significant p-value less than 0.05.

These findings are linked with finding by Alarifi and Althonayan (2013); who found transformational leadership a significant tool towards motivating employees beyond expectations; and set free the creativity inside them. This research focused on the effects of transformational leadership on employees' creativity. Data was collected using a questionnaire to 503 employees from public sector of Kingdom of Saudi Arabia. The researcher recommended leaders to use transformational leadership on developing so that to improve creativity and public-sector performance.

Furthermore, the current study collaborates with Alarifi and Althonayan (2013) who conducted a study to confirm the effects of transformational leadership on employees'

creativity in public sector in Kingdom of Saudi Arabia. The use of transformational leadership was found to be significant approach to motivate followers beyond expectations and set free the creativity behavior inside them. The study recommended that, for policy and strategy makers to develop policies and strategies rooted in concepts of employee creativity.

In addition, Shahzad and Zareen (2011) found creativity as having positive and significant influence for public hospital performance in Rahole Pakistani. Shahzad and Zareen (2011) examined the perception of intellectual stimulation, creativity and innovation among managers working in tertiary level hospital. This study revealed that creativity was the attribute of intellectual stimulation, which influenced public hospital performance in Rahole Pakistan. Also, the findings aligned with transformational leadership theory by Bass (1985) who explained that creativity and innovation are among the attributes of intellectual stimulation which influence organisational performance. The finding is related with Sharma (2016) who concluded that intellectual stimulation had positive and significant effects on creativity to engineers working in automotive sector in India.

The findings are similar with Norhouse (2010) who mentioned that creativity of employees, top manager and organizational leaders influences the organizational performance. These findings imply that the practices of creativity are required for provision of quality services and solving community problems in respective regional commissioners' offices in Tanzania. Likewise, Gomes Minambres (2011) described that creative working style needed creative thinking, which allowed employees generating new ideals.

Contrary to that, the question arose in minds was whether employees at the regional commissioners' office were creative; whether leaders created the environments of employees' creativity. Though, creativity has shown significant influence at the regional commissioners' offices, leaders in this organisation should allow more creative ideals which results into new way of getting possibility of solution to many problems from the people within the respective regions.

This helps to conclude that excellent leadership is a creative process; thus, the regional commissioners' offices should promote the practices of employee's creativity as a solution concerning the new growing number of citizens' complaints and conflicts.

5.4.3 Influence of Innovation on RCOP in Tanzania

Thonhil (2006) defined innovation as the process of developing an intervention, which resulted into new products, process or services. Innovation in public sector is a new agenda for influencing performance of individual employees and public organization. This is because public organization have been looking new way of fulfilling their goal. The e-governments agenda in the public organization has put change on stage of innovation in public administration. On view of regional commissioners' office, innovation is most needed since the nature of citizens problems which are received by the regional commissioners' offices are complex and needs innovation to solve it permanently. These problems are cross boundaries from one region to another and it is difficult to solve by traditional way, tools and approach. Having this introduction of innovation and its important, services delivery on regional commissioners' office is influenced by innovation.

In the current study, finding indicates that there is positive and significant relationship between innovation and intellectual stimulation which influence regional commissioner's offices performance. The results indicate that the score of regression weight is 1.00, standardized regression weight 0.745 and a significant p-value less than 0.05. The results correspond with Hox and Bechger (2014) standardized regression coefficient greater than 0.2 and p-value less than 0.05 is considered significant. This result indicates that innovation has significant influence on the regional commissioner's offices performance. In the regional commissioner's offices innovation can be influenced by external force such as directives from the central governments and internal forces such as leaders shift and technological advancements. Thus, all leaders should allow employees to be free to acquire their innovative ideals to improve regional commissioners' offices performances in Tanzania.

These findings are comparable with Rosli and Sidek (2013) who carried out a study on the impact of innovation on small and medium enterprises in Malaysia. A sample size of 284 used for data collection of small and medium enterprises in Malaysia and data analyzed using regression analysis. Findings confirmed that innovation significantly improved small and medium enterprises performance. According to Zumitzavan and Udchachone (2014) innovative behavior of leadership are important for improving organisational performance.

Similar to that, Tuan *et al.* (2016) analyzed the effect of innovation on firm performance in Hanoi Vietnam. The study was quantitative where survey questionnaire was distributed to 150 firms. Regression analysis was applied to test the relationship; findings indicated that the higher level of innovations applied enhances

greater performance of the firm. All these findings confirm that innovation has significant role on organizational performance.

The finding implies that improved innovation at the regional commissioner's offices may facilitate good services to the people easily with minimum cost to all stakeholders within the respective regions. The source of innovation in organization is leaders who always allow employees to use their knowledge to create new ideals after identifying problems and opportunity. However, in order to have great regional commissioners' offices performance, leaders at the regional commissioners' offices are required to accept innovative ideals and become champions of innovative. Working business as usual is not required in innovative way of providing services to the people.

This study therefore confirms that, the three attributes of intellectual stimulation namely goal focus, creativity and innovation comprised significance impacts on regional commissioners' offices performance in Tanzania. But these attributes would be more meaningful when other factors, which were not included in the current study are combined to increase the power of influence of intellectual stimulation on regional commissioners' offices performance.

5.5 Influence of Idealized Influence on RCOP in Tanzania

In analyzing the influence of idealized influence, the research identifies effective communication, ethics, and respect and honest as the key attributes of idealized influence. To accomplish the analysis process, literature reviewed and the past study metrics used in evaluating the sought relationship of idealized influence and the

regional commissioners' offices performance in Tanzania. Ojokuku *et al.* (2012) demonstrated idealized influence as the construct of transformational leadership where the leaders in the organization behave as a role model to their followers by considering organizational ethics and the followers admire, respects and trust their leaders. The required relationship was evaluated and hypothesized, the finding shown that idealized influence had a positive and significance influence on regional commissioners' offices performance in Tanzania. The score indicates that standardized path coefficient (γ) is 0.329, critical ration (C.R) of 2.463 and significant value (p) of 0.014.

These findings show that idealized influence has positive and significantly influence on regional commissioners' office performance in Tanzania. As argued by Hox and Bechger (2014), a relationship which has yield a standardized regression weight at least 0.2, critical ration greater than 1.96 and p-value less than 0.05 is considered to be significant. This means that if leaders at the regional commissioners' offices become influential to their employees through effective communication, practices high ethical values, promotes respect and honest increases employee's commitments and performance.

According to the study carried out by (Ngaithe, 2015) examined the effects of idealized influence on staff performance in state owned enterprises in Kenya. The current findings are similar to the finding by Ngaithe *et al.* (2016) and Ogola, *et al.*, (2017). This study was descriptive study design where questionnaire survey used for data collection. Stratified random sampling was used to select sample of 163. The study used factor analysis to reduce data, correlation analysis to establish relationship

and regression analysis to test hypothesis. Findings indicated that idealized influence has positive and significant relationship with the employee's performance and organizational performance.

Similar to that, Ogola *et al.* (2017) investigated the influence of idealized influence leadership behavior on employees' performance in small and medium enterprises in Kenya. The study was quantitative and targeted 100 small and medium enterprises in Kenya. Correlation analysis was carried to establish relationship and findings revealed that idealized influence had strong and significant influence of employees and organizational performance in small and medium enterprises. The findings in the current study are in line with the theory of transformational leadership by Burn (1978) and Bass (1985) who demonstrated that idealized influence is among the four constructs of transformational leadership, which influence organizational performance.

These findings indicate that high performance is obtained when organizational leaders become a role model, promotes organizational ethical, respects each other and encourage being honest. This implies that when leaders at the regional commissioners' offices become a role model automatically employees will perform by providing better services to the people, which is the key function of regional commissioners' offices. This is because idealized influence is a source of employees' esteem; it increases pride, devotion and confidence to employees in the organization, which influence working hard for the benefit of the organization.

Contrary to that, Mirkamali *et al.* (2011) examined the mutual relationship between transformational leadership and organizational learning through correlation research

method. A total of 120 employees of the SAIPA Company were randomly selected to fill the questionnaire. The collected data was analyzed using the Pearson correlation method, t test and systematic regression. The study found that transformational leadership and organizational learning is relatively desirable in the aforementioned company for influencing organizational performance. In addition, idealized influence as one of the dimensions of transformational leadership was found as the most important predictor of organizational learning and performance.

Notwithstanding, the current study relates with Mohamad *et al.* (2014) findings, but it differs basing on means of analysis where the previous used Pearson correlation method, t-test and systematic regression while the current study used structural equation modeling. However, all methods involved in analysis of data, obtained the same results that idealized influence has positive and significant influence on organizational learning which lead to organizational performance. This justifies the importance of idealized influence on enhancing better organizational performance.

The findings in the current study are also contrary with Alahmad (2016) who investigated the relationship between transformational leadership and products innovation among manufacturing and service firm in USA. This study was quantitative where online survey used to facilitate data collection to 220 respondents representing manufacturing firms. The research model was tested using structural model. Findings indicated that each construct of transformational leadership impacts innovation on manufacturing firm differently where idealized influence has negative impacts on firm innovation. This can help to explain that nature of organization may be affected by the idealized influence on performance. These findings imply that

despite the significant influence of idealized influence on regional commissioners' offices performance, much efforts and consideration should exert on this construct to influence performance.

From the preceding discussion, we see that idealized influence is important on regional commissioners' offices performance. Hence, leaders should consider and promote effective communication, ethical value, respect and honest for more improvements as described in the next sub sections.

5.5.1 Influence of Effective Communication on RCOP in Tanzania

Communication is the exchange of information between the sender and receiver in order to act in the organization. According to Hussain (2013) communication is the process of transmitting information from one person to another for creating meaning and acting. It is the dissemination of information, which is related to daily activities in the organization. The main function of communication in the organization is to enhance workers interaction, business transaction, exchange ideals, spread knowledge, and mobilize people to work. To measure the influence of idealized influence on regional commissioners' offices, effective communication involves explored as an attribute of idealized influence, which is the main contracts of transformational leadership.

Findings indicates that effective communication for the models of idealized influence qualify as it has met the minimum requirements with regression weight of 1.00 and standardized regression weigh of 0.725. These scores all present a positive and significant contribution of effective communication idealized influence model for

influencing the regional commissioners' offices performance in Tanzania. This is because if the standardized regression weight coefficient (γ) of 0.672 is greater than 0.2 this means that the relationship is significant. This finding means that communication at the regional commissioners' offices influences performance.

These results relate with the previous arguments made by Oyetunde and Oladejo (2012) that effective communication is a central point of coordination between leaders and employees that increases organizational performance. The findings are also similar to Shonubi and Akintaro (2016) who investigated the impacts of communication on organizational performance in Nigeria. In this study, discussion base on series of empirical studies of communication, its finding validated that positive and significant relationship between effective communication and firm's performance.

However, the findings imply that leaders at regional commissioners' offices should express effective communication to pass on clear message to employees. Leaders should pass short message, which run short but always possesses long run importance. In addition to improve much more the regional commissioners' offices performance, leaders, employees who provides services and clients who receives services from the regional commissioners' office have to be good listener and act immediately.

Poor communication distorts the process of improving services to the people and lead to poor performance. Leaders and employees at the regional commissioners' offices must analyse the need of communicating with clients and among themselves. Communication without analysis harms one side or both sides as a result creating

misunderstandings between the two sides and poor performance. This implies that, during the process of communication at the regional commissioners' offices, it is important to be official, to use common sense, to know the culture of other side and to be human. This will assist to avoid squabbling between the two parts. A key message in this attribute is that when leaders at regional commissioners' offices encourage effective communication improves linking and coordination of all stakeholders in the region and they influence regional commissioners' offices performance.

5.5.2 Influence of Ethical Values on RCO Performance in Tanzania

Ethical values are known as the moral acceptance of what is "good and right" and what is "bad and wrong" in the organisation. Broun and Trevino (2006) argued that ethics values in the organisation emphasize fair treatments of employees that increase commitments. An ethical leader promotes positive outcome and induces the ethical behaviour to employees in the organisation. The contribution of ethics in organisational performance was accountable in the current study.

The researcher in this study examined the contribution of ethical values on idealized influence, to influence regional commissioners' offices performance. Findings revealed a positive standardized path coefficient (γ) of 0.746, critical ration (C.R) of 12.405 and significant p-value < 0.05 . These findings show a positive and a significant contribution of ethical value on idealized influence which influencing regional commissioners' office performance in Tanzania.

This result supports the arguments made by Seal (2013) that ethical leaders influence employees to become ethical, which facilitate organisational performance. Also, the

current findings are in line with Obicci (2014) who examined the effects of ethical values on employee's performance in public sector in Uganda. The respondents involved in the survey were 160 to whom a structured questionnaire was self-administered. Analysis was done by regression and Pearson correlation to explain the nature of relationship between ethics and employees' performance. Findings showed that performance of employees and organisation was influenced by ethics in the organisation.

These findings imply that leaders at the regional commissioner's offices should encourage ethical standards to influence both employees and regional commissioner's offices performance. Ethical prohibit corruption automatically, in the organization and outside of the organization which results into fair decision making that will benefit the regional commissioners' offices and the community in the organization. Hence, ethics build transparency during services provision in the regional commissioners' offices, which develop trust between the government and the community.

The key point to note is that ethical values have to be put into operation by both leaders and employees at the regional commissioners' offices. To ensure sustainability of regional commissioners' offices ethical culture, during the process of promotion of head of section and departments those who have high level of ethical culture should be selected first.

5.5.3 Influence of Respect on RCO Performance in Tanzania

Respect helps to create commitment of leaders and employees to enhance organisation performance. Working by respecting each other in the organisation adheres to a set of

core values during decision and action taking in the organisation. Hence, respects play an important role in improving organisational performance. In the current this study, findings illustrate that respects have a positive and significant attribute on idealized influence which influence regional commissioners' office performance in Tanzania.

Findings illustrate the score of respects at the regional commissioners' offices as follows: standardized path coefficient (γ) of 0.718, critical ration 11.971 and significant p-value < 0.05 . These findings indicate a positive and a significant input of respects on II for influencing regional commissioners' office performance in Tanzania. This means that respect influence leaders at the regional commissioners' offices to work with example and by doing so it creates the environments of job engagements, commitments, creative and improved services provision to the people.

These study findings are similar with arguments made by Burchell and Jenniffer (2011) that respect is a core value of organizational performance which plays an important role in creating recognition, engagements and trust whereby organizations which implement respects are proven to get higher performance. The main function of respects is to develop environments of helping each other in the organization and accomplish their work on time basis. Thus, leaders in the successful organization respect themselves, respect employees and customers and in turn they are respected and by respecting each other the organization performs better.

On the other hand, these findings relate with the law of respect by Maxwell (1998) who insisted that the presence of respect in the organization creates great changes in

performance. Hence, leaders should not underestimate the programme which influence respects in the organization, since it creates great changes in performance. Respecting each other influences build harmony, peace and encouragements where leaders and followers work as a team aiming achieving their organizational goal. Teamwork enhances individual successes and organizational achievements. For instance, in Tanzania currently the head of state has created a great change on respecting each other, which results into good services provision to the people.

In addition, some of the leaders from public sectors including the head of sections, head of departments and head of units have tendencies of not respecting some of the employees. This habit builds two groups, those who are very close with their leaders and the second group is the one who are far apart from their leaders. Such kind of organization will not achieve since the two sides will be in opposite direction in implementing the organizational goal.

All these findings and discussion imply that at the regional commissioners' office everyone should be respected because each one in the regional commissioners' offices have a crucial contribution on achieving the general vision of the organization.

5.5.4 Influence of Honesty on RCO Performance in Tanzania

Honest is the refusal to pretend that facts of reality are other than what they are (Beckery, 1998). This means that honest is the truthful behaviour which leaders and employees should have to enhance individual and organisational performance. Honest in this study has shown a significant impact on idealized, which influence regional commissioners' office performance in Tanzania.

Finding revealed that honest has positive relationship with regional commissioner's offices performance since the standardized path coefficient (γ) of 0.729, critical ration (C.R) of 12.151 and significant p-value < 0.05 . These findings confirm a positive and a significant contribution of honest on idealized influence for influencing regional commissioners' office performance in Tanzania. It is argued by Hox and Bechger (2014) that, a relationship which has yield a critical ration greater than 1.96, standardized path coefficient (γ) of 0.2 and p-value less than 0.05 is considered significant.

This means that, being honest increases trust between leaders, workers and community who receive services at the regional commissioners' offices. The organisation which encourages the culture of being honest, workers works joyfully as a team and brings feedback to their leaders through open communication. Constantly promotion of honest build respects between leaders and employees and creates positive hope on better performance. This suggests that, the regional commissioner's offices can be more effective in performance by encouraging the workers being honest, which creates trust and peace of mind in implementing the daily activities. This finding is related with Namama (2017) who argued that building employees honest in the organisation results into trust which is a fundamental stone for achievements.

Findings in this study support the study conducted by Ambrose (2009) who examined the existence and impacts of transformational leadership in Australian public sector. In examining the existence of transformational leadership, it was hypothesized that satisfaction with leadership in the work place is related with transformational

leadership behaviour displayed by Australian public-sector leaders. From this hypothesis it was found that being honest was strong predictor of transformational leadership which influenced satisfaction and public-sector performance in Australia. This means that satisfied leaders and employees in Australian public was a result of honest which results into trust and performance.

The key point to note is that honest has significant impact on idealized influence at regional commissioners' office which influences trust, satisfaction, integrity and performance to employees and regional commissioner's offices by providing improved services to the people. Honest builds good relationship between regional commissioners' office, local government authorities and central governments and community in the region. Hence, promotion of being honest at the regional commissioner's offices should have given consideration which will yield better services provision to the people.

5.6 A Review of the Study Hypotheses

5.5.1 Influence of Inspirational Motivation on RCOP in Tanzania

The study provides its conclusion by revisiting the major assumptions of this study. The following hypothesis was initially developed to confirm the influence of inspirational motivation on regional commissioners' offices:

***Null H1a:** Inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H1b:** Inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

Inspirational motivation was measured by using common vision (IM2), teamwork (IM3), freedom (IM4) and motivation (IM7) as identified in the structure model in Table 4.17. The study found no significant relationship between inspirational motivation and regional commissioners' offices performance in Tanzania. However, the four attributes used to measure inspirational motivation all were found to be positive and significant in influencing regional commissioners' office performance in Tanzania. Therefore, **H1a** was accepted and **H1b** rejected.

5.5.2 Influence of Individualized Consideration on RCOP in Tanzania

To confirm the influence of individualized consideration on regional commissioners' offices performance in Tanzania, it was hypothesized that:

***Null H2a:** Individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H2b:** Individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania.*

The influence of individualized consideration was measured by using the attributes decision making (IC1), recognition (IC3), staff empowerment (IC6) and coaching (IC7) Table 4.19. The study found positive and significant relationship between individualized considerations RCOP in Tanzania. Hence **H2a** was rejected and **H2b** accepted.

5.5.2 Influence of Intellectual Stimulation on RCOP in Tanzania

To measure the influence of intellectual stimulation, this study hypothesized that:

***Null H3a:** Intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H3b:** Intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

Testing the stated hypothesis, goal focuses (IS4), creativity (IS5) and innovation (IS6) were used to measure the influence of intellectual stimulation Table 4.21. Finding indicates that intellectual stimulation has positive and insignificant relationship with the regional commissioners' offices performance in Tanzania. Due to that **H31** was accepted and **H3b** rejected. Additionally, the findings indicated that all attributes of intellectual stimulation have strong relationship with regional commissioners' offices performance in Tanzania. This implies that, for the intellectual stimulation to be significant other attributes which were not included in this study should be involved in explaining the magnitude of influence of intellectual stimulation.

5.5.2 Influence of Idealized Influence on RCOP in Tanzania

To examine the relationship between idealized influence and regional commissioners' offices performance in Tanzania, it was hypothesized that:

***Null H4a:** Idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H4b:** Idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania.*

To testing the stated hypothesis, four attributes of idealized influence were used; these are effective communication (II1), ethics (II3), respects (II5) and honest (II6) as illustrated in Table 4.23. The result showed a positive and significant influence of idealized influence on regional commissioners' offices performance in Tanzania.

Hence *H4a* was rejected and *H4b* accepted. In addition to that, all attributes, which were used to measure idealized influence were found to be positive and significant.

Based on the discussion of the findings, the significant levels of each construct of transformational namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence on influencing regional commissioners' office performance are summarized in Figure 5.1. The results indicate that individualized consideration and idealized influence has positive and significant influence on regional commissioners' office performance while inspirational motivation has negative and insignificant influences. In addition, findings confirm that intellectual stimulation has positive and insignificant influence on regional commissioners' office performance.

This study concludes that transformational leadership has partial influence on RCOP in Tanzanian context. This view contrasts the findings from others scholars such as Atmojo (2012), Tahir (2015), and Jiang *et al.* (2017) who found positive and significant influence of transformational leadership on organizational performance. In addition, the results slightly differ with Vera (2014), David (2014); Datche (2015) and Mwogeli (2016) who evidenced that transformational leadership positively influenced public sector performance.

On the other hand, findings also confirm that each attribute of inspirational motivation, individualized consideration, intellectual stimulation and idealized influence has significant influence on their constructs to enhance the regional commissioners' office performance in Tanzania. That means that, each attribute plays

significant role on its constructs for fostering good services delivery to the people which is a key function of regional commissioner's offices.

In addition, each attribute facilitates good local government's supervision, which results into good services provision, accountability and values for money for several projects implemented in local governments areas. Each attribute has influence on proper action taking. Proper action taking, facilitate resolving community problems, which is given precedence by the fifth governments in Tanzania.

Furthermore, suitable link and coordination increases joint effort between all stakeholders of development with inclusion to community in the respective region. Therefore, basing on the significance role of each attributes of transformational leadership constructs, the transformational leaders at the regional commissioners' offices have to promote the practices of these attributes in order to influence much performance.

These findings from the current study relate with Alahmad (2016) who conducted a study to find out the relationship between transformational leadership and product innovation among manufacturing and services firms. Findings of the study confirmed that each component of inspirational motivations, individualized consideration and intellectual stimulation had positive and significant role in fostering product innovation in manufacturing and services companies. These findings from previous study relate with the current study because both studies confirm the significant role of each components of the constructs of transformational leadership on influencing its main constructs for improving performances.

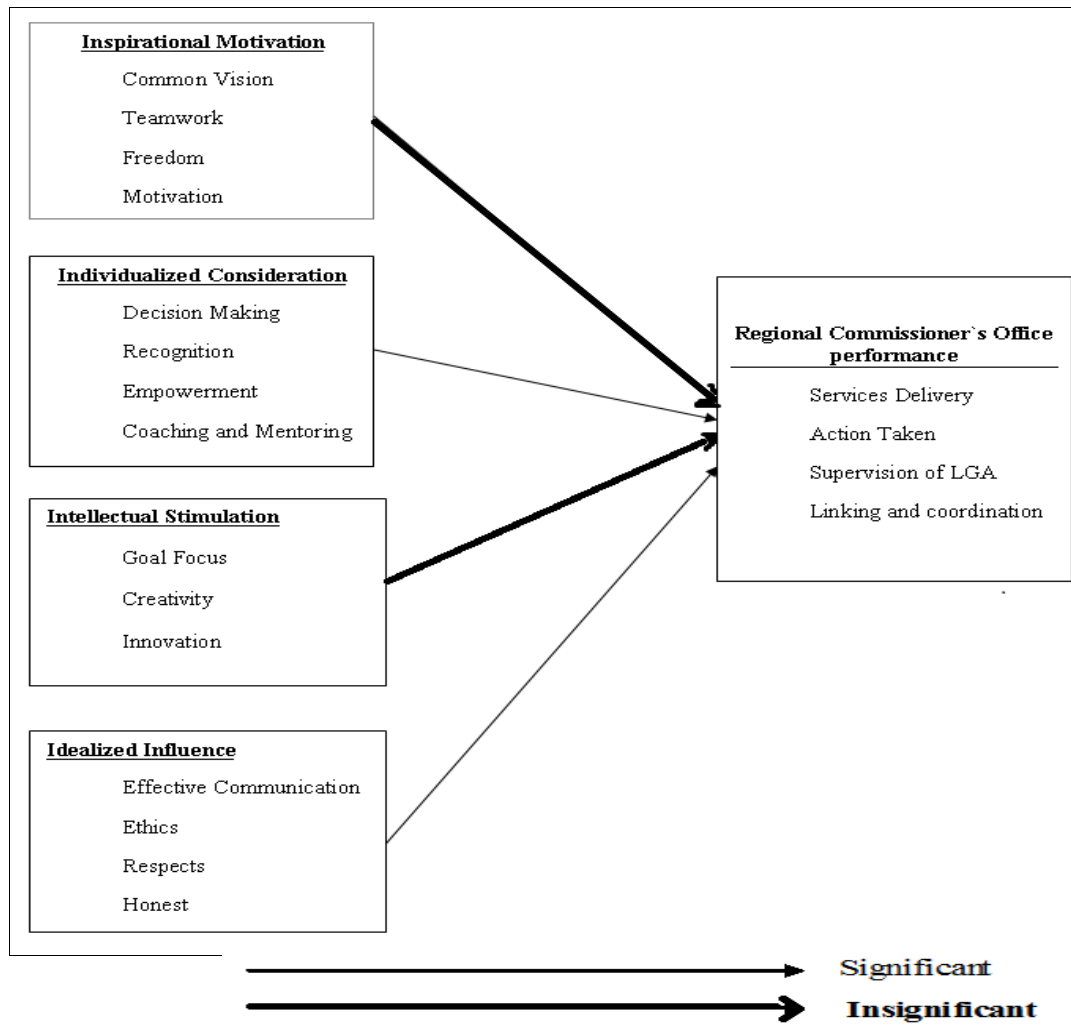


Figure 5.1: Hypothetical model of the Study

Source: Researcher (2018)

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This is a final chapter, which represents the key conclusions, implications on the main issues, limitation of the study and recommendation for future study. The implication of the study addresses the theoretical and practical implications of the results. It also serves as a contribution of this study to theory and policies important for regional commissioners' offices performance specifically in administration and operation perspectives. The limitations of this study are also highlighted and areas for future research on the influence of transformational leadership are finally recommended.

This study examined the influence of transformational leadership on regional commissioners' offices performance in Tanzania. The study specifically investigated the following four specific objectives:

- (i) To examine the influence of inspirational motivation on regional commissioners' offices performance in Tanzania
- (ii) To examine the influence of individualized consideration on regional commissioners' offices performance in Tanzania
- (iii) To examine the influence of intellectual stimulation on regional commissioners' offices performance in Tanzania
- (iv) To examine the influence of idealized influence on regional commissioners' offices performance in Tanzania.

Along the four objectives, this study employed quantitative research methods through the empirical study whereby the targeted samples size was 360 respondents who are employees from eight regional commissioners' offices in Tanzania. Multistage sampling design was used during data collection. At the initial stage regional commissioners' office were assembled based on the respective zones. Thereafter, one regional commissioners' office from each zone was selected using simple random sampling. The selected regional commissioners' office from each zone are; Lindi regional commissioners' office from southern zone, Iringa regional commissioners' office from highland zone, and Morogoro regional commissioners' office from cost zone.

Others regional commissioner's offices are Tanga regional commissioners' office from northern zone, Dodoma regional commissioners' office from central zone, Kigoma regional commissioners' office from western zone, Kagera regional commissioners' office from lake zone and Shinyanga regional commissioners' office from established special zone.

6.2 Major Findings and Conclusions of the Study

This part addresses the main findings and conclusion of the study which are organized based on specific research objectives.

6.2.1 Influence of Inspirational Motivation on RCOP in Tanzania

In orders to address the first specific objective, which was to examine the influence of inspirational motivation on regional commissioners' offices performance in Tanzania, the study hypothesized that;

***Null H1a:** Inspirational motivation has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H1b:** Inspirational motivation has positive and significant influence on regional commissioners' offices performance in Tanzania.*

Standardized estimate and critical ration in structural equation modeling was used to evaluate the significant influence of inspirational motivation on regional commissioners' offices performance in Tanzania. A negative path coefficient ($\gamma = -0.076$) was found by using standardized estimate with critical ration (C.R) of -0.570 and significant p-value of 0.569. These findings present a negative and insignificant contribution of inspirational motivation on regional commissioners' office performance in Tanzania.

According Hox and Bechger (2014) critical ration which is greater than 1.96 is considered significant. On the other hand, inspirational motivation indicators namely common vision, teamwork, freedom and motivation which are the attributes of inspirational motivation were all found with standardized estimate greater than 0.2, critical ration greater than 1.96 and P- value less than 0.05. In general perspectives, the results show that, inspirational motivation is less meaningfully in influencing the regional commissioners' office performance in Tanzania.

On the other hand, the attributes of inspirational motivation namely common vision, teamwork, freedom and motivations found with strong positive and significant for influencing the regional commissioners' offices performance in Tanzania. These findings imply that the attributes of inspirational motivation will be more meaningful

to influence regional commissioners' office performance when other factors which were not involved in this study are combined with them.

This study concludes that common vision, teamwork, freedom and motivation alone cannot explain the predicting power of inspirational motivation on influencing regional commissioners' offices performance in Tanzania. Thus, when other attributes are included and combined with common vision, teamwork, freedom and motivations can explain well the significant value of inspirational motivation on regional commissioners' offices performance in Tanzania. Since the four attributes of inspirational motivation found to be positive and significant. This implies that, the inspirational motivation still holds true to some extent in supporting regional commissioners' offices performance in Tanzania.

6.2.2 Influence of Individualized Consideration on RCOP in Tanzania

Under the second objective, the study further examined the influence of individualized consideration on regional commissioner's offices performance in Tanzania. With respect to this objective it was hypothesized that;

***Null H2a:** Individualized consideration has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H2b:** Individualized consideration has positive and significant influence on regional commissioners' offices performance in Tanzania.*

To come up with conclusion, the surveyed data was analyzed using structural equation modeling to evaluate the influence of individualized consideration on regional commissioners' office performance in Tanzania. The standardized path coefficients

(γ) and critical ration (CR) was used to conclude the relationship between the mention variables. In estimating the required relationship, the results yielded a standardized path coefficient (γ) of 0.216, critical ration (CR) of 2.193 and significant value (p) of 0.028. The results indicate that individualized consideration have positive and significantly influence on the regional commissioners' offices performance in Tanzanian context.

Further analysis was conducted on attributes of individualized consideration namely decision making, recognition, empowerments and coaching. Findings indicated that each attribute of individualized consideration has a critical ratio greater than 1.96, p value less than 0.05 and standardized regression weight greater than 0.2. This means that all attributes of individualized consideration have positive and significant influence on regional commissioners' offices performance in Tanzania.

Therefore, this finding brings a conclusion that, shared decision making, recognition, empowerments and coaching as attributes of individualized consideration play a great role to ensure better explanations of the significant influence of individualized consideration on regional commissioners' offices performance in Tanzania. Based on that significant influence, the regional commissioners' offices in Tanzania should demonstrate more these attributes to their employees in order to enhance better services delivery to Tanzanian. In addition, others public sectors such as district council and central agencies within the respective regions may demonstrate and practices the attributes of individualized consideration namely shared decision making, recognition, empowerments and coaching order to improve employee and organisational performance.

6.2.3 Influence Intellectual Stimulation on RCOP in Tanzania

The third objective was to examine the influence of intellectual stimulation on regional commissioners' offices performance in Tanzania. Intellectual stimulation was measured by using goal focus, creativity and innovation. To come up with findings, the study hypothesized that:

Null H3a: Intellectual stimulation has no positive and significant influence on regional commissioners' offices performance in Tanzania.

Alternative H3b: Intellectual stimulation has positive and significant influence on regional commissioners' offices performance in Tanzania.

The researcher estimated the influence of intellectual stimulation on regional commissioners' offices performance in Tanzanian context using standardized estimate and critical ration in structural equation modeling. Results show that standardized path coefficient (γ) = 0.135, critical ration = 1.369 and p-value = 0.1714. These scores indicate positive but insignificant influence of intellectual stimulation on the regional commissioner's offices performance. Moreover, the three measures of intellectual stimulation namely goal focus, creativity and innovation were all found to be positive and significant related with regional commissioners' office performance in Tanzania.

This means that the influencing powers of intellectual stimulation on regional commissioners' offices performance in Tanzania is less even though all three attributes of intellectual stimulation positively and significantly influenced performance. Therefore, for intellectual stimulation to be significant other attributes should be involved and combined with the three attributes namely goal focus, creativity and being innovative.

To conclude, because the three attributes identified in this study were found to be significant, it implies that intellectual stimulation still embraces facts in influencing the regional commissioners' offices performance in Tanzania for providing better services to the people. Leaders at the regional commissioners' offices have to promote much more the practices of intellectual stimulation for influencing performance with respect to controlling or removing others factors which hinder proper utilization of intellectual stimulations.

6.2.4 Influence of Idealized Influence on RCOP in Tanzania

The forth objective of this study was to examine the influence of idealized influence on regional commissioners' office performance in Tanzania. To measure the influence of idealized influence on regional commissioners' office performance in Tanzania, the researcher hypothesized that;

***Null H2a:** Idealized influence has no positive and significant influence on regional commissioners' offices performance in Tanzania.*

***Alternative H2b:** Idealized influence has positive and significant influence on regional commissioners' offices performance in Tanzania.*

Findings from structural equation model analysis revealed that idealized influence positively and significantly influenced regional commissioners' offices performance in Tanzania context. This is because the score from standardized path coefficient (γ) = 0.329, critical ration (C.R) = 2.463 and significant value p value = 0.014 justified the influence of idealized influence to influence regional commissioners' offices performance. According to Hox and Bechger (2014) the relationship which has yield a

standardized regression weight at least 0.2, critical ration greater than 1.96 and p-value less than 0.05 is considered to be significant. In addition, all four attributes of idealized influence namely effective communication, ethical, respect and honest positively and significantly related with regional commissioners' offices performance in Tanzania. This study concludes that, at the regional commissioners' offices high performance was achieved because the RCO leaders encouraged effective communication, promoted organizational ethics, respected each other and promoted honest.

6.3 Study Recommendation for Influencing RCOP

Findings of the study indicate that individualized consideration and idealized influence have positive and significant influence on the regional commissioners' offices performance in Tanzania. Therefore, the study recommends that individualized consideration and idealized influence should be adopted effectively to improve more regional commissioners' offices performance in Tanzania. On the other hand, other factors which hinder the effectiveness of inspirational motivation and intellectual stimulation on influencing the regional commissioners' offices performance in Tanzania should be traced and resolved to enhance performance.

6.4 Study Implications

This section presents the theoretical, methodological, managerial and policy implications drawn from the findings, discussion and conclusions. Theoretical implications highlight the contributions of the study to the literature based on the findings of the influence of transformational leadership on regional commissioners' offices performance in Tanzania. Methodological implications address the

contributions of the study in advancing the methodology of the prior studies on the influence of transformational leadership on organizational performance.

A managerial implication relates to the influence of transformational leadership at work practices regional commissioners' offices performance in Tanzania and its multiplier effects in other organization.

Policy implications include recommendations for addressing policy issues relating to the development and speeding up regional commissioners' offices performance in Tanzania and other organization performance. In the same direction, social implication relates on improved services given to the people based on the influences of transformational leadership.

6.4.1 Theoretical Implications

Grounded in the theory of transformational leadership, this study has theoretically and empirically evaluated research framework incorporating dimension of transformational leadership theory. These dimensions of transformational leadership are namely inspirational motivation, individualized consideration, intellectual stimulation and idealized influence. The study specifically assessed the influence of each dimension on regional commissioners' offices performance in Tanzania. These dimensions have been studied in most cases in the combination of two but not all of them.

For example, Ndwiga and Ngaithe (2016) examined the influence of transformational leadership in organisational performance using individualized consideration

intellectual stimulation in organisational performance in Kenya while Ondar *et al.* (2018) used only individualized consideration to measure organisational performance in Kenya. In addition to that, Ambrose (2009) measured the general over view influence of transformational leadership without considering the main construct.

However, studying all factors namely, inspirational motivation, individualized consideration, intellectual stimulation and idealized influence in amalgamated perspective has helped to gain a more holistic picture of the influence of transformational leadership on regional commissioners' offices performance in Tanzania context. Furthermore, various measurements were assembled from theoretical perspectives and empirical review for measuring each dimension of transformational leadership on influencing regional commissioners' office performance in Tanzania.

Results of this study through exploratory and confirmatory factor analysis express a new modal of transformational leadership based on its dimension. The study has established a new modal in Tanzanian context as shown in Figure 5.1. Furthermore, the study has evidenced partial influence of transformational leadership on regional commissioners' offices performance in Tanzania. This is because among four constructs of transformational leadership, two dimension of transformational leadership namely inspirational motivation and intellectual stimulation have shown insignificant influence to the regional commissioners' office performance in Tanzania.

The rest of the dimension namely individualized consideration and idealized influence has positive and significant influence on regional commissioners' office performance

in Tanzania. From this result, leaders at the regional commissioners' office can now adopt and use this research model which is already evidenced that some of the dimension and it's all attributes provide a useful influence to the regional commissioners' office performance in Tanzania. In addition, the transformational leadership theory targeted mostly individual's performance; conducting this study at RCO is creativity and progression of further developments of transformation leadership theory based on public sector performance such as RCO performance.

The partial influence of transformational leadership might be caused by nature of the regional commissioners' office organisation which mostly attempt and accomplish orders and instruction due to chain of command from the top boss towards employees. Hence due this nature of organisation which complies with command, order and instructions may be has affected the influencing magnitude of inspirational motivational and intellectual stimulation on the regional commissioners' offices performance in Tanzania.

The transformational leadership theory was developed in USA. This confirms that not all theories developed outside of Africa can fit and be applicable in African context particularly Tanzania. There are some factors which may hinder its applicability and influence in Tanzanian environments. Such factors might include nature of the organisation, culture, financial status and budget allocation.

Therefore, based on the above explanation, this is a significant theoretical contribution to the academic literature. Then, further testing of the proposed hypothesis should be conducted on other public sector and private organisation for further relevance.

6.4.2 Implication to Policy Makers

The significant influence of individualized consideration and idealized influence in the previous results are important motive to commence pulling leader and employees to make transformation from working in business as usual to business unusual culture. Consequently, individualized consideration and idealized influence are factors to provide effective results on the regional commissioners' office performance and other public sectors with the help of policy which imitate individualized consideration and idealized influence to achieve various reform programmes.

For instance, the government reports based on NSGPR and NSGPR implementation show that the Tanzania's economy has recorded positive results at the annual average growth rate of seven percent (GoT, 2017). Records also show that there are increases in per capita income to US\$ 1,043 (2014) from US\$ 749.3 (2010), which implies that Tanzania is on the verge of crossing the low middle-income country threshold of per capita income of US\$1,045. Despite the achievements attained, the growth rate is still lower than the targeted rate of 8 percent to 10 percent for eradicating absolute poverty and to place the country on a rightful path to realizing the national objective of achieving an average nominal income of US\$ 3,000 per capita by 2025 (GoT, 2017).

Due to that, it is therefore recommended that policy making be directed to political intervention that it can foster the culture of transformational leadership. The transformation leadership may influence employees to use critical ideals in order to achieve the nominal income of US\$ 3,000 per capita by 2025. The political intervention which needs special attention to influence quality services provision in public sector are in areas such as workers consideration, influence, and intellectual

kind of stimulation which are found directly to influence RCOP in Tanzania which will affects other public and private sector on improving their performance.

In addition, inspirational motivation and intellectual stimulation has insignificant influence. But all attributes of inspirational motivation and intellectual stimulation show great concern in influencing regional commissioners' offices performance in Tanzania. Therefore, all attributes are a positive support factors on influencing regional commissioners' offices performance in Tanzania. It is important for policy makers to strengthen these areas in terms of teamwork, goal focus, creativity and innovation. Because, the later mentioned areas have positive and significant influence on regional commissioners' offices performance in Tanzania. Findings of the study also suggest a need to re-examine and discourage other factors, which hinder the influence of inspirational motivation and intellectual stimulation on regional commissioners' offices performance in Tanzania.

The findings show unique characteristics of transformational leadership that have potential contributions to influence the regional commissioners' offices performance in Tanzania. For instance, individualized consideration and idealized influence has positive and significance influence on regional commissioners' offices performance in Tanzania. In a view of these facts there is a need to reexamine the educational system and introduce or invest transformational leadership knowledge in educational matters which is potential for improving organizational performance. Building a family of transformational leadership from the beginning would ensure the existence and sustainability of transformation in various organizations performance.

Furthermore, leadership behavior is important to organizational performance; shared decision making creates openness in the organization. It is healthier to involve employees in decision making. The practical implication is that the transparency of policy in involvements of subordinates during decision is still challenges, which need attention and further review.

Lastly, most of the appointed organizational leaders lack transformational leadership knowledge that result misunderstanding between leaders and employees at work. The presence of transformational leaders does not allow problems of misunderstanding between leaders and employees at work. Always transformational leadership is an effective solution within the organization, outside the organization and in the community. This justify, the need of new policy which create conducive practical and operating environment, which will enable leaders to be considerate, encouraging, inspiring and motivational to employees at regional commissioners' offices and other public sectors. Furthermore, the policy will create an interactive environment for implementers and decision makers at regional commissioners' offices, which will lead to sharing of knowledge, skills and motivations. This will increase the regional commissioners' office performance in Tanzania.

6.4.3 Managerial and Practical Implication

At managerial level the leaders at the regional commissioners' office in this regard, could use the framework of this study to improve performance of individual employees, sections, departments and the whole regional commissioners' office. Leaders at regional commissioners' office could also serve this finding as point of reference for other public sectors such as district council, central government agency,

and non-government organization, which provide services to the people in the respective regions.

The findings of this study would be reflected and translated if they are considered in regional strategic plans to provide the required results of performance. Furthermore, the following variables should be considered to increase staff and regional commissioners' office performance:

Individualized consideration

The study found that the influence of individualized consideration on regional commissioners' offices performance was statistically significant. This implies that individualized consideration has positive relationship with regional commissioners' office performance in Tanzania. Therefore, leaders at regional commissioners' offices should apply collective decision-making, recognition of employees, and empowerment of employees in order to improve services provision to Tanzanian.

Influence of Idealized influence

Idealized influence in this study had a positive influence to the regional commissioners' offices performance in Tanzania. Therefore, improvements of idealized influence at the regional commissioners' offices will improve its performance. Leaders should put much effort on idealized influence attributes namely effective communication, ethics, respect and being honest for enhancing performance at regional commissioners' offices performance and other organization such as local government authority, other public sectors and agencies in the respective region.

Influence of Intellectual Stimulation

The study found that intellectual stimulation had positive and insignificant influence on the regional commissioners' offices performance. Though, all attributes of intellectual stimulation namely goal focus, creativity and innovation were positively related with the regional commissioners' offices performance. This implies that intellectual stimulation is important to influence performance however, there are some factors once combine with goal focus, creativity and innovation would be crucial factors in influencing performance.

Qualitative study can be useful to explore those factors and combine them with goal focus, creativity and innovation. Conversely, some obstacles should be removed at the regional commissioners' offices; such obstacles hinder the applicability of goal focus, creativity and innovation. Leaders at the regional commissioners' offices should address all factors which discourage the applicability of intellectual stimulation to allow employees to be creative, innovative and work by focusing goal which will improve much more the services provision to the people.

Influence of Inspirational motivation

This study found a negative and insignificant influence of inspirational motivation on regional commissioners' office performance in Tanzania. This means that the way inspirational motivation is provided does not inspire employees to work hard to improve performance. Surprisingly, all attributes of inspirational motivation namely common vision, teamwork, freedom/autonomy and motivation have positive and significant influence on regional commissioners' offices performance in Tanzania.

Leaders at the regional commissioners' offices should promote all inspirational motivation attributes to attain high performance at the regional commissioners' offices in Tanzania. Also, leaders should discourage factors, which hinder proper use of inspirational motivation to promote better services provision to people in the regional commissioners' offices in Tanzania. Such factors may include reduced budget and shrinking of resources, which hinder push power of inspirational motivation.

6.4.4 Implications for Researchers

This study has advanced the methodological context of the prior studies; thus, it provides a guideline for researchers interested in the field of transformational leadership on public sector performance such as the regional commissioners' offices in Tanzania context.

This study may assist researchers in section such as, the philosophical, data collection instrument, validity and reliability, selection of variables and sampling procedures. These may enlighten researchers on the methodological aspects of obtaining data based on relationship between transformational leadership and regional commissioners' offices performance in Tanzania.

For example, most of prior studies adopted only two dimensions of transformational leadership used to study the influence of transformational leadership on performance. This study considered all dimension to get a holistic picture of the influence of transformational leadership based on each dimension. Majority of scholars looked the general perspectives of transformational leadership without considering any dimension. This study provides a useful experience using all dimension of

transformational leadership on organizational performance specifically the regional commissioners' offices as a public sector.

On other hand, this study was carried out in Tanzania focusing on regional commissioners' offices as a public sector. It has therefore contributed in providing a better understanding the influence of transformational leadership and its attributes. Compared to other studies that were done in private and business organization in other countries, this study has provided a better understanding on how transformational leadership behaves in Tanzania context as public sector. As it has been argued by other scholars that, each population and organization tends to behave quite different with others in terms of performance.

While in prior studies random sampling was applied to focus on specific organization which is small in size; this study focused on the entire country and used multistage sampling followed by random sampling. The results generally were done to all regional commissioners' offices in Tanzania. This study has contributed in advancing the methodology by generalizing the entire country.

On the other side, other prior studies used small sample size, but this study used 360 respondents as a sample size. The researcher has contributed to the body of knowledge in providing findings, which are in line with the recommended sample size value for performing both factor analysis and structural equation modeling. Also, this has provided valuable methodology, which justifies the suitability of sample in conducting research using structural equation model analysis.

On related issue this study has advanced the internal consistent test whereas most of prior studies were relying of Cronbach's Alpha model. The model lacks the power of evaluating the internal consistent of the whole model and is affected by number of items used, which affects the results. The researcher has contributed in advancing the internal consistent assessment by adopting composite reliability test which account the internal consistent of the whole model and is not affected by the number of items used. Therefore, findings from this study have contributed to supporting strong internal consistent using composite reliability.

Other studies have rarely tested for constructs validity, many others tested for the construct validity by ending at the exploratory factor analysis. These studies were limited because they did not assess the measurement error, which would tend to affect the covariance in predicting convergence and divergence validity. This study has contributed in extending the discussion of construct validity at confirmatory factor analysis level which has helped to account for convergence and divergence validity test hence findings from this study does not suffer from cross loading and poor model fits.

Prior studies have been analyzing the influence of transformational leadership on organizational performance using descriptive data analysis technique. It has been argued by most scholars that descriptive data analysis lacks the power of generalizing findings to the population hence limiting the generalization at the sample level. While on other side, scholars have used techniques such as multiple regressions, which limit the use of multiple dependent variables. This study measured regional commissioners' offices performance using multiple items such as services delivery, action taking,

linking and coordination and local authority supervision. Hence, this study has contributed in advancing the data analysis technique, which could account for multiple dependent variables on a complex model.

6.4.5 Implication to Employees at RCO in Tanzania

Employees at regional commissioners' office should draw some lessons from the study findings to improve service delivery to the people. For example, they have to work as a team focusing their vision and goal in their organisation. All employees at regional commissioners' office should work like transformational leaders, should be creative and innovative during providing services to the people. They must think critically to get permanent solution for community problems in the respective region. Working business as usual has to be removed and the spirit of frequent appearance of people in the office (come today come tomorrow) should be stopped.

6.3.6 Implication to the Central Government at RCO in Tanzania

The central governments should work with the regional commissioner's office through effective communication and teamwork with the regional commissioner's office. The channel of communication flow between ministries level to the regional commissioners' office should be well organized. The central government, ministry level should also put in mind that regional commissioners' office has its own goal which need proper implementation, the situation of considering regional commissioners' office as an agent of receiving order and directives from ministries, creates many emerging activities in the regional commissioners' office which results into improper implementation of regional commissioners' office goal and activities.

6.3.7 Implication to the Community Receiving Services at RCO

Inspiring employees at regional commissioners' office in Tanzania will create commitments to employees to work hard. The creation of commitments results into positive impacts on quality and services provision to the people. This implies that community within the respective regions will get good and standard services from leaders and employees found at the regional commissioners' offices.

6.5 Recommendations for Future Research

There are certain limitations for this study. The study was more specific on examination of transformational leadership and their attributes which influences the regional commissioners' offices performance in Tanzania. The, study was done using factor analysis which limit the use of dependent and independent variable with categorical variable. Future study for establishment of regional commissioners' office performance in Tanzania is proposed to be conducted using other method such as correspondent analysis that could accommodate the use of dependent and independent categorical variables in the development of conceptual framework.

On the other hand, this study adopted SEM, which limits the use of dependent variables with interval scale. This means that this study was limited only to dependent variable with interval scale. While (Wanyoike *et al.*, 2012; Ndekwa, 2015; Gareeb; Naicker, 2015) acknowledged the use of binary categorical dependent variables (adopter and non-adopter) on a set of predictor variables. Given this situation, future study is proposed to accommodate the use of binary dependent variables to predict a set of predictor's variables using methods such as logistic regression.

This study was conducted in one country, Tanzania; it is not clear whether the findings and the model validated from this study can also be applicable in other countries due to context difference. This study proposes a study to be done in more than one country in order to confirm and establish more evidence, which could help to explain adoption phenomenal in developing countries and compare some unique characteristics found in each country under investigation.

On the other side, this study was conducted in public organisation, which is the regional commissioners' offices in Tanzania. A similar study can be conducted at local government authority, central agency and ministry level to distinguish the influence of transformational leadership for each level of the governments, because all governments' levels are important and they provide services to the people. The future research can address the above limitations by conducting a comparative study.

The study did not use moderators as shown in Figure 2.1; other studies can be conducted in the regional commissioners' office by including moderating variables. Using moderators, the inspirational motivation and intellectual stimulation variable can significantly influence regional commissioners' office performance in Tanzania.

The future research can also address question as to why inspirational motivation and intellectual stimulation insignificantly related with the regional commissioners' offices performance in Tanzania as shown in Figure 5.1. A study can be conducted to explore factors which lead to insignificant relationship between inspirational motivation and intellectual stimulation for influencing the regional commissioner's offices performance in Tanzania. In addition, in-depth study can be conducted to

explore factors, which lead to the significant relationship between individualized consideration, idealized influence and regional commissioners' offices performance.

The future research can also involve the qualitative research which will explore the facts to why each attribute of inspirational motivation and intellectual stimulation has positive and significant influence on the regional commissioners' offices performance in Tanzania while these constructs has insignificant influence.

Lastly, a comparative study analysis can be conducted to determine the influence of transformational leaders based on gender, educational level, political perception, professionalism to examine the extent of influence at regional commissioners' offices in Tanzania. This will assist to come up with new strategies of appointing leaders, higher consideration might be the group, which is more influential.

Lesson Learned from the Study

The lesson learned from this study is that there is partial influence of transformational leadership on regional commissioners' offices performance in Tanzania as expressed in Figure 5.1. This is justified by the two dimensions of transformational leadership namely inspirational motivation and intellectual stimulation which demonstrated insignificant influence to the regional commissioners' office performance in Tanzania meanwhile individualized consideration and idealized influence demonstrate significant influences.

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APPENDICES

Appendix 1: Respondents Survey Questionnaire

Dear respondent, the purpose of this survey is to determine the influence of transformational leadership on Regional Commissioners' Offices performance in Tanzania. You are requested to describe your perception using transformational leadership factors influencing regional commissioners' office performance. Data given will be secret and usefully for academic purpose in Open University of Tanzania. Kindly, you are requested to respond these questions below to facilitate valuable information which will be usefully on this the study.

SECTION A: GENERAL INFORMATION

Please put an appropriate answer by filling and circling the space provided

1) Which of the following categories describes your Age? <input type="checkbox"/> 20-29 years <input type="checkbox"/> 30 – 39 years <input type="checkbox"/> 40 – 49 years <input type="checkbox"/> 50 – 60 years	5) What is your highest education level attained? <input type="checkbox"/> Primary Education <input type="checkbox"/> Ordinary level Secondary Education <input type="checkbox"/> High level Secondary Education <input type="checkbox"/> Non-Degree Education – Diploma level <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Masters Degree <input type="checkbox"/> PhD Degree
2) What is your Occupation.....	6) Indicate the name of the Regional commissioners' Office.....
3) What is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female	7) For how long have you been working on the regional commissioners' office? <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6 – 10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16 – 20 years <input type="checkbox"/> Above 20 years
4) For how long have you been working in public sector? <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6 – 10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16 – 20 years <input type="checkbox"/> Above 20 years	

SECTION B: INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON REGIONAL COMMISSIONERS OFFICES PERFORMANCE

On the following statements of transformational leadership please indicate by circling an appropriate answer based on your level of disagree or agreed on the following statements indicated below. The rating scale range from **1-5** where **1 strongly disagree (SD)**, **2 disagree (DA)**, **3 neutral (N)**, **4 agree (A)** and **5 strongly agree (SA)**

Items.	SD	D	N	A	SA
Inspirational Motivations					
In the regional commissioners' office staff are confidently doing their work	1	2	3	4	5
Common vision is promoted in the regional commissioners' office	1	2	3	4	5
The spirit of teamwork is encouraged at regional commissioners' office	1	2	3	4	5
Staff have freedom (autonomy) of working at regional commissioners' office	1	2	3	4	5
Attainable objectives are established at regional commissioners' office	1	2	3	4	5
High level of commitment is promoted at regional commissioners' offices	1	2	3	4	5
Employees are motivated to achieve organisational goal	1	2	3	4	5
At regional commissioners' office inspirational motivation has been improved with time	1	2	3	4	5
Individualized Consideration					
Collective decision making is made at regional commissioners' offices	1	2	3	4	5
At regional commissioners' office staff are given recognition on time basis	1	2	3	4	5
At regional commissioners' office staff are given support to accomplish their objective	1	2	3	4	5
There is delegation of power and responsibility at regional commissioners' office	1	2	3	4	5
At regional commissioners' office employees build close relationship	1	2	3	4	5

At regional commissioner's office workers are given empowerment for achievement	1	2	3	4	5
Leaders spend time coaching staff at regional commissioners' office	1	2	3	4	5
At regional commissioners' office employee's consideration has been improved with time	1	2	3	4	5
Intellectual stimulation					
Staff are encouraged to be innovative at regional commissioners' office	1	2	3	4	5
At regional commissioners' office leaders are accessible/approachable easily	1	2	3	4	5
Effectively solutions for problems are attained at regional commissioner's office	1	2	3	4	5
At regional commissioners' office staff implement their activities by focus on organisation goals	1	2	3	4	5
In this regional commissioners' office staff are encouraged to be creative	1	2	3	4	5
At regional commissioners' office leaders allow independent thinking	1	2	3	4	5
Behaviour of leaders to stimulation employees for performance has been improved with time	1	2	3	4	5
Idealized Influence					
Effective communication is encouraged at regional commissioner's office	1	2	3	4	5
Trust is promoted at regional commissioner's office	1	2	3	4	5
In our regional commissioners' office high standard of ethics is demonstrated	1	2	3	4	5
In this regional commissioners' office leaders appear as role models	1	2	3	4	5
In this regional commissioners' office the spirit of respect is enhanced	1	2	3	4	5
In this regional commissioners' office honesty is highly promoted	1	2	3	4	5
In this regional commissioners' office integrity is highly promoted	1	2	3	4	5
Behaviour of leaders to influence employee for performance have been improved with time	1	2	3	4	3
Regional Commissioners Offices Performance in					

Tanzania					
Services deliverance to the people is improved in the regional commissioners` office	1	2	3	4	5
At the regional commissioners` office the reform programme is successful implemented	1	2	3	4	5
At the regional commissioners` office action is taken systematically	1	2	3	4	5
All local government are supervised efficiently by regional commissioners` office	1	2	3	4	5
Corruption is strictly prohibited at regional commissioners` office	1	2	3	4	5
Financial and non-resource are disseminated equally at this regional commissioners` office	1	2	3	4	5
Linking and coordination role of all stakeholders is improved at regional commissioners` office	1	2	3	4	5
Leaders always advocate effective performance in our regional commissioners` office	1	2	3	4	5
Staff are accountable equally for failure or success at this regional commissioners` office	1	2	3	4	5
At regional commissioners` office staff are given training to improve performance	1	2	3	4	5
All directives from central government are accomplished by the regional commissioners` office	1	2	3	4	5
At regional commissioners` offices working business as usual is diminished	1	2	3	4	5
At regional commissioner`s office, performances have been improved with time	1	2	3	4	5

Thanks for your corporation
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Mob 0765520033

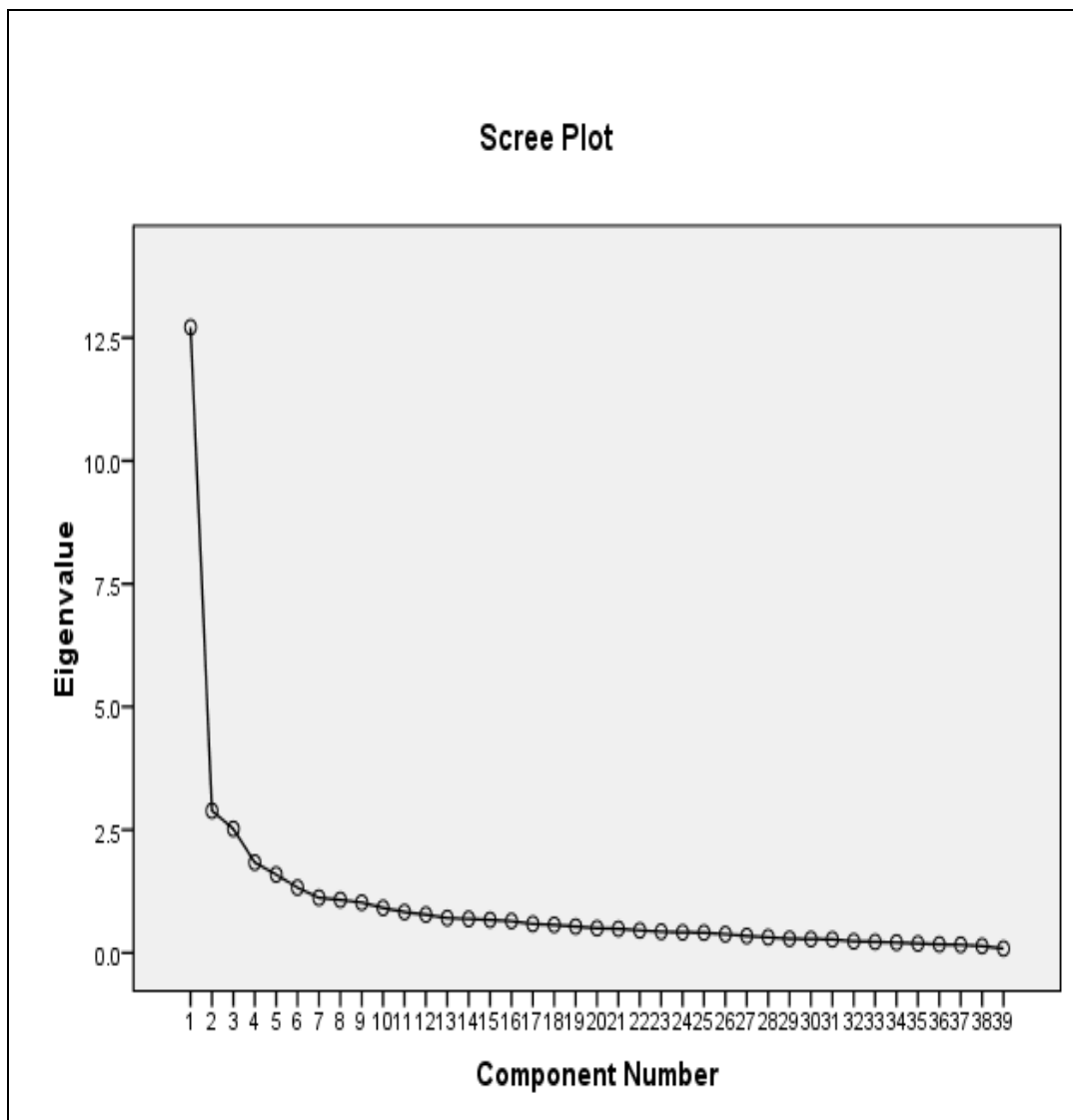
Appendix II: Range of Cronbach's coefficient

Reliability	Range
Unreliable	$\alpha \leq 0.30$
Barely reliable	$0.30 < \alpha \leq 0.40$
Slight reliable	$0.40 < \alpha \leq 0.50$
Reliable (most common range)	$0.50 < \alpha \leq 0.70$
Very reliable	$0.70 < \alpha \leq 0.90$
String reliable	$\alpha > 0.90$

Appendix III: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.716	32.605	32.605	12.716	32.605	32.605	4.891	12.542	12.542
2	2.887	7.403	40.008	2.887	7.403	40.008	4.535	11.627	24.168
3	2.521	6.464	46.472	2.521	6.464	46.472	4.477	11.480	35.648
4	1.837	4.710	51.182	1.837	4.710	51.182	4.123	10.571	46.220
5	1.593	4.083	55.266	1.593	4.083	55.266	3.528	9.046	55.266
6	1.326	3.400	58.665						
7	1.119	2.868	61.534						
8	1.078	2.764	64.297						
9	1.022	2.621	66.919						
10	.914	2.344	69.262						
11	.829	2.126	71.388						
12	.777	1.991	73.380						
13	.707	1.812	75.192						
14	.689	1.767	76.959						
15	.670	1.719	78.678						
16	.645	1.654	80.333						
17	.588	1.509	81.841						
18	.568	1.457	83.298						
19	.535	1.372	84.669						
20	.499	1.280	85.949						
21	.488	1.250	87.200						
22	.456	1.170	88.370						
23	.429	1.100	89.470						
24	.416	1.066	90.536						
25	.408	1.045	91.581						
26	.379	.971	92.552						
27	.343	.878	93.431						
28	.316	.810	94.241						
29	.286	.733	94.974						
30	.279	.715	95.689						
31	.273	.699	96.388						
32	.232	.596	96.984						
33	.221	.566	97.550						
34	.209	.537	98.087						
35	.189	.484	98.571						
36	.171	.439	99.010						
37	.163	.418	99.427						
38	.137	.351	99.778						
39	.086	.222	100.000						

Extraction Method: Principal Component Analysis.

Appendix IV: Scree Plot

Appendix V: Missing Values Analysis Results

Items	N	Mean	Std. Deviation	Missing	
				Count	Percent
IC1	338	3.4852	.87230	0	.0
IC2	338	3.3225	.89484	0	.0
IC3	338	3.4763	.88895	0	.0
IC4	338	3.7426	.87261	0	.0
IC5	338	3.6272	.86992	0	.0
IC6	338	3.3225	.86448	0	.0
IC7	338	3.2840	.85566	0	.0
IS1	338	3.4408	.94871	0	.0
IS2	338	3.5000	.93799	0	.0
IS3	338	3.4379	.89707	0	.0
IS4	338	3.6183	.79644	0	.0
IS5	338	3.7249	.89743	0	.0
IS6	338	3.5266	.82660	0	.0
II1	338	3.7367	.81813	0	.0
II2	338	3.7337	.80436	0	.0
II3	338	3.6538	.87920	0	.0
II4	338	3.6095	.95360	0	.0
II5	338	3.7870	.79438	0	.0
II6	338	3.7663	.84132	0	.0
II7	338	3.7633	.82084	0	.0
RCOP1	338	3.9172	.71789	0	.0
RCOP2	338	3.8935	.74723	0	.0
RCOP3	338	3.6686	.72038	0	.0
RCOP4	338	3.8669	.73288	0	.0
RCOP5	338	4.0888	.76523	0	.0
RCOP6	338	3.4053	.95518	0	.0
RCOP7	338	3.7515	.77253	0	.0
RCOP8	338	3.8521	.74412	0	.0
RCOP9	338	3.5562	.74974	0	.0
RCOP10	338	3.3698	.88638	0	.0
RCOP11	338	3.8018	.76983	0	.0
RCOP12	338	3.7367	.70092	0	.0

Source: Recherche (2018)

Appendix VI: Example of Research Clearance Letters

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF, POSTGRADUATE STUDIES

Kawawa Road, Kinondoni Municipality,
P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2666752/2668445
Ext.2101
Fax: 255-22-2668759,
E-mail: drps@out.ac.tz

Date: 12th December 2017.

Our Ref: PG201404215

Regional Administrative Secretary,
P. o Box 914,
Dodoma.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr Bahati Golyama Reg No : PG201404215** pursuing **PHD in Business Management**. We here by grant this clearance to conduct a research titled ***"The influence of Transformational Leadership on Regional Commissioner's Offices Performance in Tanzania."*** He will collect his data at Dodoma Region From 12th December 2017 to 12th March 2018.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,



Prof Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

Appendix VII: Evidence of Language Editing

Dept. of languages and Communication Studies
Mzumbe University,
P.O. Box 5,
Mzumbe, Morogoro.
31/08/2018

To supervisors and Board of Examiners
The Open University of Tanzania

EVIDENCE OF LANGUAGE EDITING

This is to provide evidence that I have read, proofread and edited the PhD thesis of **BAHATI GOLYAMA**, titled "**INFLUENCE OF TRANSFORMATONAL LEADERSHIP ON REGIONAL COMMISIONERS' OFFICE PERFORMANCE IN TANZANIA**" in order to ensure language accuracy before it is passed for award of the said degree. In the editing, I have addressed errors in spelling, tenses, cohesion, coherence, consistency of arguments, and the general organisation of the thesis. I thus recommend that the candidate can submit the thesis for further scrutiny and determination for award of the said *Degree of Doctor of Philosophy* as per the jurisdiction and discretion of the concerned board of Examiners and the relevant University Authority.

Sincerely Yours



Stephen Nalaila

English Language Editor