

**THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION
IN TANZANIA: A CASE OF THE TANZANIA REVENUE AUTHORITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that she has read and here by recommends for acceptance by The Open University of Tanzania a dissertation entitled, the impact of leadership styles on employee motivation in Tanzania. The case of the Tanzania Revenue Authority (TRA). In partial fulfilment of the requirements for the award of Degree of Masters of Business Administration in Leadership and Governance (MBA-LG)

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DECLARATION

I, **Beatrice Chitegetse Marango**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Masters of Business Administration in Leadership and Governance (MBA-LG)

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my Beloved Parents, Father Mr. Justin Marango and Mother Mrs. Keziah Marango. Thank you so much for all the love and unconditional support. Your prayers and encouragement contributed to successful completion. May God bless you abundantly.

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Above all, I thank Almighty GOD for His Grace and Favours in my life and seeing me through my studies and this project. I praise Your Holy Name.

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ABSTRACT

A leader motivates employees through setting in place structures aimed at taking full advantage of employee's potential, organizational resources and providing direction. Motivation of employees is a crucial leadership task, it translates employees knowledge, skills, and abilities into effort. This study examined the impact of leadership styles on the employee's motivation in TRA, specifically determined the leadership styles adopted, assessed employee's response towards the adopted leadership styles and established the link between the adopted leadership styles and employee's motivation. The study used primary source of information and employed mixed research methods where both qualitative and quantitative research approach were used. The study revealed employees are influenced by leadership styles. The correlation coefficient has indicated there is a relationship between leadership styles and employees motivation. The regression analysis has illustrated that, democratic and transformational leadership styles has a positive relationship with employees motivation, while autocratic leadership style has negative relationship. The study recommends that transformational leadership is the most suitable form of leadership because it motivates employees to see what they are capable and inspiring them to achieve their goals which increases employee morale and retention ultimately committed to organizational objectives. Similarly, the organization can develop certain training programs for supervisors so as to improve their skills that will definitely lead to much more productivity, that should be in concurrent with improving employees welfare.

Keywords: *Leadership styles; Transformational, Democratic, Autocratic, Employee Motivation*

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LIST OF ABBREVIATIONS

| | |
|--------|--|
| ANOVA | Analysis of Variances |
| HQ | Head Quarters |
| MBA-LG | Masters of Business Administration in Leadership and Governance |
| OUT | Open University of Tanzania |
| SPSS | Statistical Packages for Social Science |
| TRA | Tanzania Revenue Authority |
| UCC | University Computing Centre |

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provide an overview of the purpose of the study specifically focuses on the background to the research problem, statement of the problem, research objectives both general and specific objectives, research questions, significance of the study as well as the organization of the research.

1.1 Background to the Study

Leadership is the art of inspiring a group of people to act toward achieving a common goal. It involves directing the workforce with a strategy to meet the organization objectives, leadership plays a significant role in the organization performance and influences its overall result. According to Balemlay (2020) Leadership plays a critical role in creating clear vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. In another perspective leadership is defined as a potential to influence behaviour of subordinates and induce them to work with confidence and enthusiasm towards the realization of defined organization objectives, the success of any organization depends much on the quality and characteristics of its employees. According to Puckett (2019) a talented and skilled workforce is the lifeblood of every organization as the war for talent escalates, companies are quickly learning the importance of having the right people.

A leadership style refers to a leader's characteristic behaviours when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate. (Cherry, 2020).

Correspondingly, Jogulu et al (2010) as cited in Al Altheeb (2020) explained that over the years, studies have highlighted many leadership approaches such as transformational, democratic, laissez-faire, paternalistic, authoritarian, and transactional styles, the differentiating component in these leadership mechanisms is decision making process. A leader can adopt a particular leadership style depending on leader's personality, the nature of operations and diverse organization circumstances, therefore, the approach the leader adopts to manage their followers determine their reaction and eventually decide the overall performance of the organization.

There are many bumps on the path of leadership as it is bound by circumstances, likewise there is no one-size-fits-all leadership approach. In performing official duties there is significant variation amongst employees whereas some employees are highly committed to work hard and contribute well to the overall organization performance while others are not committed therefore performing below standard. The noted variations in employee's drive calls for further enquiry on the working environment particularly on the way leadership is concerned and how employees are given opportunities to participate in organization affairs since subordinate response to certain leadership style depends on the leader's ability to interact with them which ultimately determine productivity.

Motivation is all about our internal desire to accomplish something that is important to us. This motivation makes us take action. Motivation is about an unmet need that we want to satisfy; it's about a goal that we want to fulfil (Tanner, 2021). Employee motivation is vital for the continuing success and development of any business. However, motivators do not only include good salaries and benefits, employers must dig deeper and understand 'hidden' employee values to understand what motivates them. Motivating employees can develop efficiency, promote positive relationships and create a stable working environment. For the majority of employees, three main goals motivate them; achievements, respect and having productive relationships with other employees. Employers, though, need to be aware of obstacles that can potentially demotivate employees such as lack of communication, no development or new responsibility, inadequate recognition, wrong motivation and lack of good leadership. (Wilson, 2013). Organizational productivity declines when employees are not motivated to fulfil the organization's objectives (Tanner,2021).

1.2 Statement of the Problem

Leaders motivate employees through setting in place structures aimed at taking full advantage of employee's potential, organization resources and providing direction. Conversely, they can severely cause difficulty in inspiring confidence, buying into firm's goals, promoting alignment and fostering collaborative environment. (Al Altheeb, 2020). In another perspective Saad & Abbas (2019) as cited in Al Altheeb (2020) argued, establishing a motivational strategy demands taking into consideration factors that drive employees both individually and collectively to their peak performance and thus the leaders influence employee effectiveness.

Al Altheeb (2020) argued that presently, numerous studies have been conducted on employee motivation, its influences on organizational and personal performance, different approaches that can be implemented by leaders to enhance employee output, and influence leaders on employee commitment and performance. Al Altheeb (2020) add that however, little findings are available on the influence leadership style has on employees driving factors. In this perspective, there is a need for studies to establish the implication held by leaders and its corresponding degree to which employee's commitment and motivation are affected by implemented style of leadership in the workplace.

Worldwide much has been investigated about the effect of leadership style on employee motivation. Fiaz et al, (2017) studied on the perspective from emerging economy in Pakistan argued that leadership deficit has been Pakistan's most pressing issue for decades, and this problem is even more pervasive in public organizations than private sector. Tackling the leadership crisis is now increasingly a question of what constitutes an appropriate leadership style to augment motivation of employees. In Africa, the study of Mohammed et al (2014) cited in NawoseIng'ollan. & Roussel, (2017) focused on selected business organizations in federal capital territory of Abuja, Nigeria found that although progress has been made in understanding leadership traits, there is need to realize that much is not known about how a leadership style can be applied effectively to enhance employee performance, thus gaps and unanswered questions remain.

In Tanzania, Mirumbe (2020) found out that researchers differ in their views about the type of leadership that mostly influences employee's performance. This dilemma prompted Mirumbe (2020) to investigate on the effect of leadership style on

employee performance in selected institutions in Arusha, the study found out that the existing democratic leadership style affected the employee's performance both positively and negatively, however the positive effect promoted employee's performance. In another perspective Mwombeki (2017) studied the Influence of leadership styles on University of DSM Computing Centre (UCC) employees' performance as a result of confusing arguments on which research results should be used by decision makers in leading employees. Therefore, despite various research on the link between leadership styles and employee motivation that influence performance and controversy in various study findings it is obvious there is a need for further investigating the role of leadership on employee motivation in the tax administration context a gap that this study filled

1.3 Research Objectives

1.3.1 General Research Objectives

The general objective of the study was to examine the impact of leadership styles on the employee's motivation in the Tanzania Revenue Authority.

1.3.2 Specific Research Objectives

1. To identify the leadership styles implemented in TRA between autocratic, transformational and democratic
2. To determine employee's response towards the implemented leadership styles in terms of responsibility, recognition, achievement, advancement, work itself and team work
3. To examine the relationship between autocratic, transformational and democratic leadership styles regarding employee's motivation in TRA

1.4 Research Questions

1. What type of leadership styles is implemented in Tanzania Revenue Authority?
2. What is the perception of employees to the implemented leadership styles?
3. What is the relationship between the implemented leadership styles and employee's motivation?

1.5 Significance of the Study

The study found out that there was a significant relationship between leadership styles and employees motivation. These findings are original, at theoretical level would benefit scholars, it is a contribution to the body of knowledge in the broad and yet not fully exploited areas of leadership and motivation. The study provided the baseline information on the influence of transformational, democratic and autocratic leadership styles to employee motivation in the tax administration context. The study forms a base upon which further studies can be conducted, it is a discovery of new empirical evidence or data. the results obtained are good indicator for administrators to identify the gap between management's perception of best leadership style and that of their employees and possibly determine the reasons for underperformance therefore Identify useful strategies that can help the leaders develop an atmosphere of motivation Importantly the study is a requirement in partial fulfilment for the award of the Degree of Masters of Business Administration in Leadership and Governance (MBA-LG) of the Open University of Tanzania.

1.6 Organization of the Research

This research is organized in five chapters as follows. The first chapter provides introduction including the background to the study, statement of the problem, research objectives both general and specific, research questions, significance of the study and the organization of the research. The second chapter provide literature review including definition of key concepts, theoretical literature review, leadership and motivation theories, empirical review, research gap and conceptual framework. The third chapter provides research methodologies including research design, study area and population, sampling design and procedures, sample size, data collection methods, data validity and reliability, expected results of the study and ethical considerations. The fourth chapter provide research findings and discussion including, respondents background information, descriptive statistics on leadership styles, respondents perception of existing leadership styles, employee motivating factors and leadership styles in relation to motivation. The fifth chapter provide study summary, conclusion, recommendation, research implication and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

The essence of this chapter is to present review of literature related to the topic under study. Therefore, the chapter covers theoretical framework that involve description of leadership, leadership styles and motivation and the empirical framework that provided outcome of review of various study done by other researchers on the relationship of the leadership styles and employees motivation.

2.1 Definition of key Concepts

2.1.1 Leadership Style

Researchers agree that the concept of leadership is universal, however, some note that its adoption is usually driven by culture. Ward (2020) argued that Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs. Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas both original and borrowed that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act. A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.

According to Toftdahl (2020) depending on the situation, wise leaders know how and when to flex from one style to another. On a continuum, leadership styles range from

autocratic at one end, to laissez-faire at the other, with a variety of styles in between. Knowing which of the leadership styles works best for you is part of being a good leader. Developing a signature style with the ability to stretch into other styles as the situation warrants may help enhance your leadership effectiveness. Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal. Engaged employees give discretionary effort (Kruse 2013).

At first glance, we may think that some leadership styles are better than others. The truth is that each leadership style has its place in a leader's toolkit. The wise leader knows to flex from one style to another as the situation demands, using an effective leadership style works best for you and your team (Martinuzzi2021). Knowing your leadership style is critical because it can help you determine how you affect those whom are under your direct influence. It's always important to ask for feedback to understand how you're doing, but knowing your leadership style prior to asking for feedback can be a helpful starting point (Becker n, d).

These definitions can be summarized into one definition provided by Pratt (n, d) asserted that multiple definitions of leadership exist, although the different definitions generally converge in the theory that great leaders have the ability to make strategic and visionary decisions and convince others to follow those decisions. Pratt's definition indicated that leaders create a vision and can successfully get others to work toward achieving that goal. They do this by setting direction and inspiring others to want to succeed in achieving the end result. Moreover, they are capable of getting people excited and motivated to work toward the vision. In other words, great leaders know how to both inspire people and get followers to complete the tasks that achieve the leader's goal.

2.1.2 Description of types of Leadership Styles

Throughout history, great leaders have emerged with specific leadership styles in providing direction, implementing plans and motivating people. There are various leadership styles which are differentiated from one another in the leader's characteristics and values on important issues such as delegation of authority, decision making and dealing with followers. In their research, Sougui et al, (2017) concluded that, successful leaders come in different shapes and sizes, no two are alike, and no single leadership style is always best. All leaders want to change the status quo, but they use different means. Some take the lead with their ideas, while others lead with their passion and conviction.

As you start to consider some of the people who you think of as great leaders, you can immediately see that there are often vast differences in how each person leads. Fortunately, researchers have developed different theories and frameworks that allow us to better identify and understand these different leadership styles. Leadership styles are classifications of how a person behaves while leading a group (Cherry, 2021). Psychologists and management gurus have identified many leadership styles; some of which have evolved and some that have stayed the test of time. While some leaders stick to one particular style of leadership, others tailor their styles according to what the situation demands (Venkataramani, 2015). Although every leader is different, there are various leadership styles commonly used in the workplace. However, every leadership style has its own strengths and weaknesses. The following described leadership styles autocratic, transformational and democratic/participative was studied in this research.

2.1.3 Autocratic Leadership

According to (Becker n, d) In this leadership style, the leader makes decisions without taking input from anyone who reports to them. Employees are neither considered nor consulted prior to a change in direction, and are expected to adhere to the decision at a time and pace stipulated by the leader. Cherry (2021) explained that, Autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both command by the leader and control of the followers. There is also a clear division between the leader and the members

Generally, an autocratic leader believes that he or she knows more than others. They make all the decisions with little input from team members. This command-and-control approach is typical of the past and doesn't hold much water with today's talent. The style may still be appropriate in certain situations. For example, you can dip into an autocratic leadership style when crucial decisions need to be made on the spot, and you have the most knowledge about the situation. It also works when you're dealing with inexperienced and new team members and there's no time to wait for team members to gain familiarity with their role (Toftdahl, 2020). According to Waite (2018) autocratic leader have a strength of getting the job done quickly by controlling the team and all of the decisions. As far as weaknesses, autocratic leaders have a tendency of stifling innovation and fresh ideas

2.1.4 Transformational Leadership

Transformational leadership is always transforming and improving upon the company's conventions. Employees might have a basic set of tasks and goals that

they complete every week or month, but the leader is constantly pushing them outside of their comfort zone. This is a highly encouraged form of leadership among growth-minded companies because it motivates employees to see what they're capable of. But transformational leaders can risk losing sight of everyone's individual learning curves if direct reports don't receive the right coaching to guide them through new responsibilities (Becker n, d).

The transformational leader provides encouragement, value teamwork by inspiring them to achieve their goals which increases employee morale and retention also focuses on clear communication, goal-setting, employee motivation, focuses on performance and have a good understanding of organizational needs therefore highly committed to organizational objectives instead of individual employee's goals. According to Lee (2020) The main difference between transformational leadership and the other styles is that this one is focused on changing the systems and processes that aren't working can lead to more creativity, growth, and empathy on teams, Conducive to building strong relationships and encouraging collaboration gives team members autonomy to do their jobs, its Motivating for the team. However, can cause feelings of instability while disrupting the status quo and may not be the best fit for specific organizations, impose lots of pressure on the leader, who needs to lead by example

2.1.5 Democratic/Participative Leadership

Democratic leadership, also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This type of leadership can apply to any

organization, from private businesses to schools to government. Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While the democratic process tends to focus on group equality and the free flow of ideas, the leader of the group is still there to offer guidance and control (Cherry, 2021).

Carlin (2019) argued that democratic leadership balances decision-making responsibility between the group and the leader. Democratic leaders actively participate in discussions, but also make sure to listen to the views of others. This style often leads to positive, inclusive, and collaborative work environments. Furthermore, a good democratic leader can bring out the group's creativity. Under this style, the leader still retains final responsibility for the group's decision. Waite (2018) described Democratic leader relies on ideas from all team members to effect change. There are multiple strengths in this type of team. With more ideas comes a benefit of solutions that are outside the box. A weakness that must be addressed is that it may be hard for the leader to make decisions if the team has split decisions. Also the minority opinion is overridden and involvement of multiple people can lead to more communication gaps and confusion and take a longer time to come to a decision the unskilled or untrained group can result in more decision making (Lee, 2020)

2.1.6 Motivation

Reeve (2015) explained, motivation when seen in the real world, and when measured by science, becomes visible and detectable through behaviour, level of engagement, neural activation, and psychophysiology, motivation endows the person with the

drive and direction needed to engage with the environment in an adaptive, open-ended, and problem-solving sort of way. Souders, (2021) argued, motivation is influenced by the satisfaction of needs that are either necessary for sustaining life or essential for wellbeing and growth.

According to Li (2021) in psychology, there are two different types of motivation: intrinsic motivation and extrinsic motivation. Sennett (2021) argued that main difference between intrinsic and extrinsic motivation is that intrinsic motivation comes from within and extrinsic motivation comes from outside, while both types of motivation are important, they have different effects on how you work. Intrinsic motivation involves performing a task because it's personally rewarding to you. Extrinsic motivation involves completing a task or exhibiting a behaviour because outside causes such as avoiding punishment or receiving a reward.

In the engagement process, activating an individual to make effort which offers attainment of a given goal or target through an individual's performance and commitment benefits both the individual and the organization. Thus, Motivation can be seen as a key driver in the linking of an individual performance while expecting results in the attainment of organizational goals, and performance as a consequence (Wijesundera, 2018).

These definitions can be summarized into one definition provided by Uysal, (2021). In almost all definitions, motivation is closely linked to some words such as effort Motivation is also linked to success at work or achievement of organisational goals Uysal's definition indicate that motivation is the driving force that causes a person to act, the essence of motivation is energized and persistent goal-directed behaviour such motives are rarely openly noticeable is visible through intense effort

2.2 Theoretical Literature Review

2.2.1 Leadership Theories

Cherry (2021) argued, leadership theories seek to explain how and why certain people become leaders. Such theories often focus on the characteristics of leaders, but some attempt to identify the behaviors that people can adopt to improve their own leadership abilities in different situations. As interest in the psychology of leadership has increased over the last 100 years, a number of different leadership theories have been introduced to explain exactly how and why certain people become great leaders. Cherry (2021) cited leadership researchers White and Hodgson suggest that truly effective leadership is not just about the qualities of the leader, it is about striking the right balance between behaviors, needs, and context.

The main theories guiding this study is contingency and behavioral. These theories are important to this study because of their emphasis on presence of multiple leadership styles basing on circumstances as well as leader's behaviors and actions in relation to the needs of their followers. Therefore, these theories are linked to this study objective to identify the leadership styles adopted and determine employee's response towards the adopted leadership styles in order to establish the relationship between the adopted leadership styles and employee's motivation

2.2.2 Contingency Theory

According to Cherry (2021) contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations.

Conversely, Renowned leadership researchers Hodgson and White believe that the best form of leadership is one that finds the perfect balance between behaviors, needs, and context. Good leaders not only possess the right qualities but they're also able to evaluate the needs of their followers and the situation at hand. In summary, the contingency theory suggests that great leadership is a combination of many key variables.

According to Northouse (2014) Contingency theory has many strengths as follows, it is an effective way of explaining how good leadership can be achieved. It is very tested and supported by research. Another strength is the way it widens understanding of leadership and links leaders to situations, similarly the theory is helpful for predicting which type leadership would be good in which situation and what the success rate would be for someone in a given situation. Northouse (2014) added that the next strength is that it doesn't require a leader to be effective in every situation. It argues that a leader won't be optimal in every situation also the theory provides information on leaders styles that would be useful when developing that leader and their profile. Contrary the theory doesn't fully explain why some people are more effective leaders in some situations but not in others. Critics often use this to challenge the theory, similarly the theory doesn't explain what to do with a leader is put in a situation that they do fit with. It doesn't address how to teach leaders how to adapt.

This theory was adopted in this study basically because, the theories explain the importance of leaders on how to adapt to a rapidly changing work environment so as to stay competitive even when their plans are not fully fulfilled, it has explained the

adaptability to a given work environment, it indicates how leaders can make their employees comfortable by establishing a positive company culture.

2.2.3 Behavioral Theory

Benmira and Agboola (2020) described, Behavioral theory evolved from trait theories and asserts that leaders are largely made, rather than born and that particular behaviours can be learnt to ensure effective leadership. It puts emphasis on the actual behaviour of the leader and not on their traits or characteristics, but it largely ignores the situation and environment of the leader. Research in this area resulted in different patterns of behaviour being grouped together and labelled as styles. According to Bush (2013) The responses in this theory are outward manifestations or actions in response to the leadership need. This theory focuses on the actions of leaders not on mental qualities or internal states, and the evidence of leadership is the demonstrated activities.

The behavioral theory enables leaders to learn and decide what actions they want to implement to become the kind of leader they want to be. It allows leaders to be flexible and adapt based on their circumstances. The theory suggests that anybody is capable of becoming a leader

Skok (n, d) explained, one limit to behavioral theories is that people learn in different ways. Recent scholarship suggests that human development is far more complex than once imagined. Skok (n, d) cited Albert Bandura, a psychologist at Stanford University, states that numerous factors, ranging from genetics to life experience, shape each individual's optimal learning methods. This means that although two or more people may end up making the same choice on a mathematics test, the factors

involved in making that choice could be radically different from one person to the next. Thus, training methods based on behaviorism may work for some students, but fail for others.

This theory was used because there is a direct correlation, the better the leadership theory and styles used by management the higher the rate of employee motivation. In addition, if employee have a stronger motivation, the teams output becomes better, therefore leaders task is so important in keeping the momentum and morale of the team high.

2.3 Motivation Theories

There are many motivation theories in management, all focused on offering insight into what motivates or drives a person in the workplace. Motivating staff is a critical factor in the success of any business. But people are fundamentally different, and not everyone responds in the same way to a particular situation or environment. It's important for organizations to not only understand the different characteristics of their employees but also to know what drives these particular personalities. Armed with this information, organizations can tailor the way they motivate or encourage staff, and dramatically improve engagement and motivation levels in the workplace (Vaughan, 2020).

According to Sands (2021), motivation theory is the study of understanding what drives a person to work towards a particular goal or outcome. It is especially important to business and management. Because we're all different, there's no single way to motivate individual workers, a motivated employee is more productive, and a more productive employee is more profitable. Theorists have proposed many theories

of motivation. This study will use Herzberg's motivation-hygiene (Two-Factor) theory and McClelland's need theory because they all believe that workers have needs and when these needs are met they cause motivation and when are not met they cause demotivation, also they suggest specific things that management can do to help their employees become self-actualized and suggest differences in humans in terms of need different things motivate different people (Enyia, 2017) The selected theories are explained below:

2.3.1. Herzberg's Motivation-Hygiene (Two-Factor) Theory

According to Solders (2021) Herzberg's two-factor theory, also known as motivation-hygiene theory, was originally intended to address employee motivation and recognized two sources of job satisfaction. He argued that motivating factors influence job satisfaction because they are based on an individual's need for personal growth: achievement, recognition, work itself, responsibility and advancement. On the other hand, hygiene factors, which represented deficiency needs, defined the job context and could make individuals unhappy with their job: company policy and administration, supervision, salary, interpersonal relationships, and working conditions.

Chad (n, d) described, the psychologist Frederick Herzberg labelled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation, according to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behavior of persons when they get them. Accordingly, one's hygiene may be the motivator of another.

According to Iyer (2022) Herzberg's theory provides deep insights, gives a deeper look into employees' mindsets towards their jobs. It looks inwards to identify the internal factors that drive employees. Identifies diverse factors, the theory reaffirms that lack of job satisfaction is not due to poor work performance but rather other factors, such as company policies and procedures also nurtures accountability-driven metrics as It provides a framework for how to measure success in company projects, as well as employee job satisfaction and dissatisfaction scores. Iyer (2022) added the downsides of Herzberg's theory as satisfaction and productivity are not the same: The two-factor theory suggests that if workers are satisfied, they will be more productive. However, it does not consider that productivity is the result of several factors outside of an employee's personal motivation, also people have different desires, wants, and needs. Many employees prefer to focus on completing tasks rather than pursuing personal development. The two-factor theory also fails to consider department-specific issues that may result in job dissatisfaction and is applicable only to company projects, similarly, disagreements between managers and teams can occur as it's hard to measure success in terms of these motivating factors alone. For example, a team member could be content with their performance, while the manager may feel that there's room for improvement.

This theory was used in this study because it clearly distinguishes between the factors that motivate employees on the job and the factors that maintain employees on the job. And it recommends specific measures (i.e. motivators) to improve motivation levels, and the benefits of job enrichment on the job redesign and motivation.

2.3.2 McClelland's Need Theory

According to Vaughan (2020) David McClelland's motivation theory of management suggests that each person has three basic needs: the need for power, achievement, or affiliation. In this employee motivation theory, McClelland says that a person's particular need will have a significant impact on their behavior. Vaughan (2020) explained the basic needs Need for Power this person is motivated by having a position of power or control, they are typically strong leaders and are self-disciplined. Need for Achievement this person is motivated by success or achieving objectives, they thrive on challenging situations and typically set themselves hard to reach goals and work to excel at them. Need for Affiliation this person is at home in a group or collaborative environment, they work well with others and seek out social interactions.

Souders (2021) argued, McClelland took a different approach to conceptualize needs and argued that needs are developed and learned, and focused his research away from satisfaction. He was also adamant that only one dominant motive can be present in our behavior at a time. McClelland categorized the needs or motives into achievement, affiliation, and power and saw

According to Nasrudin (2022) Companies need a different approach to motivating employees, considering the three different needs identified. For example, companies can set challenging but realistic targets to motivate employees with a strong need for achievement. In addition, giving recognition for their achievements by their superiors can further motivate them to work better. Meanwhile, companies may need to involve them in decision-making to motivate employees with a strong need for power. Or, you give them the opportunity to manage others, for example, by

assigning them a team leader. Finally, employees with a high need for affiliation are motivated if they can work with more people. Assigning them to join a team is one way to satisfy them. In addition, you may also assign them to develop overseas networks or manage relationships with customers and clients.

Sinha (n, d) described McClelland's theory limitations as the need and satisfaction of needs is a psychological thing. Sometimes even the person may not be aware of his own needs. In such a case, it will be difficult for the manager to understand the employee's need, also there is no direct cause and effect relationship between need and behaviour. One particular need may cause different types of behaviour in different persons. On the other hand, a particular individual behaviour may be the result of different needs, similarly the physiological and safety needs are more important as compared to McClelland's needs.

This theory was used in this study because it simplifies the task of identifying needs of employees therefore give leaders insight on how to motivate employee through assigning duties according to their needs in to explore their abilities.

As explained above the study is guided by four theories, two leadership theories and two motivation theories. The leadership theories are Behavioral and Contingency while motivation theories include Herzberg's motivation-hygiene (Two-Factor) and McClelland's need. All the selected theories are important for this study because they give insight of leadership styles and employee motivation. The main theory guiding the study is Behavioral as it focuses on the actions of leaders and research in this theory resulted in different patterns of behaviour being grouped together and labelled as styles, the better the theory and styles used by management the higher the rate of employee motivation. Other theories support this theory such that the Contingency

theory focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation, according to this theory, no leadership style is best in all situations. Similarly, the two motivation theories provided employee motivation factors that were used to determine the level of employee motivation.

2.4 Empirical Review

Globally, the relationship between leadership style and employee motivation has been widely studied. There are several studies addressing the topic these studies have strength and weakness originated from theories used, the adopted research approach, sampling techniques, data collection and analysis methods. However, they are relevant to the current study of the impact of leadership styles on employee motivation and to determine the research gap. The literature review was conducted from the global to local level, results of some of the researchers are included below.

A study done by Franklin (2016) explored the Impact of leadership styles on the motivation of U.S. Teachers. The study adopted quantitative causal comparative study, multiple linear regressions and a MANOVA were used to analyze data revealing a significant relationship between leadership styles and motivational factors among international teachers, and no significant differences in leadership styles and motivational factors between domestic and international teachers. The findings add support for administrators implementing a laissez-faire leadership style that allows teachers to have more choice in performing their duties.

Wijesundera (2018) studied on the impact of motivation on employee performance in Dubai based semi-government Commercial bank, adopted an exploratory case study on a used quantitative questionnaire. Descriptive analysis was the main method used for explaining the results along with frequency and mean ranking techniques, Analysis of the data found that employee motivation and employee performance is positively correlate and ranked good working condition as the most important non-financial motivating indicator.

In the research done by, Al Altheeb (2020) investigated relationship of leadership style and motivation of employee's in Saudi Arabian Work Environment, data were collected through questionnaire, SPSS 22 was used to carry out statistical analysis the results indicated an overall positive significance of leadership styles and motivation. The unique effects of each Paternalistic, Transformational and Laissez-faire style on motivation was found positive and significant. Whereas, the relationship between authoritarian leadership style and motivation was found insignificant.

A study by, Shakil (2020) in Pakistan on the effect of leadership and motivation on employee's satisfaction in Restaurant sector, adopted questionnaire survey, the data were analyzed using the statistical package for the social sciences (SPSS) to obtain quantities measure we use Pearson correlation, Mean, Standard deviation and regression, showed that the customer satisfaction has positive relationship with motivation and leadership. This study proves that employees' satisfaction in accordance with effective leadership style and motivation such as democratic leadership style

Mohamed et al (2018) In their study on the effect of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership on employee performance in the Somali National Civil Service in Somalia, the study adopted a descriptive research design, questionnaires stratified and random sampling methods were used, data collected was analyzed quantitatively and qualitatively described transformational leadership, transactional leadership, laissez-faire leadership and servant play a big role in effect of leadership styles on employee performance.

Another study by Khuong and Hoang (2015) in Vietnam on the effects of leadership styles on employee motivation in Auditing Companies in Ho Chi Minh City. The research applied quantitative method, the result implied a strong influence of leadership styles in retaining and developing employee motivation, also charismatic leadership, relation-oriented leadership, and ethic-based contingent reward leadership were positively associated with employee motivation.

In Nigeria, Shuaib, (2016) examined the impacts of autocratic, democratic, free rein leadership style on employees' motivation to work in Access Bank Plc, Minna Branches, applied a survey research using cross sectional research design The results indicated that autocratic leadership style and democratic leadership have significant positive impact on employees' motivation to work. However, free rein leadership style has insignificant negative impact on employees' motivation to work.

Ngutu (2018) investigated on the influence of transformational leadership on employee motivation in women led organizations within the Kenya private sector, the study adopted a descriptive research design and stratified random sampling

technique and data was analyzed using descriptive and inferential statistics. The study findings on idealized influence and employee motivation concludes that transformational leadership has a significant influence on employee motivation in women led organizations within the Kenya private sector.

Oketch (2021) studied on the effect of participative leadership style on staff motivation in private universities in Uganda, a case study of Kampala International, the study concluded that participative leadership style is key to directing staff efforts let alone helping them persist in performing behaviour necessary for task accomplishment.

In Tanzania, Mwita (2017) investigated on the influence of leadership styles on teacher's job satisfaction a case of public secondary schools in Hai district, Dodoma. applied mixed research approach with the help of sequential exploratory research design. the study found that democratic leadership style was the dominant in predicting high teachers' job satisfaction while dictatorship predicted low teachers job satisfaction.

2.5 Research Gap

Globally various scholars have conducted studies on employee motivation and its link to leadership styles in diverse operations in both public and private sectors. Some of the researches conducted includes Raja and Palanichamy (2015), Franklin (2016), Marhoob (2017), Warsame (2018), Balemlay (2020). Uysal (2021) and Oketch (2021)

However, the results exhibited contradictory remarks of the influence of leadership styles on the motivation of employees and there is a considerable uncertainty as to the relevance of these studies to all sectors. Moreover, there is no consensus about the type of leadership styles that influence employee motivation and productivity. Therefore, the researcher is inspired to embark on this study to address the noted research gap

2.6 Conceptual Framework

A conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the characteristics or properties that you want to study. The conceptual framework is generally developed based on a literature review of existing studies and theories about the topic (Swaen, 2021).

In research variables are any characteristics that can take on different values in scientific research, we often want to study the effect of one variable on another one. The variables in a study of a cause-and-effect relationship are called the independent and dependent variables. The independent variable is the cause. Its value is independent of other variables in your study. The dependent variable is the effect. Its value depends on changes in the independent variable argued by (Thomas 2021).

This study examined the perceived relationship between leadership styles as independent variables and employee motivation levels as dependent variables in the Tax administration context. Specifically, the study examined the relationship the following leadership styles autocratic, transformational and democratic have with employee motivation factors such as responsibility, recognition, achievement,

advancement, work itself and team work. The figure 2.1 below shows the conceptual framework of the study which presents the relationship between the variables.

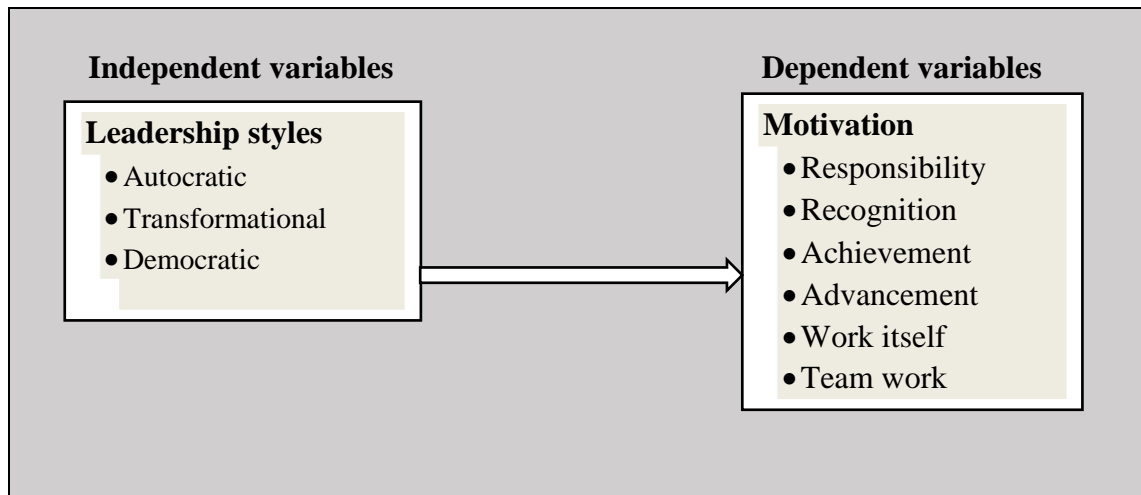


Figure 2.1: Conceptual frame work

Source: Adopted from leadership and motivation theories

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter describes the methodology that was used in conducting this study. It focused on the research design, study area and population, sampling design and procedures, sample size, data validity and reliability, expected results of the study, ethical consideration and data collection methods.

3.1 Research Design

According to Cooper & Schindler (2014) a research design offers a standard on the sources of data collection, how data gathering will be accomplished and then analyzed, the ethical issues and challenges that may be encountered and the various research undertakings that will be performed including their related timelines. The researcher has adopted case study research design to accomplish the main objectives of the study to examine the impact of leadership styles on the employee's motivation in TRA. McCombes (2019), argued a case study is an appropriate research design when you want to gain concrete, contextual, in-depth knowledge about a specific real world subject, it allows you to explore the key characteristics, meaning and implication of the case. Case studies are often a good in a thesis or dissertation, they keep your project focused and manageable when you don't have the time or resources to do large-scale research.

3.2 Research Approach

The study adopted mixed research approach. According to George (2021) mixed methods research combines elements of quantitative research and quantitative

research in order to answer your research question, mixed methods can help you gain a more complete picture than a standalone quantitative or qualitative study, as it integrates benefits of both methods.

3.3 Study Area

The study was conducted at the TRA HQ and Mapato House in Dar es Salaam in the departments of Legal, Finance, Human Resources, Internal Audit, Research, Policy and Planning, Tax Investigation, Taxpayers Services and Education, Internal Affairs, Information and Communication Technology, Domestic Revenue and Customs. The sample was taken from employees of different cadres working in the mentioned departments. The selection of this study area is based on the purpose to study and the reason behind selection of the case of the TRA is the fact that the researcher is employed and can have unrestricted access to collect data from the co-workers.

3.4 Study Population

A population is a distinct group of individuals, whether that group comprises a nation or a group of people with a common characteristic. In statistics, a population is the pool of individuals from which a statistical sample is drawn for a study. Thus, any selection of individuals grouped together by a common feature can be said to be a population, explained by (Momoh, 2021). The target population was 600 employees of various departments at the TRA HQ and Mapato House in Dar es Salaam, the population dispersion included subordinate to managerial level employees excluding Executives. Presumably all of them have views regarding employee motivation therefore findings from this study represented the impact of leadership styles on employee's motivation in Tanzania.

3.5 Sampling Design and Procedures

According to Lavrakas (2008) A sample design is the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. In a broad context, survey researchers are interested in obtaining some type of information through a survey for some population, or universe, of interest.

The study adopted simple random sampling of respondents from clusters, the population had a total of ten (10) departments, Legal, Finance, Human Resources, Internal Audit, Research, Policy and Planning, Tax Investigation, Taxpayers Services and Education, Information and Communication Technology, Domestic Revenue and Customs, the 10 departments of the organization understudy were termed as clusters and grouped by their job function such as Managers, Principal officers, Senior officers, officers and non-officers Therefore, the researcher used simple random sampling techniques to select participants for this study .

A simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected, it requires little advance knowledge about the population, any research performed on this sample should have high internal and external validity and be at lower risk for research biases (Thomas, 2020)

3.6 Sample Size

A sample is the specific group that you will collect data from. The size of the sample is always less than the total size of the population (Bhandari, 2020). Even when a population consists of a relatively small number of objects or events, it is often

impractical or impossible to gather data about each member of the population. Instead, researchers select a subset of the population, called a sample, which is a manageable size for observation. From their observations about the sample, researchers make generalizations about the population from which the sample was chosen, argued by (Allen 2017).

The sample of this research was calculated by using the formula developed by the statistician Taro Yamane. The formula is presented as follows

$$n = \frac{N}{1 + N(e)^2}$$

Where :

n = sample size

N = Population under study = 600

e = margin error (expressed in %)

$$n = 600 / (1 + 600 (0.1)^2) = 85.7 = 86$$

Thus, the sample size obtained from a population of 600 employees at the acceptable margin error of 10% is 86 employees. Considering this study involved the departments of Legal, Finance, Human Resources, Internal Audit, Research, Policy and Planning, Tax Investigation, Taxpayers Services and Education, Internal Affairs, Information and Communication Technology, Domestic Revenue and Customs,

As indicated above, from the 86 sample size, only 80 respondents were able to participate in this study, thus giving a response rate of 93.02%, at least six respondents were taken from various cadres that is junior staff, senior staff and Management staff from each selected department this arrangement was intended to

give a combined view on the kind of leadership they always encounter at the working environment.

3.7 Data Collection Methods

Data collection is a systematic process of gathering observations or measurements. Whether you are performing research for business, governmental or academic purposes, data collection allows you to gain first-hand knowledge and original insights into your research problem. While methods and aims may differ between fields, the overall process of data collection remains largely the same. Before you begin collecting data, you need to consider: the aim of the research, the type of data that you will collect and the methods and procedures you will use to collect, store, and process the data (Bhandari, 2020). This study used both primary and secondary as described below. Primary data helped the researcher to answer the research objectives and questions while secondary data helped the researcher to gain insight of leadership and motivation concepts

3.7.1 Questionnaires

Questionnaires was used to collect primary data from respondents for this study. A questionnaire included both open-ended and close-ended questions, the study used this method because through questionnaires respondents had time to think and provide valuable opinions and views regarding the study. The link of the online questionnaire was distributed to a sample of selected employees. The questionnaire consisted of three parts, the first part included the respondent's demographic information which measures variables such as gender, age, department of work,

position held and experience, the second part included questions about implemented leadership styles the measurement variables being autocratic, transformation, and democratic leadership styles, the third part included measurement of motivational level such as the way work related decisions are made, individual involvement, independence, achievements, interpersonal relationships, personal responsibility and work satisfaction,

The questionnaires were adapted from the study done by Franklin (2016) Mwita (2017) Mwombeki (2017) and Balemlay (2020). Similarly, included some insights from leadership and motivation concepts.

3.7.2 Documentary Review

The study used this method to collect secondary data, a careful and extensive review of literature was done to identify a conceptual frame work which was used to build a theoretical model and to assess the impact of leadership styles on employee's motivation.

3.8 Data Analysis

The analysis of qualitative data from the questionnaires was done through descriptive statistics and presented by table, frequency distributions and percentages. Analysis of quantitative data from questionnaires were done using the statistical package for social science (SPSS) version 20 and applied correlation coefficient, regression and analysis of variance (ANOVA) to assess degree of association between the independent variables with dependent variables. The independent variables include

the three leadership styles (transformational, democratic and autocratic), and the dependent variable (employees motivation) were examined.

The formula for multiple linear regression is

$$Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

where Y is the predicted value of the dependent variable (employees' motivation), X_1 through X_n are independent or predictor variables that is the leadership styles (transformational, democratic and autocratic), b_0 is the Y- intercept (constant term) and b_1 through b_n are the estimated regression coefficients. Each regression coefficient represents the change in Y (dependent variable) relative to a one unit change in the respective independent variable. Multiple regression analysis enables to estimate the association between a given independent variable and the outcome holding all other variables constant.

3.9 Data Validity and Reliability

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something, reliability is about the consistency of a measure the extent to which the results can be reproduced when the research is repeated under the same conditions and validity is about the accuracy of a measure the extent to which the results really measure what they are supposed to measure. The reliability can be assessed by checking the consistency of results across time, across different observers, and across parts of the test itself,

validity can be assessed by checking how well the results correspond to established theories and other measures of the same concept (Middleton, 2019).

The researcher ensured optimal content validity of the instruments to be applied in the study, through adequate coverage of the topic, using appropriate language and concepts of leadership styles and motivation when developing the instruments in order to eliminate the uncertainties and ensure collected data was useful and its analysis will suffice the study objectives and answer research questions. Similarly, the researcher submitted the instruments for review by the research supervisor who is expert in the study topic. Moreover, the researcher was guided by in-depth literature review related to leadership styles and employee's motivation.

3.10 Expected Results of the Study

The expected results address the desired knowledge, skills, and behavior that learners should gain at the end of the project; in simple words they reflect the desired learning outcomes. Their achievement is measurable and thus, they help in the project's evaluation. (Davis, 2021)

This study helped the researcher achieve the study objectives as well as answer the research questions. This outcome is of beneficial to employees particularly employees working at the TRA since may lead to improvement of managerial practices focusing into motivating employee to work hard therefore contribute to employee productivity and the achievement of overall organizational objectives. Similarly, the study was expected to benefit scholar's community as the knowledge was to be obtained augments the existing literatures to reduce the gap in literature

caused by non-coverage of all sectors and leadership styles as well as controversy of study results of various researchers.

3.11 Ethical Considerations

According to Bhasin (2020) Ethical considerations is a collection of principles and values that should be followed while doing human affairs. The ethical considerations make sure that no-one acts in such a way that is harmful to society or an individual. Similarly, Smith, Morrow and Ross, (2015) argued that there must be careful consideration of ethical issues that may arise in the planning, conduct, and reporting of the study. Bryman and Bell (2007) explained that the most important principles related to ethical considerations in dissertations include obtained full consent from the participants prior to the study and participants have rights to withdraw from the study at any stage if they wish to do so, the protection of the privacy of research participants and anonymity of individuals and organizations participating in the research as well as adequate level of confidentiality of the research data should be ensured.

The human resources management was informed about the purpose of the research, its possible outcomes and methodology also the content of the questionnaire was shared to emphasise that the use of acceptable language was considered in the formulation of questionnaire and facilitate clear understanding of the extent of data collection, additionally give assurance that all the data collected through this study was kept confidential, , Similarly employees as prospective participants to the study was given adequate information about their role in the study and assured that they are requested to participate discretionary not mandatory and they have rights to

withdraw from the study at any stage if they wish to do so, also their views will be handled with utmost confidentiality and used for academic purpose only to accomplish this research objectives. Similarly, the works of other authors used in any part of this study were throughout acknowledged and correctly cited with the use of appropriate referencing system.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter present the findings from the analysis of data collected in alignment with the research objectives and questions that were indicated in chapter one. The findings of the study are based on data collected using the questionnaires from a total of eighty (80) respondents. The questionnaire consisted of respondent's background information, identification of leadership styles, and the corresponding employee motivation as well as influence of leadership styles on employee motivation. Analysis of qualitative data from the questionnaires was done through descriptive statistics (frequencies and percentages). Analysis of quantitative data from questionnaires were done using the statistical package for social science (SPSS) version 20. The collected data were recorded for analysis and interpretation. The analysed data is presented using various statistical presentation tools such as charts and tables. The study used SPSS statistics version 20 and applied correlation coefficient, regression and analysis of variance (ANOVA) to assess degree of association between the independent variables with dependent variables. The independent variables include the three leadership styles (transformational, democratic and autocratic), and the dependent variable (employee's motivation)

4.2 Respondents Background Information

This section presents the background information of the respondents. The presentation was done in frequency and percentage to specifically highlight level of response per questions asked. The study findings in table 4.1 present variables for

respondent's background information. The variables included in this categories are; gender, age, level of education, work experience and current department of work.

Wijesundera (2018) cited Perry (2000) explained that there are various personal qualities that can directly impact employee motivation such as qualification, level of employment, number of years of experience etc. This study examined the demographic information of the respondents with the purpose to determine their background, to accomplish this the respondents were categorized according to the following variables gender, age, level of education, work experience, current position of work and department as presented in table 4.1

Table 4.1: Respondents Background Information

| Variable | Category | Distribution | |
|--------------------|----------------------|--------------|------------|
| | | Frequency | Percentage |
| Gender | Male | 60 | 75 |
| | Female | 20 | 25 |
| Age | 18 - 30 | 5 | 6.25 |
| | 31 – 40 | 26 | 32.5 |
| | 41 – 50 | 31 | 38.75 |
| | Above 50 | 18 | 22.5 |
| Level of Education | Diploma | 1 | 1.25 |
| | Bachelor Degree | 16 | 20 |
| | Postgraduate Diploma | 7 | 8.75 |
| | Master Degree | 54 | 67.5 |
| Work experience | Less than 5 Years | 18 | 22.5 |
| | 6 to 10 Years | 38 | 47.5 |
| | Above 10 Years | 24 | 30 |
| Current Position | Non-Officer | 1 | 1.25 |
| | Officer | 16 | 20 |
| | Senior Officer | 23 | 28.75 |
| | Principal or Above | 40 | 50 |
| Department | Operations | 45 | 56.25 |
| | Support | 35 | 43.75 |

Source: Field data (2022)

4.2.1 Gender

As demonstrated in the study findings in table 4.1, male constituted larger part in the sampled respondents with 60 (75%), while female were only 20 (25%) of the respondents.

This finding demonstrate a clear picture even to the true number of female employed relative to number of male in the organization representation. The inference of this outcome would be that there was a reasonably inequality in the representation of the male and female employees in TRA.

4.2.2 Age-Category

The study findings in table 4.1 show clearly that the majority of respondents were in the age range between 41-50 years, making up 38.75% of respondents. They were followed by respondents in the 31-40 age range with 32.5%, and then followed by above 50 years with 22.5%. The age category 18-30 constituted lowest figure of 6.25%. According to this data, the majority of respondents who were sampled in this study were largely above 30 years old. This finding implies maturity insight

4.2.3 Educational Level

The study findings in table 4.1 present data of the respondents by educational level. The results, according to the table below, shows that majority of the respondents were Master's degree holders with 54 (67.5%) respondents, followed by bachelor degree with 16 (20%), then followed by post-graduate diploma 7(8.75%). This shows that the majority of respondents were knowledgeable and in a position to provide an

incredibly considerable evaluation of the leadership style of their immediate supervisor and also that of their performance.

4.2.4 Work Experience

The study findings in table 4.1 present the respondents work experience, findings show that majority 38 (47.5%) had 6-10 years of work experience, this was closely followed with above 10 years working experience that constitute 24(30%) of the respondents, while on the other hand 18 (22.5%) had work experience of less than 5 years.

This finding implies that there is good employee retention and the respondents are familiar with the organization in the aspects of leadership and motivation, in a position to provide an incredibly considerable evaluation of the leadership style of their immediate supervisor and also that of their performance.

4.2.5 Current Position

The study findings in table 4.1 demonstrate that majority 40 (50%) of the respondents that were sampled were principle Officers, Senior Officers were 23(28.75%), 16 (20%) were Officers. While 1 (1.25%) was a none-Officer. The study also reveals quite large sampled respondents were senior staffs and therefore had more knowledge regarding leadership styles, motivation factors and work performance.

4.2.6 Working Department

The study findings in table 4.1 show that, majority 45(56.25%) of the respondents were working in the operational department, while 35(43.75%) were employed in the supportive department.

4.3 Descriptive Statics on Leadership Styles

This segment intended at identifying type of leadership styles implemented at TRA, the respondents were asked to give rating on level of agreement with what the statement is suggesting. The rating was based on the following scales; 1 represent “Strongly Disagree (SD)”, 2 represent “Disagree (D)”, 3 represent “Neutral (N)”, while 4 represent “Agree (A)”, and 5 represent Strongly Agree (SA). The results findings in table 4.2 are a descriptive statistic on the type of leadership styles being implemented in Tanzania Revenue Authority.

Table 4.2: Descriptive Statistics

| Leadership Styles | | SD | D | N | A | SA |
|-------------------|--|----|----|----|----|----|
| Autocratic | Your leader makes decisions either alone or with a small trusted group of employees, accept little inputs and is rarely advised. | 3 | 14 | 7 | 40 | 16 |
| | Your leader is promoting employee productivity through delegation and provides clear and direct communication. | 6 | 3 | 5 | 31 | 35 |
| Transformational | Your Leader continuously transforming and improving upon the organization’s conventions by constantly pushing employees outside of their comfort zone of basic set of tasks and goals. | 5 | 11 | 22 | 34 | 8 |
| | Your leader focuses on performance, encourages and value teamwork and Inspiring employees to achieve their goals which increases employee morale and retention. | 6 | 11 | 15 | 39 | 9 |
| Democratic | All employees are given the opportunity to participate, exchange ideas freely, discussions and consensus are encouraged in the decision-making process while the leader offer guidance and retains final responsibility. | 3 | 18 | 22 | 31 | 6 |
| | Your leader relies on ideas from all team members, consistently asks for feedback and are willing to make improvements to their ideas. | 6 | 10 | 18 | 32 | 14 |

Source: Field data (2022)

4.3.1 Autocratic Leadership Style

The study findings in table 4.2 illustrate the frequency of the response which was again computed in percentage 56 (70%) of the respondents agreed that leader makes decisions either alone or with a small trusted group of employees, accept little inputs and is rarely advised. On the other hand, 66 (82.5%) of the respondents accept that, leader is promoting employee productivity through delegation and provides clear and direct communication.

The study findings by Toftdahl (2020) indicated that, when one is dealing with inexperienced and new team members and there is no time to wait for team members to gain familiarity with their role, and therefore autocratic leadership styles best suit this kind of situation, Waite (2018) observed that, autocratic leader have strength of getting the job done quickly by controlling the team and all of the decisions, and as far as weaknesses, autocratic leaders have a tendency of stifling innovation and fresh ideas. Dyczkowska and Dyczkowski (2018) observed that, it is not always correct to think that autocratic leadership in negative Leadership practice.

The study by Pellegrini and Scandura (2008) observed that most of middle and small scale organizations use this style of leadership. Other studies, such as Cherry (2021), indicated that autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both commands by the leader and control of the followers. Generally, an autocratic leader believes that he or she knows more than others. However, majority of the respondents indicated that this leadership is commonly practiced at TRA, presumably the organization benefit with its strength.

4.3.2 Transformational Leadership Style

The study findings in table 4.2 show the frequency of the response which was again computed in percentage 42 (52.5%) of the respondents agreed that Leader continuously transforming and improving upon the organization's conventions by constantly pushing employees outside of their comfort zone of basic set of tasks and goals. On the other hand, 48(60%) of the respondents accept that, leader focuses on performance, encourages and value teamwork and Inspiring employees to achieve their goals which increases employee morale and retention.

The above findings concur with Yukl (2014) findings that established that, in transformative leadership styles, leaders transform followers by three ways one would be, by making followers more aware of the importance of task outcome; second inspiring them to transcend their personal interest to the sake of a team or organization third would be activating their higher order of needs. This was supported by Lee (2020) who observed that, the main difference between transformational leadership and the other styles is that this one is focused on changing the systems and processes that are not working can lead to more creativity, growth, and empathy on teams, Conducive to building strong relationships and encouraging collaboration gives team members autonomy to do their jobs, its motivating for the team. Kendrick (2011) was with opinion that, transformation leadership foundations initiate a healthy relationship between leaders and followers through mutual trust. In order to establish the trust between leaders and followers, followers need to exhibit the high level of motivation and ethical standards.

The study findings show that transformational leadership would draw positive and effective end results in an organization on account of the fact that this form of leadership encourages employees to rise above expectations. The commitment and passion of followers is created for the intention of achieving organizational goals and objectives, facilitating resourceful thinking along with follower's inspiration to willingly agree to challenging goals and objectives while simultaneously stimulating subordinates intellectually. They went even further to advice transformational leadership as a good choice for organizations that mean to be competitive successfully.

4.3.3 Democratic Leadership Style

The study findings in table 4.2 reveal that, 37(46.25%) of the respondents agreed that All employees are given the opportunity to participate, exchange ideas freely, discussions and consensus are encouraged in the decision-making process while the leader offer guidance and retains final responsibility. On the other hand, 46 (57.5%) of the respondents accept that, leader relies on ideas from all team members, consistently asks for feedback and are willing to make improvements to their ideas. On the other hand, democratic leadership approach postulates the element of developing conducive working environment through making employees be part of the larger organization, involved in decision making, and cultivating a goal-oriented mentality.

The study literature expressed mixed opinion regarding the impacts of democratic leadership on employee motivation, for example Bhatti et al. (2012) suggested that democratic leadership style focuses more on people and there is greater interaction

within the group. The leadership functions are shared with members of the group and the leader is more part of the team. Similarly, Jones et al. (2016) and Raelin (2012) indicated that the principles of democratic leadership is friendliness, helpfulness, and the encouragement of participation. In the same vein, McGregor and Cutcher-Gershenfeld (2006) described this leadership style as benevolent, participative, and believing in people; they equated democratic leader to the Theory Y manager which is associated with increased follower productivity, satisfaction, involvement, and commitment.

The study findings by Waite (2018) demonstrated that democratic leader relies on ideas from all team members to effect change. There are multiple strengths in this type of team. With more ideas comes a benefit of solutions that are outside the box. A weakness that must be addressed is that it may be hard for the leader to make decisions if the team has split decisions. Waite (2018) argument was supported by Lee (2020) who expressed that, the minority opinion is overridden and involvement of multiple people can lead to more communication gaps and confusion and take a longer time to come to a decision the unskilled or untrained group can result in more decision making (Lee, 2020).

4.4 Respondents Perception of the implemented Leadership Styles

This section examined the respondent's perception on existing leadership styles and employee's involvement in the organization.

4.4.1 Respondents Perception of the implemented Leadership Styles

The study findings show that majority of the respondents 31(38.75%) that perceived the current leadership in the organization is good, on the other hand 15(18.75%)

agreed that leadership is very good, on the other hand 16(20%) of the respondents indicated the current leadership is excellent. Nevertheless, 13(16.25%) whose perception was neutral, while 5(6.25%) who indicated they perceive badly the existing leadership.

4.4.2 Number of Strategic Meetings Held

The results findings illustrate the number of strategic meeting held in the organization. The findings show that, Majority 36(45%) of the respondents stated that most strategic meeting are conducted monthly, while 15(18.75%) indicated the meeting are held on the quarterly basis. On the other hand, 12(15%) stated the meeting are held weekly, and 11(13.75%) annually.

4.5 Employees Motivating Factors

The study literatures have tried to literate on how implemented leadership styles influence employee's motivation in the organization, findings show that the influence can either be positive or negative. This section has described factors that influence employee's motivation in the organization in concurrent with leadership styles.

4.5.1 Factors that Influence Employees Motivation

In this section, the study examined respondents view on what should be done by leadership in the organization in order to motivate staffs. Findings show that, 30(37.5%) of the respondents are highly influenced by salary increment, while 21(26.25%) state that they are influenced by rewards, 16(20%) show they are influenced by being given study sponsorship, while on the other hand 13(16.25%) indicated they are influenced by being issued by a loan.

4.5.2 Influence of Leadership Styles on Employees Motivation

The study examined the influence of leadership styles on employee's motivation in the organization. Findings revealed, employees value achievement as the drive force behind motivation for the staffs in the organization performance whose score was 21(26.25%), while recognition has a score of 18(22.5%), work itself has 16(20%) influence on motivation, advancement and responsibility each has a score of 13(16.26%) and 12(15%) respectively

The presently, numerous studies have been conducted on employee motivation and its influences on organizational and personal performance, different approaches that can be implemented by leaders to enhance employee output, and influence leaders on employee commitment and performance. Theoretically, employee motivation measures the commitment, creativity, and energy individuals bring into given tasks. Irrespective of organizational size or industry, employee motivation can have an incremental influence growth and performance of an organization.

4.6 Leadership Styles and Employee Motivation

This section illustrates the relationship between leadership styles in the organization in relation with employee's motivation. Three variables were examined they includes correlation coefficient, regression and analysis of variance (ANOVA)

4.6.1 Correlation Coefficient

The study findings in table 4.3 have examined the correlation coefficient to assess the relationship between leadership styles and employee motivation. The findings have highlighted the internal relationships of each variable. The assessment indicates

that all independent variables has a positive significance relationship with dependent variables. Where the highest positive relationship was observed through $r=0.801$ with motivation and transformational type of leadership followed by $r=0.619$ with motivation and democratic type of leadership.

Table.4.3 Correlation Test

| | | Motivation | Transformational | Democratic | Autocratic |
|---------------------|------------------|------------|------------------|------------|------------|
| Pearson Correlation | Motivation | 1.000 | | | |
| | Transformational | .801 | 1.000 | | |
| | Democratic | .619 | .651 | 1.000 | |
| | Autocratic | 0.598 | .675 | .659 | 1.000 |

Dependent variables: Employees Motivation

The study indicates, there was a positive, but weak relationship between employees motivation as a dependent variable with autocratic style of leadership as correlation coefficient value come as $r=.598$. Nevertheless, study finding show that, the overall relationship between independent variables with dependent variables was positive.

4.6.2 Multiple Regression Analysis

The study findings in table 4.4 are a regression analysis that demonstrates the relationship between independent variables, which are leadership styles and employee's motivation, which in this study are dependent variables. The multiple regression analysis in this study shows the relationship between different leadership styles (transformational, democratic and autocratic) relatives with employee's motivation. The study findings describe the way leadership style predicts employee motivation. The study findings in table 4.4 represents the adjusted R Square of .0136 for transformational leadership, that is being interpreted as transformational

leadership style being responsible for 13.6% of variation in employee motivation. The democratic leadership style accounts for 4.9% of variation in employee motivation with an adjusted R square figure of .049. While autocratic leadership style accounts for 1.2% of the variation of employee motivation which is connected with an adjusted R square of .012

Table 4.4: Regression Analysis

| Leadership Styles | R | R Square | Adjusted Square | Std. Error of the Estimate |
|-------------------|--------------------|----------|-----------------|----------------------------|
| Transformational | .381 ^a | .136 | .141 | .6293 |
| Democratic | .2360 ^a | .049 | .054 | .65351 |
| Autocratic | .126 ^a | .012 | .012 | .68126 |

- a. Predictors: (Constant), Transformational, Democratic and autocratic Leadership Styles
- b. Dependent variables: Employees Motivation

In order to interpret the study findings in table 4.4, the study conducted model coefficient of determination. Findings reveal the standardized Beta coefficient of .383, which implies that an employee is motivated positively by 38.3% when one unit of standard deviation of transformational leadership is added. On the other hand, findings revealed that, employee's motivation is affected by 23.7% when one unit of standard deviation of democratic leadership is added

The above findings have affirmed the earlier work by Gopal and Chowdhury (2014), who examined the impact of leadership styles on employee motivation, the study affirmed that the transformational leadership styles had a significant correlation with employee motivation. The study indicated that autocratic and Laissez-faire

leadership style had a negative co-relationship to employee motivation. The study further indicated transformational leadership increase the confidence and motivation for achieve the organizational goal, this should make employee more loyal. Nebiat and Asresash (2013) study at Jima University specialized hospital in the results indicated that, job satisfaction was more related to transformational leadership than to transactional leadership style also reveal that democratic leaders take great care to involve all members of the team.

Table 4.5 Model Coefficient

| Leadership Styles | Unstandardized Coefficient | | Standardized Coefficient | T | | Co-linearity Statistics | |
|---------------------------|----------------------------|----------------|--------------------------|------------------|----------------|-------------------------|-------|
| | B | Std Error | Beta | | | Tolerance | VIF |
| Constant Transformational | 2.210 0.471 | 0.089 0.349 | 0.383 | 6.037 6.012 | 0.000 0.000 | 1.000 | 1.000 |
| Constant Democratic | 3.089 .251 | .258 0.081 | .237 | 11.859 3.048 | .000 .003 | 1.000 | 1.000 |
| Constant Autocratic | 4.299 -.138 | .283 .091 | -.132 | 14.135 -1.559 | .000 .098 | 1.000 | 1.000 |

Dependent variables: Employees Motivation

The study findings in table 4.5 demonstrate autocratic leadership style has negative relationship with employee's motivation. According to the results, a standardized Beta coefficient of -0.132 ($p > 0.05$) which suggests that for every unit of standard deviation of an autocratic style of leadership, employee's motivation will have a decrease of 13.2%. The above findings have been supported by the Al Altheeb (2020) findings on the relationship of leadership style and motivation of employee's in Saudi Arabian Work Environment, whose results concluded an overall positive significance of leadership styles and motivation. The unique effects of each

Transformational style on motivation were found positive and significant. And that, the relationship between autocratic leadership style and motivation was found insignificant. Mwita (2017) investigated the influence of leadership styles on teacher's job satisfaction in Public Secondary Schools in Hai district, Tanzania. The study concluded that democratic leadership style was the dominant in predicting high teachers' job satisfaction while dictatorship predicted low teachers job satisfaction

Table 4.6: ANOVA

| Leadership Styles | Sum of Square | DF | Mean Square | F | Sig. |
|-------------------|---------------|-----|-------------|--------|-------------------|
| Regression | 69.789 | 4 | 16.902 | 62.011 | .000 ^a |
| Residual | 34.698 | 126 | .292 | | |
| Total | 104.487 | 131 | | | |

a. Predictors: (Constant), Transformational, Democratic, and autocratic leadership Styles

b. Dependent variables: Employees Motivation

The ANOVA table results are usually expressed as a common practice along with the findings of results given in model summary. The table 4.6 shows the results of ANOVA test and clearly indicates the significance value less than 0.05 level of significance. The overall difference value of regression is 4 and F-value is 62.011. The researcher can draw a conclusion that the predictors for the predicting variables all together such as leadership styles (autocratic, transformational, and democratic) have a significant impact on employee's motivation, while transformational and democratic leadership showing a positive impact, the autocratic leadership demonstrated a negative relationship on employee's motivation. This concurs with Hussein Mohamed Hagi et al (2017) research explored the leadership style and

employee motivation. They stated that when we want to improve performance of organisation, we want to improve the motivation given to employee. Hagi et al (2017) further revealed that, the successful leader have a different shape and size. The study also affirmed that, no single leadership style is best, and therefore there are many factors that contribute to a successful leader. The study further literate that, all leadership styles have positive or negative impact on the employee's motivation, satisfaction and performance. Other studies conducted on the impact of transformational leadership on job satisfaction and self-perceived performance of employees in Jordan, Greece, and Egypt showed significant relationships between transformational leadership style and job satisfaction (Belias &Koustelios, 2014; Metwally, 2014). The study has generally indicated that, the relationship between transformational leadership style and employees motivation was positive, strong, and significant, while the relationship between autocratic leadership style and employees motivation was strong, significant but negative.

CHAPTER FIVE

STUDY SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Overview

The purpose of this study was to examine the impact of leadership styles on the employee's motivation in the TRA, specifically. the study based on three objectives to identify the leadership styles implemented in TRA, to determine employee's response towards the implemented leadership styles in terms of motivation factors and to establish the relationship between the implemented leadership styles and employee's motivation. This chapter present the study summary, conclusion, recommendation including study implication and areas for further study.

5.1 Study Summary

The section below, has described study summary. The summary has been presented based on the three specific study objectives.

5.1.1 To identify the Leadership Styles Generally Implemented in TRA

The study findings have indicated that, leadership style is a significant factor which affects employee motivation at TRA. It was established that, the management use various leadership styles that depend upon staffs characteristics and organization objectives such as achieving targets in the revenue collection. The study identified three leadership styles that are commonly used at TRA, they include; Transformational, democratic and autocratic. These leadership styles have their own advantages and disadvantages.

5.1.2 To Determine Employee's Response towards the Implemented Leadership Styles

The study observed that employee's motivation depends on the various factors like leaders' skills, knowledge, situation, employee need. And that factors such as; salary increment, rewards, study sponsorship, and bank credits and achievement has direct influence on employee's motivation. The correlation coefficient has indicated a standardized Beta coefficient of .383, which implies that an employee is motivated positively by 38.3% when one unit of standard deviation of transformational leadership is added. This implies that, there were a very strong relationship between transformational leadership and employee's motivation. While, employees motivation is affected by 23.7% when one unit of standard deviation of democratic leadership is added.

The study findings demonstrate autocratic leadership style has negative relationship with employee's motivation. Accordingly, a standardized Beta coefficient of -.132 ($p > 0.05$) which suggests that for every unit of standard deviation of an autocratic style of leadership, employee's motivation will have a decrease of 13.2%. This analysis indicates that transformational leadership style has more influences on employee's motivation. The ANOVA table results are usually expressed as a common practice along with the findings of results given in model summary. The table 4.6 shows the results of ANOVA test and clearly indicates the significance value less than 0.05 level of significance. The overall difference value of regression is 4 and F-value is 62.011.

5.1.3 Relationship between the Adopted Leadership Styles and Employee's

Motivation

The study has indicated that, autocratic, transformational, and democratic leadership styles have significant impacts on employee's motivation, while transformational and democratic leadership showing a positive impacts, the autocratic leadership demonstrated a negative relationship on employees motivation. The study analysis has indicated that if leaders can corrective apply different leadership styles then, they will be able to improve employee's motivation.

The study further asserted that, majority of the work assignments in TRA commonly involves deliberations, and special decisions are conducted through formation of committees meeting (strategic meeting). These committees usually have the staffs sometimes from within the operational department or supportive departments as well depending on the expertise of the people who are to be considered appropriate to the committees, so all recommendations and the topic deliberated in the committees are usually forming the decisions. Under such work environment, the findings of autocratic leadership styles impact as insignificant (negative) on the motivation level are obvious and are understood.

5.2 Conclusion

Based on the study specific objectives, findings showed that transformational leadership style influences employee's motivation than any other leadership style. Autocratic leadership style showed weak positive relationship with democratic leadership style. On the other hand, the multiple correlation analysis showed that transformation leadership style has the positive and strong relationship with all

leadership styles. It was also found out that transformational leadership style can be used to bring the positive impact on employee performance as regards to executing defined duties, giving team input and achieving departmental goals. Hence in organizations in order to archive required positive results leaders need to show idealized influence, give inspirational motivation, entertain new ideas and leading with vision. These findings agree with transformational theory which identifies that leader's features of influencing others to positively perform trough giving inspirational motivation, entertaining new ideas and leading with vision (Murphy &Drodge, 2004).Thus, leaders who intend to derive the best out of their employees should try and exhibit characteristics related to transformational style and then followed by democratic leadership styles while avoiding exhibiting characteristics related to autocratic leadership styles.

5.3 Recommendation

The recommendations are based on the respondent's views on what should be done by leaders to motivate workers for good performance in the organization.

5.3.1 Study Recommendation

The study has revealed, any organization has a set of goals and objectives they wish to achieve and in order to attain that, the management need to exhibit characteristics of leadership that will bring out the best in their employees. What this study has shown us is the different ways employees react to different types of leadership styles in the way they perform their duties.

Based on the results analysis, the researcher recommends that transformational leadership is the most suitable form of leadership styles to be exhibited by leaders

due to the fact that the employees responded more favorably to transformational leadership style compared to democratic and autocratic leadership styles

Leaders should be vigilante and pay attention to the factors that affect the performance of the employees and exploit it to help in the completion of departmental or organizational goals.

Leaders should also motivate the resilience and creativity in his employees so that innovation within the organization comes easily. Exhibiting more of the characteristics of a transformational leader, especially the idealized influence trait of a transformational leader, leaders should look beyond their own self-interest and connect to their employees by promoting their faith in them and this would in turn surely increase employee motivation.

The exhibition of autocratic style of leadership as the results from this study show negatively impacts the performance of employees and therefore should not be employed by leaders who intend to bring the best out of their employees.

The best leaders anticipate and predict to the best of their ability to avoid not reaching certain organizational goals and objectives. Also, employees tend to look forward to the rewards they will be getting for the work they have done and they tend to do no more than is needed to achieve the minimum objective or quota.

The organization can develop certain training programs for supervisors and managers in order to make them better leaders and this in turn will definitely lead to much more productivity and quality of performance from the employees. The organization can also involve the employees in decision making and provide training for employees on the basis of teamwork.

The organization should improve good working environment, including office premise and equipments such as printers, laptops, improve staves' remunerations such as payment of extra duties and overtimes.

Implement training policy for carrier development. This should include continuous capacity building such as on-job training, seminars and enhancing staffs welfare.

The leaders should engage staffs on active decision making and planning processes.

This should include enhancing transparency and engaging staffs on decisions.

Leaders should always give appreciation and recognition to staffs for the job well done, this should include providing moral support to employees and giving reward based on good performance.

Leaders should consider long experienced workers who are competent to be motivated through upgrading. Appreciation for good works and promotes career advancement. Equal treatment between employees and recognizing employees contribution

5.3.2 Study Implication

The results of this study have indicated that effective leadership skills have a positive impact on the employees levels of motivation, it enhances efficiency and productivity of employee and improves job satisfaction, especially at enhancing organization settings and performance. It is significance, that organizations can develop certain training programs to develop leadership skills especially for managers who have a big span of control. Even mentoring programs, sessions by executive coaches help senior leaders improve their skills. Based on this study it could be said that leadership could become an important factor in motivating

employees in the organization. Thus the management of organization must focus their attention to motivate employees to get higher employee performance and higher organizational performance.

5.4 Area for Further Study

The researcher is of the opinion that autocratic, transformational and democratic leadership styles examined by this study are not the only leadership styles adopted in workplaces, there are dozens of leadership styles. Similarly, this study covered Public sector, specifically tax administration context, however, the public sector is wide and spreads to various sectors such as education, health, finance, railway, telecommunication and banking among others. This study is therefore not exhaustive. Further studies should therefore be extended to other leadership styles and other sectors in the public sector in order to acquire comprehensive conclusions on the influence of leadership styles on employee motivation. Nevertheless, further study can also focus on assessing the impacts of leadership styles on Employee Performance; the influences of leadership styles on employees' job satisfaction.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent,

Ms Beatrice C. Marango is requesting you to participate in a study titled the impact of leadership styles on employee motivation in Tanzania - The case of the Tanzania Revenue Authority (TRA). The study is conducted in partial fulfilment for the award of Masters of Business Administration Leadership and Governance of the Open University of Tanzania. The following questionnaire consists of three parts, the first part includes the respondent's demographic information, the second part includes questions about implemented leadership styles and the third parts include questions about employee motivation. I kindly request you to take some time to complete. The findings from this study will be based on group data not refer to individual participants and may provide insightful recommendations on employee motivation in TRA, therefore your honest feedback will be appreciated and is important to ensure objectivity in the study. Please be assured that high level of confidentiality will be observed therefore the information you provide will be used for the purpose of this study only. In case of clarification please feel free to contact me. Thank you in advance for your kind support. Please note that your name is not required.

Best Regards

Appendix II: Questionnaire

INTRODUCTION

The purpose of this questionnaire is to collect data that will allow the researcher to examine the impact of leadership styles on employee motivation in Tanzania - The case of the Tanzania Revenue Authority (TRA). I kindly request you to participate in the study, please respond to this questionnaire consisted of three parts by filling out all relevant sections, your honest feedback is important to ensure objectivity of the study. The information you provide will be used for the purpose of this study only and kept confidential. In case of clarification, please contact the researcher through phone +255 754299575

PART A: DEMOGRAPHIC INFORMATION

Please Tick (√) where appropriate

A1. Gender

| | |
|----------|------------|
| (A) Male | (B) Female |
| | |

A2. Age

| | | |
|-----------------|-----------------|--------------------|
| (A) 18-30 Years | (B) 31-50 Years | (C) Above 51 Years |
| | | |

A3. Level of Education

| | | | |
|-------------|---------------------|--------------------------|-----------------------|
| (A) Diploma | (B) Bachelor Degree | (C) Postgraduate Diploma | (D) Masters and Above |
| | | | |

A4. Work experience

| | | |
|-----------------------|-------------------|--------------------|
| (A) Less than 5 Years | (B) 6 to 10 Years | (C) Above 10 Years |
| | | |

A5. Current Position

| | | | |
|-----------------|-------------|--------------------|------------------------|
| (A) Non Officer | (B) Officer | (C) Senior Officer | (D) Principal or Above |
| | | | |

A6. Department

| | |
|------------------------|---------------------------|
| (A) Support Department | (B) Operations Department |
| | |

**PART B: THE GENERAL EMPLOYEE'S PERCEPTION OF THE
IMPLEMENTED LEADERSHIP STYLE**

This segment intended at identifying type of leadership styles implemented at TRA, You are requested to indicate your level of agreement with a tick (√) using the following ratings: 1- Strongly Disagree (SD) 2- Disagree (D) 3- Neutral (N) 4-Agree (A) 5- Strongly Agree (SA) practice adopted

| Leadership style attributes | | SD | D | N | A | SA |
|--|--|----|---|---|---|----|
| B-1 : AUTOCRATIC LEADERSHIP | | | | | | |
| B-1A | Your leader makes decisions either alone or with a small trusted group of employees, accept little inputs and is rarely advised. | | | | | |
| B-1B | Your leader is promoting employee productivity through delegation and provide clear and direct communication | | | | | |
| B-2 : TRANSFORMATIONAL LEADERSHIP | | | | | | |
| B-2A | Your Leader is continuously transforming and improving upon the organization's conventions by constantly pushing employees outside of their comfort zone of basic set of tasks and goals. | | | | | |
| B-2B | Your leader focuses on performance, encourages and value teamwork and Inspiring employees to achieve their goals which increases employee morale and retention. | | | | | |
| B-3: DEMOCRATIC LEADERSHIP | | | | | | |
| B-3A | All employees are given the opportunity to participate, exchange ideas freely, discussions and consensus are encouraged in the decision-making process while the leader offer guidance and retains final responsibility. | | | | | |
| B-3B | Your leader relies on ideas from all team members, consistently asks for feedback and are willing to make improvements to their ideas | | | | | |

1. Among the three types of leadership styles, which one is practiced by your leaders. Please tick in the box that represents your appropriate view:

i. Autocratic leadership style. []

ii. Transformation leadership style. []

iii. Democratic leadership style. []

PART C: THE GENERAL EMPLOYEE'S RESPONSE TO IMPLEMENTED LEADERSHIP STYLE IN RELATION TO EMPLOYEE MOTIVATION

You are requested to indicate your level of agreement with a tick (√) using the following ratings: 1- Strongly Disagree (SD) 2- Disagree (D) 3- Neutral (N) 4-Agree (A) 5- Strongly Agree (SA)

| Employees motivation measures | | SD | D | N | A | SA |
|--------------------------------------|---|-----------|----------|----------|----------|-----------|
| C-1A | Are you satisfied with the leadership styles implemented in your organization? | | | | | |
| C-1B | Do you consider the implemented leadership styles are effective enough to facilitate employee good performance? | | | | | |
| C-1C | Your job motivation level is increased when you are recognized and appreciated for your contribution to the organization. | | | | | |
| C-1D | The implemented leadership styles have an influence on your job productivity and degree of motivation at work. | | | | | |
| C-1E | The attitude of your leaders give you a sense of identity and belonging to the organization. | | | | | |
| C-1F | Your leader is sensitive to your needs when making job related decisions. | | | | | |
| C-1G | There is a career development plans and coaching programs that enhance personal skills and learning. | | | | | |
| C-1H | Your leader encourages personal ideas, imagination and creativity | | | | | |
| C-1I | Leaders encourage employees to openly approach issues, grievances without fear of any negative consequences. | | | | | |
| C-1J | leaders cares about my personal life hence encourages work-life balance. | | | | | |

1. How do you perceive the existing leadership styles a) bad () b) Good () c) Neither bad nor good () d) Very good () e) Excellent ()

2. How often are you involved in meetings with your leader for either strategies formation or reporting performance? a) Weekly () b) Monthly () c) Quarterly () d) Annually () e) No meeting ()

3. In your own view, what should be done by your leaders in order to motivate you to work effectively for your organisation?.....
.....
.....

4. What is giving you motivation among the following aspects work itself, achievement, recognition, advancement, responsibility. Why?.....
.....
.....

5. What is your comment on the relationship between the implemented leadership styles and employee motivation
.....
.....
.....

Thank you very much for your precious time and cooperation.

Appendix III: Research Time Schedule

| Activities | Period (Months) | | | | | | | | | | | | | | |
|--------------------------------|-----------------|---|---|----|----|----|-----------|---|---|---|---|---|---|----|----|
| | Year 2021 | | | | | | Year 2022 | | | | | | | | |
| | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 6 | 7 | 8 | 9 | 10 | 11 |
| Concept Note | | | | | | | | | | | | | | | |
| Literature search | | | | | | | | | | | | | | | |
| Literature review | | | | | | | | | | | | | | | |
| Writing Chapter one | | | | | | | | | | | | | | | |
| Writing Chapter two | | | | | | | | | | | | | | | |
| Writing Chapter three | | | | | | | | | | | | | | | |
| Prepared Questionnaires | | | | | | | | | | | | | | | |
| Completed Research proposal | | | | | | | | | | | | | | | |
| Submit Research proposal | | | | | | | | | | | | | | | |
| Editing and re submit proposal | | | | | | | | | | | | | | | |
| Data Collection | | | | | | | | | | | | | | | |
| Data analysis | | | | | | | | | | | | | | | |
| Research writing | | | | | | | | | | | | | | | |
| Submission of research | | | | | | | | | | | | | | | |
| Editing and re submit research | | | | | | | | | | | | | | | |

Appendix IV: Research Budget

| S/no | Activity | Description | Cost (TZS) |
|-------------|------------------------|--|---------------------|
| 1 | Material and supplies | Papers for printing concept note, all versions of proposal and dissertation | 300,000,00 |
| 2 | Consultation fee | Consultation for proof reading | 500,000,00 |
| 3 | Communication expenses | To communicate with supervisor and the respondents | 200,000,00 |
| 4 | Internet costs | To find study materials, to send and receive documents to supervisor also send and receive online questionnaires | 200,000.00 |
| 5 | Miscellaneous | Emergency cost | 300,000.00 |
| | Total Costs | | 1,500,000.00 |
| | | | |

Research Clearance Form

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
 Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2668992/2668445
 ext.2101
 Fax: 255-22-2668759
 E-mail: dpgs@out.ac.tz

Our Ref: PG201900964

02nd June 2022

Tanzania Revenue Authority (TRA),
 P.O Box 11491,

DAR ES SALAAM.

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 Charter, the Open University of Tanzania 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 **Ms. MARANGO, Beatrice Chitegetse, Reg No: PG201900964** pursuing **Master of Business Administration (MBA)**. We here by grant this clearance to conduct a research titled **“The Impact of leadership styles on employee motivation in Tanzania: The Case of the Tanzania Revenue Authority (TRA)”** She will collect her data at your office from 03rd June 2022 to 30th August 2022.

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,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.



TANZANIA REVENUE AUTHORITY

GA.435/510/01/85

3rd June, 2022

Director of Postgraduate Studies,
The Open University of Tanzania,
P.O Box 23409,
DAR ES SALAAM

RE: DATA COLLECTION FOR ACADEMIC RESEARCH

Please refer to your letter dated 02nd June, 2022 with reference number PG201900964 regarding a request to collect data for a research study.

We wish to inform you that approval has been granted for your student **Ms. Marango Beatrice Chitegetse** to collect data at the Tanzania Revenue Authority concerning "The Impact of Leadership styles on employee motivation in Tanzania" as per your request

Kindly inform her to report to the Manager Recruitment, Compensation and Benefit for the required data with effect from 03rd June, 2022 to 30th August, 2022.

Wishing her all the best

Irene Cidosa

For: COMMISSIONER GENERAL

C.C: Manager Recruitment, Compensation and Benefits
DAR ES SALAAM

ISO 9001 : 2015 Certified

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