

**INVESTIGATION OF THE ROLE OF LEADERSHIP ON EMPLOYEE  
PERFORMANCE IN TANZANIA: A CASE OF GOVERNMENT AND  
PRIVATE ORGANIZATIONS IN MOSHI MUNICIPALITY**

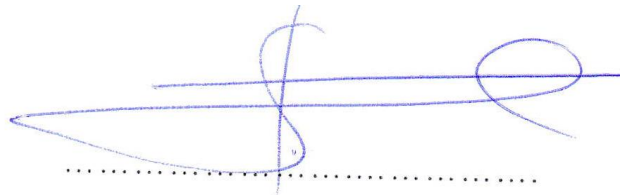
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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**2023**

**CERTIFICATION**

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled; **Investigation of the Role of Leadership on Employee Performance in Tanzania: A Case of Government and Private Organizations in Moshi Municipality**” in partial fulfilment of the Requirements of Master Degree of Human Resources Management (MHRM).



Dr. Salvio Macha  
(Supervisor)

12/10/2023

.....

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**DECLARATION**

I, **Emmanuel C. Yohana**, declare that, the work presented in this dissertation is my own original work and that it has not been presented to any other Universities or institution for a similar or any other degree award. It is in this regard that I declare this work is originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Human Resources Management (MHRM).

.....

Signature

.....

Date

**DEDICATION**

This work is dedicated to my family whose presence in my life creates desire to work harder and pursue higher studies. This work is also dedicated to stakeholders who deal with the Human resources management.

## **ACKNOWLEDGEMENT**

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## ABSTRACT

Companies try to search great employee and leaders that can lead to success. Leadership is key to good performance meanwhile it coordinates both utilization of human and other resources in the organization. The study used a cross section descriptive survey research to allow the use of both qualitative and quantitative design conducted in conducted in Moshi municipality. Total of 170 participants used in analysis. The findings depicted that leadership supporting and allowing work free, staffs promotion, team work, follow up, encouraging employee, directing and organizing daily activities has an effect to employee. Also, study found leader maintaining discipline, solving conflict issues, setting goals and providing materials supports, having positive interaction with employee has increased level of engagement, relationship building and increases performance. Furthermore, the study found, organizational rewarding system, evaluation, having strategic plan that give free time of workers to participate in activities comfortably and collaboration with others to execute defined duties definitely influence employee performance. The study concludes that leaders should focus on roles that best fit on vision of the organization and guide employee to work equally. The use of vision and cultural always should focus on performance. Any good approach of leadership will be accepted depending on which language best the employee in certain institution because factors that influence performance has no guide but vary according to employees' deeds and personal background behaviour.

**Keywords:** *Leadership, Performance, Employee, Organization.*

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## **LIST OF ABBREVIATIONS**

CEO	Senior executive Office
DSM	Dar es Salaam
M & E	Monitoring and Evaluation
SD	Standard Deviation
SPSS	Statistical Package for Social Science
NSSF	National Social Security Fund

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter covers the background to the study, statement of the research problem, research objectives, research questions, justification of the study, scope and delimitation and organization of the proposal.

#### **1.2 Background to the Study**

Leadership is a special type of influential activity(Babatunde, 2015). In Organizations, leadership is a managerial activity for the purpose of directing the employees in one immediate chain of command toward the accomplishment of work (Bhatti, *et al.*, 2012). Companies to search great employee and leaders that can lead to success (Basit, Sebastian & Hassan, 2017). Leadership is key to good performance meanwhile it coordinates both utilization of human and other resources in the organization(Nawoseing & Roussel, 2017; Iqbal, Anwar & Haider, 2015). Good leader motivates employees and motivated employees increase job performance and organization commitment but also goes beyond the job necessities thus increasing the organization's general performance and making it more profitable (Nawoseing & Roussel, 2017). Performance is measured as profitability, sales growth, market share, and competitive status (Achua & Lussier, 2013).

Prosperous organizations struggle to discover a great degree of assurance, collaboration, employee performance, satisfaction, communication and levels of influence among its leader and other staff so that they would be more incentivized towards their work responsibilities and attaining overall organizational objectives

(Bhatti, *et al.*, 2012). In current days, endless efforts have been put out by investigators to identify how best leaders operate (Basit *et al.*, 2017). Hence the study base on investigation of the role of leadership on employee performance in Tanzania". This help organizations to know about the elements/ roles of leader that influence employee performance.

Productivity to be reality in an organization there should be high employee's performance which solely depends on leadership role and good relationship (Babatunde, 2015). Also, the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts (Javed, Balouch, & Hassan, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). It is simply influencing people to struggle freely towards the achievement of goal line (Igbaekemen, 2014). Leadership has played an important role since the dawn of history of mankind (Skoogh 2014). The fact is that, effective leadership role might encourage excellence in the development of the members of the organization (Hurduzue, 2015). Incurrent days determining the connection between employees' performance and productivity, is the symbol of the organization goals and objectives but depend much on how leadership is responsible (Babatunde, 2015).

Job satisfaction or lack of it pivots on a productive, accomplishing, relationship between staff and management and can lead to employee performance. Ultimately, people in the market may suffer the most when this vital success factor is lacking in an organization (Javed, *et al.*, 2014). Most of the organizations in the world conduct surveys and interviews to know about the satisfaction level of employees which is



basically base on the role of the leader (Boehm, Dwertmann, Bruch & Shamir, 2015). The same views managers usually adjust their leadership performance to accomplish the mission of the organization that could influence the employees' performance (Nawoseing & Roussel, 2017).

Organizational culture is described as the shared ideals, beliefs, or perceptions held by employees within an organization (Celestine, 2015). This reflects the values, beliefs and behavioral norms that are used by employees in an organization to give meaning to the situations that they come across, it can influence the attitudes and behavior of the staff on working efficiency to bring impact on job performance (Babatunde, 2015). Understanding the organization's core values on how to role the employee can prevent possible internal conflict (Basit, Sebastian, & Hassan, 2017).

In management fields, organizational culture involves the functionalist perspective, providing impressive evidence of the role of organizational leadership in improving performance (Shafie, *et al.*, 2013). The generality of an organizational requires that management recognize its supporting dimensions and its impact on employee-related variables, such as job performance satisfaction and organizational commitment (Alghazo & Al-Anazi, 2016). A motivated workforce is crucial for the success of an organization (Mayhew, 2013)

The current global economy is constantly driven by innovation, performance and profitability (Lawal & Osifo, 2018). Due to globalization, companies are changing their structure in order to compete in the bigger global stadium (Bushra, Ahmad &

Asvir, 2011). Also, globally numerous organizations fight to improve performance for the persistence of meeting the requirements of the customer for outstanding in the commercial marketplace (Karamat, 2013; Longe, 2014). A number of studies have discussed the impact of leadership on employee performance (Wang, Tsui & Xin, 2010). Leaders task related behaviour is directly related to organizational performance (Wang, Courtright & Colbert, 2011).

The main drivers of organizations are usually employees, they give lifecycle to the organizations and provide goals attainability (Shafie, et al., 2013; Chan, 2010). Subsequently leadership is a key factor for improving the performance of many if not all organizations and the achievement or disappointment of an organization depends on the efficiency of leadership at all levels (Sundi, 2013). The role of leadership provided are likely to influence others in attaining organizational goals and increase employee's performance (Celestine A, 2015). Also, leadership on human beings is apparently the major asset of any in organizations (Shafie, *et al.*, 2013). Active organizations require active leadership and that employee performance together with organizational performance can increase more times (Tsigu & Rao, 2015). Role of leadership always provide workers with direction and emotional satisfaction on job because in fact, leadership is very serious for all organizations in realizing their set objectives from performance (Celestine, 2015; Bizhan, et al., 2013).

There are different studies conducted on leadership effects on employee performance. According to Rasool, *et al.*, (2015) leadership role affects employee performance. Leaders play essential role in accomplishment of goals and increase

employee's performance due to job satisfaction (Paracha et al., 2012). Leadership is the most used by managers industry in arguing high perceived yields results (Gimuguni, *et al.*, 2014). Employee performance and leadership styles positively related (Aboshaiqah, *et al.*, 2014). In India Pradeep and Prabhu (2011) significant positive relationship between leadership styles and employee performances (Durga, Pradeep & Prabhu, 2011). As far as vision is concerned, the emphasis of this study is to discover the main factors that help to create the concern of employees towards performance. So, this study will help organizations to better understand about the role of leadership on employee performance.

### **1.3 Statement of the Problem**

Management is the manner of providing direction, implementing strategies and motivating individuals towards the attainment of the desired objectives (Khan & Nawaz, 2016). Leadership involves several varieties. Thus, it is difficult to choose the specific type of leadership and mention that it suits all the contexts. In other words, it is impossible to say specific type of leadership is considered as the most desirable. Effective leaders should be able to motivate their assistants. How can leaders use vision, empowerment, culture, and ethics to increase employee performance as the main subject of this study (Mayhew, 2013).

The selection of the right type of leadership depends on the context and situation. The study assessed the role of leadership on employee performance. This sought to get possible outcome and determine leadership style that will bring positive impact in an organization. Leadership styles or role are simulated in attitudes and behaviors, in turn are the outcome of complex interactions between the way individuals think

and feel that encourage employee performance (Khan & Nawaz, 2016). Leadership slightly has a great influence to organizational performance and employee job satisfaction (Machumu & Kaitila, 2014). It is clearly playing a significant role on employee performance (Redman & Snape, 2010).

In any organization the leader can use different role wishes to have a positive result or to influence the employee. Also, employee performance can be affected by many factors 'including cultural behaviour, salary, training, position and motivation and other influential assets (Kim, 2014). Different organizations do not point organizational problems particularly poor performance to poor leadership (Mutsostso & Wanyama, 2010).

Different reviews suggested or used specific type of leadership that can influence employee performance. Empirical reviews such as Tsai, (2011) based on relationship between Organizational Culture and Leadership Behavior. Basit, *et al.*, (2017) sided on democratic leadership style, laissez-faire leadership style and autocratic leadership. Nawoseing & Roussel, (2017) revealed no perfect leadership style. Babatunde, (2015), Celestine, (2015) and (Mwombeki, 2018) studied Leadership Style, Situational Leadership, Leadership Style, Value and Beliefs impacts on Performance in an Organization. Khan believed transformation and transaction. Lawal & Osifo, (2018) autocratic, democratic and transaction. Due to inconclusive on which role to be used most, also, literatures studied variety of leadership style, hence this study aims to fill the gap of knowledge without basing to any leadership style by investigating the role of leadership on employee performance in Tanzania.

## **1.4 Research Objectives**

The study was guided by one general research objective and four specific research objectives described hereunder.

### **1.4.1 General Objective**

The overall objective of the study was to examine the role of leadership on employee performance in Tanzania.

### **1.4.2 Specific Research Objectives**

- i. To assess effect of vision, empowerment, culture, and ethics on employee performance
- ii. To determine how training, working condition, inspirational and leadership management influence employee performance.
- iii. To examine the challenges facing leadership to enhance employee performance

## **1.5 Research Questions**

- i. How vision, empowerment, culture, and ethics affect employee performance?
- ii. How training, working condition, inspirational and leadership management influence employee performance?
- iii. What are the challenges facing leadership in enhancing employee performance?

## **1.6 Significance of the Study**

This study undertaken to advance the role of leadership on employee performance so as to build awareness in various human resource management issues in Tanzania that

provide greater efficiency to the institution. Understanding these matters and how they affect the productivity then institution can supplement human resource management to be proactive and advantageous.

## **1.7 Scope and Delimitation of the Study**

### **1.7.1 Scope**

The study used six private and government organization where leaders and workers were selected.

### **1.7.2 Delimitation**

The study undertaken in Moshi Kilimanjaro. It was delimited in Moshi because there is different organization enough to fulfill the target of the study. Also, research is about time and financial resources hence there is a need to draw a boundary.

## **1.8 Organization of the Study**

This study organized in five chapters: Introduction, Literature review, research methodology, Data analysis, presentations, and interpretations, summary, conclusion and recommendations. First chapter: provided the overview of the study problem covering; the background of the study; statement of the problem; study objectives, research questions, significance of the study, scope and delimitation and study organization. Second chapter covered: Key terms definition, theoretical review, and practical empirical literatures related to the study objectives, knowledge gap and conceptual framework.

Third chapter addressed: The research methodology including the research design, the target population, sampling techniques and sample size, data collection methods

and tools, validity and reliability of research instruments used and data analysis techniques. Chapter four and five followed in report: It also contained a cover page and preliminary pages containing declaration, dedication, acknowledgement, table of contents, list of tables, list of figures, list of abbreviations and abstract. Then finally the attachment followed at the bottom page including the tools.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focused on discussing the relevance of the study in the existing literature that is what other scholars have written in relation to the topic under investigation: The role of leadership on performance of employees in the Tanzania. The chapter presented under subtitles; the first part covers definition of key terms, second the theoretical review, third part covers empirical analysis of relevant studies (summary of the literature review), fourth part covers research gap and the final part covers the conceptual framework that is pictorial presentation of the variable under the study and their relationship.

#### **2.2 Definition of Key Terms**

Many existing studies in the world reveals the survival of inconsistencies results towards leadership role and organizational performance (Babatunde, 2015). This study has defined different key variables basing on different scholars. The study considered the definitions as the key variable in generating the required information towards the study problem. In today's society, flow of life depends on effective leadership in several aspects such as; organizations development, survival of community, work function and effective performance. Organizations have been established to address social needs and group activities.

##### **2.2.1 Organizational Performance**

Organizational performance; means the “transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about



the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness) (Robbins, 2005). Organizational performance focuses on the quality performance and operational Performance of the firm. Furthermore, the variable organizational performance has the items relating to customer satisfaction, employee morale, productivity, quality of output and delivery performance (Odumeru & Ogbonna, 2013). Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that influence their attitudes and behavior.

### **2.2.2 Leadership**

The term leadership can be defined as the exercise of influence in a social situation (Babatunde, 2015; Sundi, 2013). Leadership base on qualities to the leader (influencer). Leader is one who empowers others to be leaders (Maxwell, 2002). Leadership is influential processes which distinguish a leader by their actions, and also encourage a group of people to move towards a common or shared goal (Babatunde, 2015; Armstrong, 2005). Leaders are leaders because other people view them as such (Babatunde, 2015). Leadership has been described as a process of persuasion where the leader (or team of leaders) act as an example for a group in order to motivate and induce the group to pursue the objectives of the leader and the organization (Memon, 2014; Darling & Leffel, 2010).

According to Babatunde, (2015) it is important to realize the culture of working environment. Based from Kumar (2014) leadership is defined as a process by which a person influences other to accomplish an objective and directs the organization in a

way that makes it more cohesive and coherent. Leaders are accountable for the performance of their organization or the success of the government, which is dependent on employee's productivity (Celestine, 2015). The role of leadership in management is largely determined by organizational culture of the company (Mehmood & Arif, 2011). Hence Leaders must work organised with subordinates/employees to achieve better performance (Sudi,2013).

### **2.2.3 Employee Performance**

For any organization, the main goal is to increase job performance of its personnel so that it could survive highly viable situation. Performance is vital criterion that determines organizational successes or failures. According to Prasetya and Kato (2011) performance is the attained outcomes of actions with skills of employees who perform in some situation. Also, Pattanayak (2005), explained performance of an employee based on resultant performance on a task which can be practical and evaluated. Pattanayak added more that the term, employee performance is the contribution made by an individual in the achievement of organizational goals. Hence employee performance is simply the outcome of patterns of action carried out to satisfy an objective according to some values.

### **2.2.4 Performance**

In any business organization, performance is measured in terms profitability, sales growth, market share, and competitive status (Achua & Lussier, 2013). Sometimes is considered in expansion and increase number of buyers for the commodities produced.

## **2.3 Theoretical Review**

### **2.3.1 Behavioral and Traits Theory**

The earliest theories of leadership in the 1940's by Stogdill's which assumes that great leaders are born with distinguished personality traits that make them better suited for leadership and make them different from other people. Years later, Stogdill's (1948) conducted a survey of the leadership literature came up with the most comprehensive list of traits. Stogdill's observed that leadership situations vary significantly and place different demands on leaders, destroyed trait theory, leading to the appearance of situational and behavioral.

Behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation. Behavior theories examined whether the leader is task oriented, people oriented, or both. This means leader should base on one side or favour one group of people but should be genuine to both the group.

**Strength of the Theory:** The theory explained the leader to have good personal traits, being unique in form of management, guiding and advising the employee.

**Weakness of the Theory:** It is not always true that leaders born with character and are different from others. Traits and some other personal behaviours in characteristics learnt from the environment.

**Relevance of the Theory:** People can learn to convert to leaders through teaching, observation and experience that finally can have better role on employee job

performance. It is more relevance to the current study because, the theory examines whether the leader is people-oriented task. This help to educate leader to experience both characteristics on how to handle employee in the organization through empowerment, use of vision that create good working environment, finally will enhance employee performance. Also, the theory justifies the thought which best factor can influence employee performance as well as identify what are the challenges facing leader to enhance employee performance.

### **2.3.2 Expectance Theory Vroom (1964)**

The theory was developed by Vroom (1964). It is generally accepted as the leading theory of motivation and influential. It has become an important basis for explaining what motivates people to work and bring an impact to an institution. As expectance theory focuses on how motivation affects performance, it assumes that behavior is directed toward pleasure and away from pain. That is to say for an effective working of an employee, good management is needed with motives because behaviors are directed to be away from pain and attractive to pleasure.

**Strength of the Theory:** This theory it is used to inform an organization management that good performance of employees does not happens naturally but it is made specifically through rewards as well as good role of the leader. Good role of leadership does not end on motivating people or influencing employee to work also fuel even their performance. Therefore, any organization can not realize the employees' performance if it cannot work to change an individual behavior which directed to work toward pleasure but away from pain (Brophy, 2011).

**Weakness of the Theory:** Expectancy theory is limited to motivation as the only way to maximize the employees' performance and ignored other influence such as leadership behavior of an organization. Also, the theory does not tell us other working motives, rewards and control system how it functions to influence performance. Also, the theory failed to explain the criterion to be used to motivate an employee. Moreover, the theory assumes that all employees have common expectation of getting good performance to be motivated, but in fact employees have heterogeneous characteristics that motivate performance; therefore, the needs always tend to be differently.

**Relevance of the Theory to the Study:** The theory is relevance to this study since it helps the leader in different organization to ensure that the employee work with pleasure but free from pain as the worker performs better through motivation and this led to increase in performance. Through explaining motivation to employee, means that the theory shows if hard workers are motivated can help to inspire the lazy workers to improve their performance. Also, the theory helps to make aware the leader that people they like pleasure, so once they create good conducive working environment automatic the efficiency of working tend to increase.

Therefore, theory enables the leaders to be motivational, use ethical manner, working culture and attracts employees to improve their working performance. Furthermore, guide employee not to base on one notion like motivation or rewards can encourage employee to increase performance but identifying other factors as well noting the barrier to employee performance.

## **2.4 Empirical Literature Review**

In china inductive approach was done to explore the links between CEO leadership behaviors, firm performance and employees' attitude. The structural equation modelling analysis was used with sample size of 739 middle managers and supervisors (top managers) from 125 firms. The study first inductively identified categories of CEO leadership behaviors. Through a factor analysis, then developed a six-dimension measure of CEO leadership behaviors, with three dimensions focused on tasks and three dimensions focused on relationships. The study portrayed that CEO's task-focused behaviors were directly linked to firm performance. It was observed CEO's relationship-focused behaviors related to employees' attitudes that encouraged organization performance (Wang, Tsui & Xin, 2011).

A survey done in Malaysia recruited 115 respondents using simple random probability sampling technique. A self-rating scale questionnaire was developed using past literature. The study aimed to examine the leadership influence on employee job performance. The finding showed that only supportive and transformational leadership behaviour positively and significantly influences employee performance at workplace. Moreover, it was found leadership behaviour such as servant, participative and transactional leadership behaviours are not significant in influencing employee performance (Lor & Hassan, 2017).

Another quantitative study conducted in Malaysia sampled 100 participants from one private organization using convenience sampling technique. The study aimed to determine the impact of leadership style on employee performance where a five-point Likert scale questionnaire was designed. The findings showed that democratic

leadership style followed by laissez-faire leadership style and autocratic leadership style were most significant associated with employee performance. Democratic leadership style showed highest mean value of 3.78 ( $\pm$  SD of 0.81), laissez-faire leadership style scores the second highest mean and standard deviation value of 3.42  $\pm$  0.59 and autocratic leadership style reported lowest mean value  $\pm$ SD of 3.404  $\pm$  0.73 and standard deviation value indicating that autocratic leadership style is poorly correlated with employee performance(Basit, *et al.*, 2017).

A cross-sectional study undertaken in Taiwan focused on hospital nurses. The study based on relationship between organizational culture, leadership behaviors and job satisfaction. A structured questionnaire distributed to 300 participants but 200 valid questionnaires were returned. The study was found organizational cultures were significantly (positively) correlated with leadership behaviors and job satisfaction. Also, leadership behaviors were significantly (positively) correlated with job satisfaction (Nawoseing & Roussel, 2017). The previous study considered organization culture and leadership behaviour on jobs atisfaction but there are different factors that can motivate employee so satisfy as this study sought to consider factors that influence employee performance.

The descriptive survey research design done in Kenya used 375 sample size to determine factors that influence performance of the employees. The study used stratified random sampling with regards to lower-level management, middle level and top-level management then random sampling were applied. The information obtained through questionnaires. The study results confirmed there is significant association between compensation leadership style, working conditions, employee

training and development that finally observed to improve employee performance (Chebet, 2015). Hence this study will base on the role of leadership on employee performance.

Another study in Kenya a descriptive survey design was adopted in conducting the study which sampled 384 employees through stratified sampling techniques from hospitals. The study aimed to assess the role of leadership on organizational performance among health workers. Questionnaires and interview guides were used for data collection. The study showed that leadership influences the relationship between employee participation and organizational performance. Findings of the current study showed a poor relationship between leaders and the employees but in general, leadership observed to influence employee performance in the health sector(Kuria, Namusonge, & Iravo, 2016).

A mixed method and an exploratory survey design were done in Turkana to explore the relationship between the leadership styles and employee performance. Questionnaires used to collect information from 344 respondents sampled randomly from the population of 599 county employees, including senior managers and Technical Staff. The study revealed that no perfect leadership style but the following leadership styles inclined employee's performance; 50% affiliative leadership, 52.2% authoritative leadership style employee's performance (Nawoseing & Roussel, 2017). Since the previous study was found no perfect leadership style, this study will consider the effect or culture, leadership vision, empowerment and ethics how it influences employee performance.



A cross section descriptive survey research was done to sample size of 300 administered with questionnaires. The study aimed to investigate autocratic, transformational, transactional and laissez-faire leadership styles on performance of employees. Study revealed transformational to be most exhibited followed by transactional leadership and laissez-faire employee performance. Transformational leadership observed to be strongly correlated with both measures of employee performance, except for the intellectual simulation dimension, which had insignificant positive correlation with quality of performance. Transactional leadership correlated positively with measures of employee performance as well as overall performance (Celestine, 2015). Since each leadership style were found to be influential in performance of employee at certain occasion, the current study will consider what are the role leaders should consider to enhance the employee performance.

A descriptive study done in Islamia examined the satisfaction level of the employees and helps organizations to know about the elements that influence job satisfaction. Convenient sampling technique administered 200 questionnaires. The results showed significant positive association of employee empowerment, job loyalty, workplace environment and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover purpose. Also, the findings demonstrate that there is no significant relation of turnover intention with employee empowerment and job performance (Javed et al., 2014). Therefore, this study will consider other views like empowerment, ethics, vision and culture how it influences employee performance.

In Nigeria the study used questionnaires tools to evaluated leadership and organizational performance. The study generated the data comprised desk survey (secondary) and field survey (primary sources) to obtained 69 sample size from three small scale industry. Mostly based on the relationship between leadership and organizational performance, pattern of leadership and the extent to affected organizational performance, the factors responsible for employee low performance and how leadership style has affected labour management relations and productivity. The study found that it was necessary leadership to recognize the needs of the employees, having appropriate motivational tool such as promotion of staff based on merit and skills, providing suitable working environment and providing an appropriate leadership style that encourage free flow of information among employer, superior officers and other employees so as to have organizational performance (Lawal, et al., 2007).

Also, descriptive research study in Somali sampled 90 participants to assess the effect of leadership styles on employee performance. Stratified and random sampling methods applied then data collected with the use of closed questionnaires. Finally the study reported transformational leadership, transactional , laissez-faire and servant leadership found to play a big role in effect of leadership styles on employee performance (Mohamed, Datche & Kisingu, 2018).

In Tanzania the study done by Mwombeki, (2018)adopted survey research design to analyse the effect of leadership styles on employees' performance. The simple random sampling from clusters was adopted to obtain 66 sample size from 212 population of employees from their workplaces in different region of Tanzania. The

study found various leadership styles were practiced namely; transformational, transactional autocratic and laissez fair leadership styles, whereby 70% Laissez fair leadership style was predominant influenced by delaying necessary decisions in Headquarter. 67%, 51% and 58% transformational leadership style was predominant influenced by leading with vision in Mbeya, city centre and Arusha respectively.

In Mwanza 53% transactional leadership style was predominant while in Dodoma 56% autocratic leadership style was predominant characterised by the leader having absolute power over his/her subordinate. Moreover, a case study research design in Tanzania sampled 55 employees from 6 selected Barclay's branches in DSM, based on impacts of transformational and transactional leadership style on organizational performance in the context of customer service. Interview and questionnaire used to obtain required information.

It was found that transformational leadership style has higher positive impacts on organizational performance while transactional style has lower positive impacts on customer services. Also, the findings showed leadership behaviour has great impacts towards business performance through creation of organizational culture and encourages growth of business(Othman, 2015). Therefore, the current study will consider the role of leadership on employee performance.

## **2.5 Knowledge Gap**

According to Nawoseing & Roussel, (2017) there is no perfect leadership style. Observation from literature on employee performance in relation with leadership is scattered crossways countries and industry (Rasool, *et al.*, 2015). The suggestion of

the effect of leadership style on employee performance is also wide-ranging (Raja, Scholar, Palanichamy & Drs, 2015). Furthermost the literature reviewed almost all is suggesting certain leadership style like transformational, transactional and so many others that have significantly positively related to employee performance and other style does not have importance (Basit, *et al.*, 2017; Celestine, 2015; Mwombeki, 2018; Khan & Nawaz, 2016; Lawal & Osifo, 2018; Lor & Hassan, 2017; Mohamed, Datche, & Kisingu, 2018; Othman, 2015) while other review suggested that compensation leadership style, working conditions, employee training, job loyalty, job performance with job satisfaction and development, free flow of information, leader to understand the need of employee that finally observed to improve employee performance (Chebet, 2015; Javed, *et al.*, 2014).

Also, Tanzania few studies regarding leadership role have been done on organizational performance based on employee working efficiency compared to other countries. Therefore, there are different ideas contradicting, using some of leadership style, while on other side no perfect role of leadership and other studies suggested opposite off all. Hence, due to inconclusive which role to be used most and reviews studied diversity of leadership style, this study aimed to fill the gap of knowledge without basing to any leadership style by investigating the role of leadership on employee performance in Tanzania.

## **2.6 Conceptual Framework**

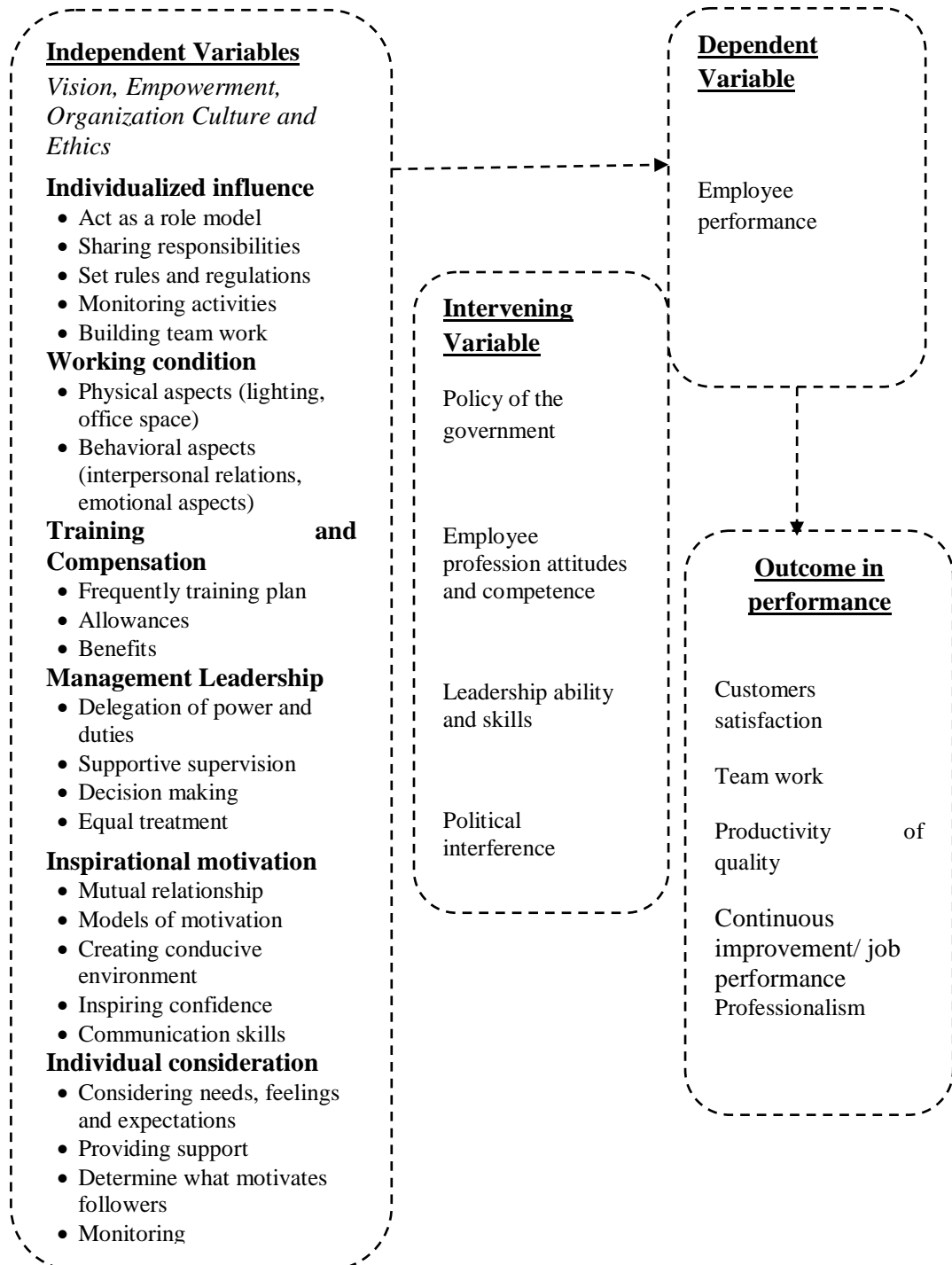
According to McNamara, (2005) performance of an employee's means the observable performances and actions explaining how a job is done, at the same time

it shows the expected satisfactory results or job performance. The theoretical framework is the structure that can hold or support a theory of a research study; also it introduces and describes the theory that explains why the research problem under study exists (Abend& Gabriel, 2013). Refers to relationship among various variables and is normally presented diagrammatically. The conceptual frame work gives direction to the study which shows the relationship of the different variables that the researcher wants to investigate (Ogula, 2009).

From the review of different study, the theory of the study and understanding of the study title, there are three key variables identified that can have impact on employee performance. Those variables can be termed as:-

- i. Depended variables or study outcomes or target of the study
- ii. The intervening variable or sided variable that can affect either dependent or the independent
- iii. Independent variables

Generally, from the variables identified it is accepted that the effectiveness of people is largely dependents on the quality of its leadership. Also, effective leader behavior facilitates the attainment of the follower's desires, which then result in effective performance. Based on the Behavioral and Traits Theory the following conceptual framework was developed. It was useful in identifying the variables of investigation.



**Figure 2.1: Conceptual Framework: Role of Leadership on Employee Performance**

**Idealized influence:** A leader who can stipulate the vision and mission in determining organization performance. Is expected to set an example as a role

model, collaborate and share responsibilities to simplify works and seek opinions concerning work-related matters. Set rules and regulations, schedules, coordinating works, building team works, supervising, and monitoring the daily activities as a leader of the organization can influence the working and employee perform more.

**Inspirational Motivation:** Organization leader are required to develop a friendship with employee, empowerment, motivating them to work, and make the working environment pleasant and conducive for any kind of activities. There is a need of understanding what motivates his followers, example material things or other way around.

**Individual Consideration:** Leaders to consider employee needs, feelings, status, and individual goals. Providing support, determine what motivates followers, coaching and monitoring, and maintaining commitment. Finally, both, effective organization leaders and employee commitment would result into good performance and attainment of quality product of services as desired by funders stakeholders.

However, the conceptual framework assumed that, employee profession attitudes and competence, leadership ability and skills, political interference and policy of the government might affect both the effectiveness of leadership and employee commitment whether positively or negatively. From the theoretical analysis part of this study the study expects to show the existence of the relationship between the organizational performance as well as employee in the context of customer services through intervening variables of organizational structure and organizational culture.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter described the research design and methodology for studying leadership role on employee performance, but not limited only to employee also to organizational performance in the context of customer service. It includes the following parts, research design, study area, population to survey and the sample size, sampling design and procedures, methods of data collection, data processing and analysing, validity of instrument and Reliability. In studies of this nature, clear and logical arrangement of materials is very vital. This chapter handled data collection for this study. To support the initial statement, this chapter based on the description of procedure adopted in carrying out the study.

Research design embodies the design for the collection, measurement and analysis of data related to the research questions. The study considered a research philosophy as belief about the way in which data about a phenomenon are being gathered, analyzed and used (Holden & Lynch, 2004). In research philosophy there are four main philosophies, namely pragmatism, positivism, interpretive and constructivism, used to construct nature and information growth.

Philosophy of pragmatism study only recognizes the principles as valid if they defend actions. The philosophy believes in multiple ways to interpret the field and undertake research as a single point of view that gives the whole picture of reality. Nonetheless, positivism is based on the idea that science is the only way to learn about the facts. Positivists assume that reality is eternal and can be observed and



described from an objective point of view which ensures that the phenomena being investigated are not disturbed.

On the other hand, interpretivism and realism will analyze the aspect of objective reality of a specific research (Graue, 2015). The philosophy of constructivism research relies on reality that is believed to be a product of human intelligence networking with real world experience. Therefore, this study will use pragmatism research philosophy as it reinforces the reliability of the results of the study by merging two research methods in a single study. By so doing the study expect to get good outcome on how on job training affect government primary schools' performance in Moshi Municipal

### **3.2 Research Design**

A cross section descriptive survey research was adopted to allow the use of both qualitative and quantitative design as clarified by (Cohen, Manion, & Morrison, 2005). This research design allowed collection of qualitative and quantitative responses of target population from two major participants' categories includes top staffs (Senior Executive Officers, manager, monitoring and evaluation) and employee. Above all, the method was helpful since it was able to measure prevalence for all factors under investigation concerning the leaders influence to employee performance.

### **3.3 Study Area**

This study was conducted in Moshi municipality, Tanzania. The scope of this study was limited on the role of leader on employee performance. This is due to the fact

that in Moshi there is different organization private and non-private running different with a lot of employees. Now, consideration of those activities, to run smooth and expansion of the organization depends on leaders by handling a group of people who might have impact on performance.

### **3.4 Sampling Design**

#### **3.4.1 Sampling Unit or Population Size**

The target population of this study was both private and non-private organization in Moshi municipality. The study considered a targeted population of 300 individuals which comprise the total number of top staffs and employee from all organization found in Moshi municipality.

#### **3.4.2 Sample Size and Frame**

The group of 300 people will be a sampling frame consists of a list of items from which the sample is to be drawn. The study plan to use; Solvin (2017) sample size determination formulae to calculate sample size from targeted population. The sample was calculated as

$$n = N \div (1 + Ne^2)$$

Whereby,

n = Sample size,

N = Population size

e = Margin of error

Based on the population sample given

$$n = \frac{300}{1 + 300 (0.05^2)} = 170$$

The sample size calculated was 170 selected from six organization namely: x1, x2, x3, x4, x5 and x6, but the study used 165 sample size due to the return rate.

### **3.4.3 Procedures**

The study aimed to involved 6CEOs, 6 managers, 6 other staffs (monitoring staffs) and 152 employees. Purposive sampling was used to select top staffs. Therefore, these people were automatically involved in the study due to their managerial position and being a key player of the organization to manage the employee. It is the target and expectation of the study that the involvement of top leaders helped to bring a real picture of the issue under search. In case of sampling employees, a combination of Stratified Sampling technique and Simple random technique were used. In order to enable the study to have equal balance of participation, genders were taken into consideration in stratified sampling technique

## **3.5 Instruments for Data Collection**

### **3.5.1 Interview**

The study used interview method for collecting data from CEOs. This method was preferred as it allowed the researcher to explore, probe and ask the entire questions to the respondents that assisted to get clear information.

### **3.5.2 Survey Method**

The study used survey method in involving managers and employee in the study. In this method questionnaire was used to collect information from both participants. Questionnaire included both categories; open-ended, closed-ended questions and Likert scale responses. Essentially, the Likert scale items were used to assess the role

of leadership on performance of employee in private and non-private organization. Each item was weighed against 5 Likert scale values based on the level of agreement or disagreement to various positive and negative attitudes parameters to indicate the extent to which they perceive about the employee performance retrieved by leader, the descriptors include: strongly agree, agree, undecided, disagree and strongly agree.

### **3.6 Data Processing and Analysis**

#### **3.6.1 Data Cleaning**

After data collection, the questionnaire compiled and indicated the identification number to count. The template for data entry developed in SPSS and the quantitative information from employee, managers and M&Es were entered. Hence data cleaning was done regarding the objectives and considered one question to another by running descriptive to remove the ambiguate during analysis.

#### **3.6.2 Data Analysis**

The data analysis requires a number of operations. SPSS computer program was applied and all responses organized on the bases of the research questions. The quantitative data analysed considering descriptive statistics such as frequencies and percentages. This was done by means of running one question per objectives wise and considers the number of responses based on the sought of the objective. The result for employee, manager and M&Es were combined in 161 sample as indicated in return rate (Table 4.1) then qualitative information from 4 CEOs presented in objective two. The findings and conclusions of the study drawn from the information obtained in the questionnaires. Lastly recommendations made from the findings and

conclusions of the study.

### **3.7 Validity of Instruments**

In order to ensure content validity, the questionnaires were given to two research experts from Open University of Tanzania (OUT). Validity refers to the extent to which an instrument measures what it is constructed to measure, so to ensure validity of instrument the study questions was developed and given to two deferent experts to check the relevance of the questions to the study as well as language used and ambiguity that can lead to misinterpretation by the respondent during field data collection (Creswell, 2012).

### **3.8 Reliability of the Research Instruments**

The researcher conducted a pilot study in one of the organizations in Moshi municipality which is within the target population but not one among the sample of the organization to be studied. The study ensured consistency of the questionnaire questions by making use of internal consistency as one of the aspects of reliability. In effect it judges the reliability of the instrument by estimating how well the items that reflect the same construct yield similar results. The study used Likert scales questionnaire to determine the internal consistency of the items. The study spirited the instrument into two parts odd numbers and even number. Each of them was tested separately and by using method of correlation of the two scales estimation and reliability obtained. The study considered value of 0.6 and above as a cutting point for acceptable reliability.

### **3.9 Ethical Consideration**

Ethical issues in research considered to stem from the kinds of problems investigated

by social scientists and the methods they use to obtain valid and reliable data. This means that each stage in the research sequence raises ethical issues (Cohen, *et al.*, 2007). They may arise from the nature of the research project itself, the context for the research, the procedures to be adopted; methods of data collection, the nature of the participants, the type of data collected (highly personal and sensitive information); and what is to be done with the data (publishing in a manner that may cause participants embarrassment).

The study considered all ethical issues in conducting the study as the right of individuals to decide whether to be part of a research or not. Participation in this study was voluntarily and the participant can withdraw from the study at any stage. Confidentiality, privacy, honest, sensitivity and anonymity of the participant observed by using numbers in place of their names. Again, the researcher protected the respondents from harm and respects the right of individuals being studied.

## **CHAPTER FOUR**

### **PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the interpretations, presentation and discussion of study results. The data has been analysed by using SPSS (Statistical Package for Social Science) and presented by frequency and percentage in form of tables and figures. The study aimed “To investigate the role of leadership on employee performance in Tanzania. The study starts with presentation of the questionnaire return rate of the participants (those who missed during data collection) then followed by demographic characteristics. Formerly interpretations and presentation of the results followed by general discussion presented according to the research questions.

#### **4.2 Return Rate of Instruments**

This part presented and explains the number of instruments administered and returned. Questionnaires were administered to employee, managers and M & E then the interview done to the CEOs. The target sample was 170 where participants distributed into four group such as 152 employee, 6 CEOs, 6 managers and 6 M & E staffs (monitoring staffs). The instructions distributed individually by researcher and participants filled questionnaires, then return on the same day. The face-to-face interview also done, the return rate observed was very good because only 3 participants missed to return the questionnaire and 2 CEOs missed the interview. Hence only 5 were not involved (Table 4.1).

Table 4.1 shows the percentage return rate of the questionnaires that were returned hence available for analysis. The instruments administered to employee, 152 out of

152 instruments administered were returned indicating a response rate of 100%. This because the data collection based on informing the participants before, then the arranged day tools were distributed then waiting for a moment then follow the participants to collect. Also, for the manager and M & E officers, 9 out of 12 provided the information counting the rate of 75.0%. Those 3 who failed to participate 2 manager and 1 M & E were busy with office duties.

**Table 4.1: Questionnaire Return Rate and Missed Interview**

<b>Participants</b>	<b>Sample target Administered</b>	<b>Returned</b>	<b>Short fall</b>	<b>Rate</b>
CEOs	6	4	2	66.7%
Managers and M & E	12	9	3	75.0%
Employee	152	152	0	100%
<b>Total</b>	<b>170</b>	<b>165</b>	<b>5</b>	<b>98.2%</b>

M & E, Monitoring and evaluation; CEOs, Senior Executive Offices;

Rate=returned/sample administered

**Source:** Field Data (2020)

The interview planned for CEOs 4 out of 6 were around to participate in interview indicating the rate of 66.7.0%. The CEOs who failed to meet the time limit during data collection as they were overwhelmed with other duties. The return rate of instrument in this study, almost the participants responded positively and the collected information was logical to get clear. According to Ary, *et al.*, (2006) considered a response rate of 40% to be reasonable whereas 75% and above to be extremely good. In this regard, this current study has response of 98.2% rate return hence was considered adequate for analyzing the data.



### **4.3 Demographic Characteristics of Participants**

As explained in methodology, the demographic characteristics of participants involved employee and other top management (manager and M & E staffs). The information collected based on age, gender, working experience, level of education and time of participants worked in current institutions during data collection. The aim of demographics was to familiarize that the information has been collected to the people who are aware and capable to provide accurate results due to time worked and experiences in job (Table 4.2 and Table 4.3).

#### **4.3.1 Demographic Characteristics of Employee**

A successful return rate of instruments enabled researcher to go through data analysis and presented traits of respondents. The study presents the demographic information for the participants who returned the instruments without short fall, and were available for analysis. Among one hundred fifty two (152) employees involved in the study, 89(58.6%) were male and 63(41.4%) female. Majority of participants 90(59.2%) aged between 31 to 40 years followed by 45(29.6%) with age ranged 21 to 30 years.

The participants had minimum age of 21 with maximum of 56 years with median age of 33 years. In terms of education, 68(44.7%) had bachelor degree, 46(30.3%) diploma and other level as summarized. The participant time have been working in current institutions indicated that 62(40.8%) worked for 6 to 10 years. Also, the working /experience in professional, 74(48.7%) indicated worked for 6 to 10 years (Table 4.2).

**Table 4.2: Demographic Characteristics of Employees (n=152)**

<b>Characteristics</b>	<b>n</b>	<b>%</b>
<b>Gender</b>		
Male	89	58.6
Female	63	41.4
<b>Age category, (Years)</b>		
21-30	45	29.6
31-40	90	59.2
>40	17	11.2
<i>Median (Min-Max) Years</i>	33(21-56)	
<b>Education level</b>		
Diploma	46	30.3
Bachelor	68	44.7
Masters	14	9.2
Certificates	24	15.8
<b>Working /experience professional (Years)</b>		
1-5	35	23.0
6-10	62	40.8
>10	55	36.2
<b>Time have been working in current institutions (Years)</b>		
1-5	53	34.9
6-10	74	48.7
>10	25	16.4

**Source:** Field data (2020); n=Frequency; %=Percentage

#### **4.3.2 Demographic Characteristics of Manager and M & E and Staffs**

As the study presented the return rate of the participants, 9 top management were involved among 12 targeted. For 9 participants, 55.6% were female. The median age distribution was 38 years but majority ranged between 29 to 52 years old. Six participants 66.7% had bachelor degree level of education and three 33.3% attained master's level. The working experience in professional was 10 years but amongst ranged 5 to 25 years. The contributors time worked in current position for 5 years but maximum was 8 with minimum of 1 year (Table 4.3).

**Table 4.3: Demographic Characteristics of Manager and M & E and Staffs**

<b>Characteristics</b>	<b>n</b>	<b>%</b>
<b>Gender</b>		
Male	4	44.4
Female	5	55.6
<b>Age category, (Years)</b>		
<i>Median (Min-Max) Years</i>	38(29 - 52)	
<b>Education level</b>		
Bachelor	6	66.7
Masters	3	33.3
<b>Working /experience professional (Years)</b>		
<i>Median (Min-Max) Years</i>	10(5 – 25)	
<b>Time have been working in current position (Years)</b>		
<i>Median (Min-Max) Years</i>	5(1 – 8)	

**Source:** Field data (2020); n=Frequency; %=Percentage

#### **4.4 Presentation and Discussion of Findings**

This section presents the finding and discussion of data gathered from respondents to answer research questions. The first and second objectives presented descriptive statistics from employee. The third objectives involved CEOs, manager and M&E participants.

##### **4.4.1 Leaders use of Vision, Empowerment, Culture, and Ethics on Employee**

###### **Performance**

The second objectives thought to assess the mode of leadership that lead to influence employee performance. The study asked on existence forms of employee performance, forms of motivation and leaders' motivation basing on contribution (Table 4.4).

**Table 4.4: Leaders use of Vision, Culture and Ethics on Employee Performance**

<b>Employee response</b>	<b>n</b>	<b>%</b>
There are forms of employee performance existing in the organization		
Yes	137	90.1
No	15	9.9
<b>There is form of motivation for employees</b>		
Yes	111	73.0
No	41	27.0
Workers are motivated in response to their effort and contribution		
Yes	96	63.2
No	56	36.8

**Source:** Field data (2020)

The finding indicated majority of participants 137(90.1%) argued there is forms of employees performance existing in the organization, 111(73.0%) there is form of motivation for employees and 96(63.2%) participants reasoned that workers are motivated in response to their effort and contribution. Furthermore, the second objectives administered Likert scale question to participants to assess leaders use of vision, empowerment, culture, and ethics to increase employee performance. The results presented by considering the participants response of either seldom or always to evaluate the performance of employee that indicate leaders play the roles (Table 4.5).

**Table 4.5: Evaluation of EP on Leaders use of Vision, Culture and Ethics**

Items	Never	Seldom	Always
	n (%)	n (%)	n (%)
Employee encouraged to use the standard procedures	4(2.6)	46(30.3)	102(67.1)
Employee exactly doing the task what chosen for	5(3.3)	57(37.5)	90(59.2)
Employee have freedom of action	32(21.0)	65(42.8)	55(36.2)
Satisfied with the settlement of the conflicts that happen	29(19.1)	71(46.7)	52(34.2)
Employee pushed for improve quality	35(23.0)	55(36.2)	62(40.8)
Motivated towards accomplishing a goal or task	25(16.4)	76(50.0)	51(33.6)
Allowed to have own judgment in solving problem	41(27.0)	61(40.1)	50(32.9)
Employee get support for building a team	25(16.4)	69(45.4)	58(38.2)
Get strong backup to beat previous targets	20(13.1)	81(53.3)	51(33.6)
Employee get complete freedom in work	28(18.4)	73(48.0)	51(33.6)
Employee have opportunity to work in the way think is best	36(23.7)	68(44.7)	48(31.6)
Have get a high degree in initiative	27(17.8)	84(55.3)	41(27.0)
Permitted to set own pace for change	39(25.6)	70(46.1)	43(28.3)
Employee get rewards for tour performance	37(24.3)	79(52.0)	36(23.7)
The manager/leader helps in all the best possible ways lead employee towards success	17(11.2)	80(52.6)	55(36.2)

**Source:** Field data (2020)

From the findings presented in Table 4.5, 46(30.3%) replied seldom and 102(67.1%) always employee encouraged to use the standard procedures. Also, 57(37.5%) seldom and 90(59.2%) always employee exactly doing the task what chosen for. Still, 65(42.8%) responded seldom and 55(36.2%) always employee have freedom of action. This indicated the mode of leadership encourage the employee possibly to work hard that have high return to the organization.

Moreover, 71(46.7%) participants said seldom and 52(34.2%) always, satisfied with the settlement of the conflicts that happen, 55(36.2%) seldom and 62(40.8%) always employee pushed for improving quality. In addition, 76(50.0%) seldom and 51(33.6%) always employee motivated towards accomplishing a goal or task. On top of that, participants added more 61(40.1) seldom and 50(32.9) always employee allowed to have own judgment in solving problem. Furthermore, 69(45.4%) replied seldom and 58(38.2%) always employee get support for building a team.

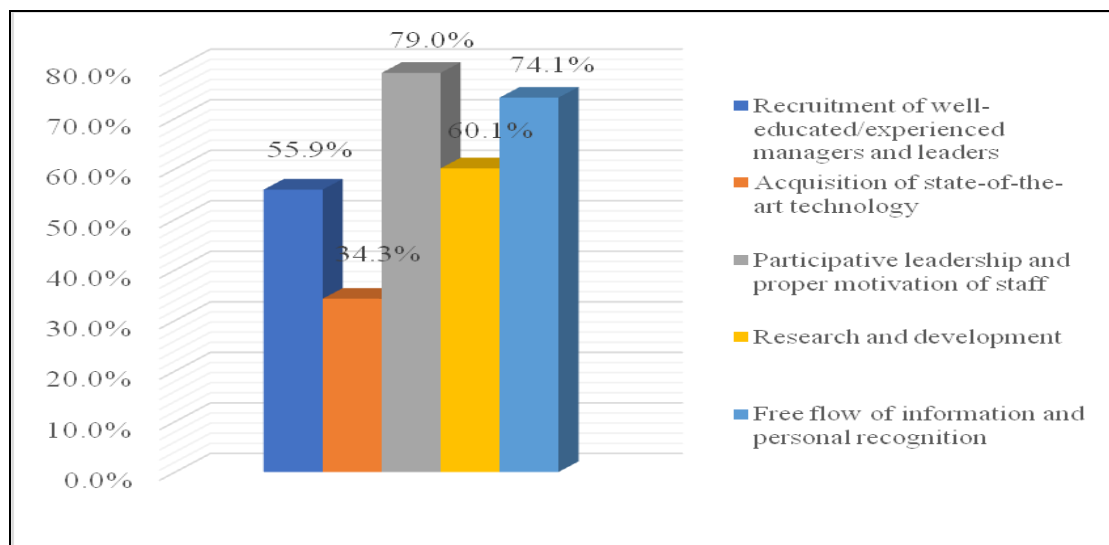
Besides, participants responded 73(48.0%) seldom and 51(33.6%) employees get complete freedom in work followed by 68(44.7%) seldom and 48(31.6%) always employee have opportunity to work in the way they think is best, 84(55.3%) seldom and 41(27.0%) always get a high degree initiative. Again 70(46.1%) seldom and 43(28.3%) always employee permitted to set own pace for change, 79(52.0%) seldom and 36(23.7%) always employee get rewards for their performance.

In addition, 80(52.6%) participants argued seldom and 55(36.2%) always that the manager/leader helps in all the best possible ways lead employee towards success. The findings shown leaders are playing their role to the employee through the use of

vision, culture and empowerment that finally lead to employee performance.

### Factors for enhancing Organizational Employee Performance

Furthermore, the study assessed on factors for enhancing organizational employee performance. Participants were asked to provide more than one factor that probably they think can enhance the growth of organization as presented (Figure 4.1).



**Figure 4.1: Factors for Enhancing Organizational Employee Performance**

Source: Field Data (2020)

The study findings on factors for enhancing employee performance observed that 80(55.9%) recruiting of well-educated/experienced managers and leaders is among the factors for growth of organization, 49(34.3%) acquisition of state-of-the-art technology, 113(79.0%) participative leadership and proper motivation of staff. Also, the study found 86(60.1%) doing research and development and 106(74.1%) free flow of information and personal recognition.

### The Role of Leadership on Employee Performance

The research question sought to assess how employee perceives on the role of leadership. Participants were asked on relationship, conducive working environment

and equal treatment for all workers. The Likert scale question with three rates (low, moderate and high) was used. The response presented in Table 4.6.

**Table 4.6: Role of Leadership on Employee Performance**

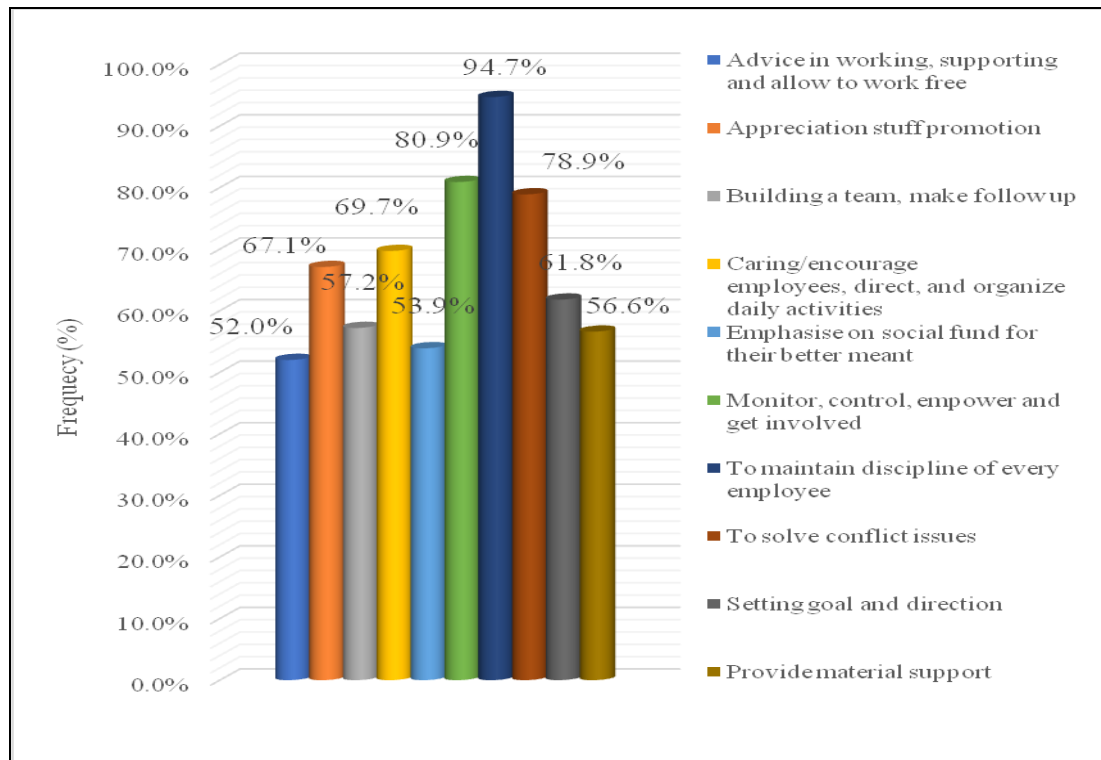
<b>Items responded</b>	<b>Lown (%)</b>	<b>Moderaten (%)</b>	<b>Highn (%)</b>
The rate the relationship involvement in day-to-day running the institution	–	107(70.4)	45(29.6)
Working environment conducive	11(7.2)	113(74.3)	28(18.5)
Both are treated equally	24(15.8)	101(66.4)	27(17.8)

**Source:** Field data (2020)

The participants response on role of leadership indicated 107(70.4%) moderately there is relationship involvement in day-to-day running the institution and 45(29.6%) high involvement. Also, 113(74.3%) and 28(18.5) there is moderate and high conducive working environment respectively. Furthermore, employee argued that 101(66.4%) moderate and 27(17.8%) highly both are treated equally. These findings indicate that the more leaders work closely with employee bring positive effects on performance. It is similar to Babatunde, (2015) who reported that influential activity done by leadership is special to employees. Also, the current study concurs with Wang et al., (2011) who found that task focused behaviors done by leaders are directly linked to firm performance.

### **Role of Leaders Playing in Running the Institution**

The employee asked to mention the role of leaders playing in running the institutions. Participants were able to mention more than one role of leaders required for running the institutions. The results were analysed in multiple response and presented in (Figure 4.2).



**Figure 4.2: Role of Leaders Playing in Running the Institution**

Source: Field data (2020)

From figure 4.2, the employee described different role of leaders in running the institutions. Among the roles, 520% informed leader advice in working, supporting and allow to work free, 67.1% to appreciation staff promotion, 57.2% building a team and making follow up for all activities of the institutions. Also, 69.7% stated leader take caring/encourage employees, direct, and organize daily activities, 53.9% emphasize on social fund for their better meant as well as 80.9% monitoring, control, empower and get involved. Similar to study of Tsai, (2011) found significantly (positively) correlated with organizational cultures of leadership behaviors and job satisfaction for employee.

Almost all participants 94.7% replied leader maintain discipline of every employee, 78.9% to solve conflict issues, 61.8% setting goal for direction and 56.6% provide



material support. In correspondence to the result from Babatunde, (2015) and Bhatti et al., (2012) the leadership role and management always affect organization performance. The study considered assessment on role of leader to employee performance. Apart from employee mentioning the role of leadership (Figure 4.2), also the Likert scale question with seven items for employee used to investigate on how they agree or disagree. The view response explained starting from the first item in respective by considering the most frequency and high percent responded by employee (Table 4.7).

**Table 4.7: Role of Leaders Playing in Running the Institution**

Items	SD	D	N	A	SA
	n(%)	n(%)	n(%)	n(%)	n(%)
There is quality relationship between leaders and employees and therefore employee feel a part of group	2(1.3)	4(2.6)	20(13.2)	80(52.6)	46(30.3)
Leaders in organization only gets involved in workplace issues when there is a problem	10(6.7)	23(15.3)	44(29.3)	50(33.4)	23(15.3)
Leaders provide reward only when they believe employee have performed adequately or try hard enough	6(3.9)	12(7.9)	33(21.8)	68(44.7)	33(21.7)
Leader use conventional reward and punishment to again compliance	5(3.3)	8(5.3)	37(24.3)	88(57.9)	14(9.2)
Employee view leader as power figure but as some body offering manual support for the collective good of organization	5(3.3)	8(5.3)	34(22.4)	70(46.0)	35(23.0)
Leader focus on the relationship building and trust development	3(2.0)	13(8.5)	19(12.5)	71(46.7)	46(30.3)
Positive interaction with leader has increased level of engagement	7(4.6)	8(5.2)	26(17.1)	72(47.4)	39(25.7)

**Source:** Field data (2020); SD=Strong Disagree; D=Disagree; N=Neutral; A=Agree; SA=Strong Agree; n(%)=Frequency (Percent)

The study findings from Table 4.7, indicate more than half 80(52.6%) employees agree and 46(30.3%) strongly agree that there is quality relationship between leaders and employees feel a part of group. Also 50(33.4%) agree and 23(15.3%) strongly agree leaders in organization only get involved in workplace issues when there is a problem, though 44(29.3%) employees were neutral.

Furthermore, 68(44.7%) agree and 33(21.7%) strongly agree that leaders provide reward only when they believe employee have performed adequately or try hard enough. In case on leader to use conventional reward and punishment to again compliance, majority of employee 88(57.9%) agree and 14(9.2%) strongly agree. Additionally, 70(46.0%) employees agree and 35(23.0%) strongly agree employee view leader as power figure but as some body offering manual support for the collective good of organization. Again, 71(46.7%) agree and 46(30.3%) strongly agree that leader focus on the relationship building and trust development. Besides, 72(47.4%) agree and 39(25.7%) strongly agree that positive interaction with leader has increased level of engagement.

The participant's response indicates that leaders are playing crucial role in running the institutions that has impact to increase employee performance. Assertively, the result of this study goes resemble with what obtained by Chebet, (2015) as reported significant association between leadership style, working conditions, employee training to employee performance. Contrary to Kuria, *et al.*, (2016) who reported leaders and employees in general, influence employee performance in the health sector. Kuria, *et al.*, was right leaders to influence performance but sighted only one institution.

#### 4.4.2 How Training, Working Condition, Inspirational and Leadership

##### Management Influence Employee Performance

The third research question sought to assess the factors for employee performance. The top management was targeted in this objective on leadership features. The question asked were open and closed ended, the participants had the chance to explain more based on response from closed question. The interrogation targeted on rewarding system, evaluation of employee performance and strategies duties delegated (Table 4.8).

**Table 4.8: Factors that Influence Performance of the Employees**

<b>Factors that influence performance of the employees</b>	<b>n</b>	<b>%</b>
Organizational rewarding system to employee	9	100.0
Employee performance evaluated	9	100.0
Often carry out meeting with assistance for strategies formation		
Reporting performance		
Weekly and Quarterly	4	44.4
Monthly	5	55.6
Duties delegated to staffs	9	100.0
Company strategic plan and implementation	9	100.0

**Source:** Field data (2020); n=Frequency; %=Percentage

The results from Table 4.8 indicated that all top management 100% agreed to have rewarding system in the organization where employees are rewarded through recognition, certificate, and through staff performance appraisal. Also, all management argued that employee performance evaluated through open performance and review by considering how many cases investigated by getting conviction, through annual staff appraisal and by questioners and interviews. In similar to Wang, *et al.*, (2011) reported attitudes of employee lead to organization performance. The findings contradict with Basit, *et al.*, (2017) who reported that leadership style is poorly correlated with employee performance. This means that not all style can work but nature of organizing people and skills of leader of knowing

behaviors of people can have impact.

In case of how often the organization carry out meeting with assistance for strategies formation for reporting performance five participants 55.6% reported conduct it monthly to strategize organization performance and 44.4% replied conduct weekly/quarterly to assess target performance. Furthermore, participants argued to discussed though participatory management meeting, every one engages in discussion, joint discussions and monthly reflection for growth of organization. Similar findings observed from the study done by Lor & Hassan, (2017) that supportive and transformational leadership behaviour positively and significantly influences employee performance.

Addition, participants argued duties are delegated to staffs through head of department/section and supervisors, through organization structure from top right-head of section-normal employees, delegate the issues which are not serious, each program has leading person who is responsible and answerable to all issue concern the program. Also, there is support technical for staff to coordination project and supporting team and managing director assign any staff. Another factor reported that the company strategic plan and implementation through organization budget activity, where everyone given a part of work, each has annual work plan which link with strategic plan and plan links the projects proposal. There it is a guiding to achieve project outcome, program management and tools to measure program.

### **Performance of Employee**

For further investigation on employee performance, staffs assessed on different factors that indicate employee has motive on working efficiency. The study asked on

employee completeness of assigned activities, collaboration, standard of work assigned, fulfilment of office regulation and observation of key performance indicator (Table 4.9).

**Table 4.9: Performance of Employee**

<b>Performance of employee</b>	<b>n</b>	<b>%</b>
Employees in branch /organization complete their assigned duties in time		
Yes	7	77.8
Some of them do	2	22.2
Employees collaborate with other to execute defined duties	9	100.0
Work performed by employees meeting needed standard		
Yes	6	66.7
Partially	3	33.3
Employees observing signing in and out as per regulation		
Yes	7	77.8
No	2	22.2
Organization set key performance indicators	9	100

**Source:** Field data (2020); n=Frequency; %=Percentage

From Table 4.9 the staffs/management team 77.8% replied that employees in branch /organization complete their assigned duties in time. In these findings one participant in interview quoted saying

*“...due to day-to-day activities, we have individual monthly plan /report everyone makes sure implement the planned activities and share with all staff, by developing work plan monthly basic and monthly report work team” (Interview April 2020).*

Also, the findings showed all employee collaborate with other to execute defined duties by working as team (participatory)for asking questions for other and getting answers, for the activities which need team support like campaign training they team up, working as a team, coordinated activities with monthly meeting support team work in the projects. It is appropriate to Kuria et al., (2016)as reported role of leaders

has impact on performance of employee.

Besides, 66.7% replied work performed by employees meeting needed standard indicated by achieving the desired outcomes through monitory framework. Moreover, 77.8% participants reported employees observing signing in and out as per regulation. This is fulfilled by warning and advising them the important of signing, given educating of importance during when something accidentally happen in working place, given extra tool each monthly in charge of communication and share the monthly trend of staff for who sign and those who fail to do so. In additional one participant said

*“...as top leader always I recommend all staffs to make sure they sign because any problem that might happen in the office consideration base on who were around in the office, also in evaluation working performance we consider how many times the employee attend the job place in correlation with activities performed”* when organization set key performance indicators (**Interview April 2020**).

In opinion management replied the factors for employee performance base on rewards, means that when one does well or perform well give promotion, conducive working environment (facilities), organization succession plan promotions, monthly reflection meeting, training both short term and long-term trading and leadership system (good leadership). The interview done with CEOs on how do they motivate employee, almost all had similar response and few quoted

*“... our staffs are encouraged through recognition of their efforts by rewarding, staff capacity development, appreciation, encouragement, relationship building, staff promotion, conduct special meeting with each employee and discuss on special area of interest gaps and commitment for important and team work”*.

Due to this motivation the CEOs replied on behaviour of employee that

*“... always good behaving according to culture and ethic of our institution”*. This indicate there is performance of employee when

*motivation is taken into consideration (Interview April 2020).*

The CEOs replied they always help employee to accomplish target and goals through encouraging the workers, providing training time to time, providing the direction to good instruction and assistance wherever they need. Also, works as the team (collaboration), providing instruction and assistance, advise them, mentoring staff on project demands, promote organization culture, stick on vision, mission and values, maintain regular communication and feedbacks. This performance led to institutional growth due to hard work of workers in collaboration with society since the institution growth measured on income and increase level of income to employee. The senior replied that leadership behaviour helps in business growth of the institution by looking the planned target or goal of the institution in relation to the employee's contribution to meet that target. As well the performance of the institution measured on by giving employee the freedom of using the skills, ability capacity on what they do, also providing more working out in order to make them fit what they like to do. Also having strategies that help employee to achieve working satisfaction. By so doing this give out wide range of employee to increase working performance resulted from role of leadership.

#### **4.4.3 Challenges facing Leadership hindering Employee Performance**

The question sought to understand what are the hindering factors for the employee performance. The employee was given open ended questions and mentioned different factors basing on understanding. The answer was analyzed in multiple response since participants provide more than one answer on factors as presented (Table 4.10).

**Table 4.10: Challenges hindering Employee Performance**

<b>Challenges hindering employee performance</b>	<b>n</b>	<b>%</b>
Lack of leadership skills	136	89.5
Lack of rewards/ motivation to workers	104	68.4
Lack of collaborations and working team	107	70.4
Lack of transparency	98	64.5
Ignoring worker contribution	73	48.0
Unfriendly working environment	127	83.6
Poor communication between a leader and employees	118	77.6
Corruption, favouritism and nepotism	68	44.7
Income inequality equality and gender discrimination	37	24.3
Multiple response analysis		

Of 152 employees involved, 89.2% replied lack of leadership skills hinder employee performance, 68.4% failure to rewards/ motivative workers, 83.4% unfriendly working environment, 77.4% argued poor communication between a leader and employees. The mentioned factors as indicated in Table 4.7 means one they exist in the institutions obvious possibly can discourage working efficiency.

The management team response on challenge facing leadership that possibly hinder employee performance reported to be shortage of fund to encourage employees benefit such as promotion training and others, poor work distribution. It means that when bias used as the way of work distribution, political interference, low salary and other benefit, lack of getting benefit on time such as NSSF benefit during repayment period, lack of fund in placement trading programs, government roles in change time to time various public services, changes of the government laws and regulations.



## **CHAPTER FIVE**

### **SUMMARY OR DISCUSSION**

#### **5.1 Introduction**

This chapter provides the summary of the study based on the discussion of the findings.

#### **5.2 Summary of Findings**

Based on the research findings it was clearly revealed that role of leadership has an impact on employee performance. The way employee treated equally, conducive of working environment and relationship involvement is among the effect of leaders to influence performance. There are role of leaders playing in running the institution that influence working efficient such as supporting and allowing work free, staffs promotion, team work and making follow up, encouraging employee, directing and organizing daily activities. Furthermore, the leader influence workers through maintaining discipline, solving conflict issues setting goals and providing materials supports. Again, the study found positive interaction with leader has increased level of engagement, relationship building and trust.

The findings on leaders use of vision, empowerment, culture, and ethics has an impact employee performance. The forms of organizational performance are well improved; employee is motivated based on their efforts. Once more, leader use of vision by applying the standard procedures, employee doing the task what chosen for an opportunity to work in the way think is best, freedom of action, settlement of the conflicts, goals and tasks accomplishments, judgment in solving problem, complete freedom in work and high degree initiative increase performance.

Alternative findings on factors that influence and performance of the employees are many and depends to the institutions but generally, recruiting well educated managers and leaders encourage good managerial that has impact to employee. Also, participative leadership and proper motivation of staffs and acquisition of state of technology is among the factors on performance. Still, factors that influence performance of the employees are organizational rewarding system, evaluation and reporting of performance and strategic plan that give free time of workers to participate in activities comfortably and employees collaborate with other to execute defined duties.

The study observed challenges facing leadership hindering employee performance such as lack of leadership skills, lack of rewards/ motivation to workers, failure to collaborate and working team. Additionally, ignoring worker contribution, unfriendly working environment, poor communication between a leader and employees, favouritism and nepotism.

## **CHAPTER SIX**

### **CONCLUSION AND RECOMMENDATION**

#### **6.1 Introduction**

This chapter gives the conclusions and recommendations. The first part covers the conclusions of the findings, while second part covers recommendation of study.

#### **6.2 Conclusion of the Study**

With regard to the summary from research question, the study concludes that leaders should focus on roles that best fit on the organization and guide employee to work equally to achieve mutual benefit of performance. Considering individual influence will enhance sharing responsibilities, monitor activities and building teamwork will encourage employee performance. Any good approach of leadership on working condition will commit on interpersonal relations and emotional aspect. Also, training and compensation will have benefits to employee that will reflect to performance.

Furthermore, considering leadership management through delegation of power and duties, supportive supervision, decision making and equal treatment will prosper employee performance. Besides inspirational motivation and individual consideration will improve creative conducive environment, inspiring confidence, communication skills, providing supports as well as considering all needs and expectation will influence employee performance. By considering all vision, culture and empowerment will have an effect on employee performance. Also, will help to identify challenges facing leadership to enhance employee performance.

#### **5.2 Recommendation of the Study**

Management team should have criterial of selecting employee based on what benefit

will get when recruit new employee in the organization. As it was identified that vision and leadership empowerment has is a positive impact on employees performance, it is therefore recommended for the organization to take the next level and commit to motivate employees by applying different factors to creating more opportunities for employees by engaged them organization that will mobilize performance. It is also advised for the organization to identify or invest in other factors like rewards and recognition, career growth to improve organization profitability so as to minimize challenges leadership to enhance employee performance.

It is lively for organizations to bear in mind that the approaches they use to employee on empowerment, vision and culture have likely effects on both employee and employer. Also, it is insisted that management and human resources practitioners should be focused on employees to influence optimum engagement levels to increase employee productivity and refrain high organizational performance as well. Therefore, considering role of leadership is a significant aspect on employee performance.

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## APPENDICES

### APPENDIX 1: Questionnaire for Employees

I am Emmanuel Chacha Yohana, a student at Open University of Tanzania pursuing a Master's Degree in Human Resource Management. Currently I am conducting a research aiming "To investigate the role of leadership on employee performance in Tanzania; A Case Government and Private Institutions of Moshi Municipality, Tanzania

Kindly I request your participation to provide information which will help me to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only.

Thank you in advance.

#### INSTRUCTION

Put a tick (√) to the appropriate answer or write an alphabet of the appropriate answer in the space provided. Please be free to express your views where explanation is necessary and required.

Name of institutions.....

#### SECTION A. Demographic Characteristics

1. Gender i) Male [   ] ii) Female [   ]
2. What is your age \_\_\_\_\_ years
3. Education level i) Diploma [   ] ii) Bachelor [   ] iii) Masters [   ] iv) PhD [   ]
- v) Others [   ] (Specify)\_\_\_\_\_



Put a tick (√) in the box provided on the right side of the following questionnaires

Strongly Agree 1. Agree 2. Undecided 3. Disagree 4. Strongly Disagree 5

S/NO.	ITEM	SCALES				
		S	A	U	D	SD
		1	2	3	4	5
1	There is quality relationship between leaders and employees and therefore you feel a part of group					
2	Leaders in your organization only gets involved in workplace issues when there is a problem					
3	Leaders provide rewards only when they believe you have performed adequately and or try hard enough					
4	Your leaders use conventional reward and punishment to gain compliance					
5	Do you view your leaders as power figure but as somebody offering you mutual support for the collective good of your organization					
6	Your leaders focus on relationship building and trust development					
7	When you have a positive interaction with your leaders, you have increased levels of engagement Most					

**SECTION C: Leaders use of vision, empowerment, culture, and ethics to employee performance.**

1. Are there any form(s) of employee performance existing in your Organization?

a) Yes [ ] b) No [ ]

2. Is there any form of motivation for employees?

b) Yes [ ] b) No [ ]

3. Do you think workers are motivated in response to their efforts and contributions?

a) Yes [ ] b) No [ ]

4. Evaluation of employee performance.

Put a tick (✓) in the box provided on the right side of the following questionnaires

Always 1. Seldom 2. Never 3.

S/NO.	ITEMS	SCALES		
		A	S	N
		1	2	3
1	Are you encouraged to use the standard procedures?			
2	Are you exactly doing the task what you are chosen for?			
2	Are you encouraged to use the standard procedures?			
3	Do you have freedom of action?			
4	Are you satisfied with the settlement of the conflicts that happen?			
5	Are you pushed for improved quality?			
5	Are you motivated towards accomplishing a goal or task?			
7	Are you allowed to have your own judgment in solving problems?			
8	Do you get support for building a team?			
9	Do you get strong backup to beat previous targets?			
10	Do you get complete freedom in your work?			
11	Do you have opportunity to work in the way you think is best?			
12	Do you get a high degree of initiative?			
13	Are you permitted to set your own pace for change?			
14	Do you get rewards for your performances?			
15	Do you think the manager/leader helps you in all the best possible ways to lead you towards success?			

5. What factor(s) will enhance Organizational employee performance? Tick

more than one

a) Recruitment of well-educated / experienced Managers and leaders [    ]

b) Acquisition of State of the art technology [    ]

c) Participative Leadership and proper Motivation of staff [    ]

d) Research and development [    ]

e) Free Flow of information and personal recognition [    ]

6. What do you think are the challenges facing leadership hindering employee

performance?

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## **APPENDIX 2: Questionnaires for top Management (Manager and M&E)**

I am Emmanuel Chacha Yohana, a student at Open University of Tanzania pursuing a Master's Degree in Human Resource Management. Currently I am conducting a research aiming "To investigate the role of leadership on employee performance in Tanzania; A Case Government and Private Institutions of Moshi Municipality, Tanzania.

Kindly I request your participation to provide information which can help me to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only.

Thank you in advance.

### **INSTRUCTION**

Put a tick (√) to the appropriate answer or write an alphabet of the appropriate answer in the space provided. Please be free to express your views where explanation is necessary and required.

Name of institutions.....

### **SECTION A: Demographic characteristics**

1. Gender i) Male [  ] ii) Female [  ]
2. Education level i) Diploma [  ] ii) Bachelor [  ] iii) Masters [  ] iv) PhD [  ]  
v) Others [  ] (Specify)\_\_\_\_\_
3. What is your age \_\_\_\_\_years
4. What is your working experience \_\_\_\_\_(eg 5 year)

5. For how long have you been in current position? .....years.

### **SECTION B: Leadership features**

1. Does your organization have any rewarding system to employees?
  - a) Yes  b) No

Specify how they are rewarded.....
2. Are employee performance evaluated?
  - a) Yes  b) No

Specify how they are evaluated.....
3. How often do you carry out meetings with assistants for strategies formation or reporting performance?
  - a) Weekly  b) Monthly  c) Quarterly  d) Annually  e) Others

Specify how you discuss .....
4. Are duties delegated to staff?
  - a) Yes  b) No

Specify how duties are delegated .....
5. Is your company has strategic plan?
  - a) Yes  b) No

Specify how it is implemented.....

### **SECTION C: Performance of employees**

Please put a tick or fill the right answer in the space provided

1. Do employees in your branch /organization complete their assigned duties in time?
  - a) Yes  b) No  c) Some of them do

Explain how they complete duties.....

2. Do employees collaborate with other employees to execute defined duties?

a) Yes  b) No  c) Some of them do

Specify how they collaborate.....

3. Is the work performed by employees meeting needed standard?

a) Yes  b) No  c) Partially

Explain how they meet standard.....

4. Are employees observing signing in and out as per regulation? (Tick applicable)

a) Yes  b) No  c) Sometimes Yes  d) Sometimes No

Explain measures taken for those who do not sign in/out.....

5. Do you set organization key performance indicators?

(a) Yes  (b) No  (c) Some of them do

6. In your opinion what are the factors that influence performance of the employees

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

7. What do you think are the challenges facing leadership hindering employee performance?

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

### **APPENDIX 3: Interview for CEO**

I am Emmanuel Chacha Yohana, a student at Open University of Tanzania pursuing a Master's Degree in Human Resource Management. Currently I am conducting a research aiming "To investigate the role of leadership on employee performance in Tanzania; A Case Government and Private Institutions of Moshi Municipality, Tanzania.

Kindly I request your participation to provide information which will help to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only.

Thank you in advance.

### **INSTRUCTION**

Put a tick (√) to the appropriate answer or write an alphabet of the appropriate answer in the space provided. Please be free to express your views where explanation is necessary and required.

Name of institutions.....

### **SECTION A: Demographic characteristics**

1. Gender i) Male [  ] ii) Female [  ]
2. Education level i) Diploma [  ] ii) Bachelor [  ] iii) Masters [  ] iv) PhD [  ]  
v) Others [  ] (Specify)\_\_\_\_\_
3. What is your age \_\_\_\_\_years
4. What is your working experience \_\_\_\_\_(eg 5 year)
5. For how long have you been in current position? .....years.

**SECTION B: Leadership features**

1. Do you have suggestions box in your organization?

2. Did you get any blames from your employee?

.....  
.....

3. How do you motivate employees?

.....  
.....

4. How do employeesbehavior?

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

5. How do you help them to achieving targets?

.....

6. How do you help in accomplishing goals?

.....  
.....

How is the institution growth?

.....  
.....

7. How did the company grow in short period of time?

.....

How the leadership behavior helps in business growth of the institution?

.....

.....

How do you measure the performance of the institution and employee?

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

8. Do you have any strategy of helping the employee towards achieving satisfaction?

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

9. What are the roles of leadership, that effect employee performance?

.....  
.....

10. How do you use vision, empowerment, culture, and ethics to increase employee performance?

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

What are the factors that influence performance of the employees?

.....  
.....

What are the challenges facing leadership hindering employee performance?

.....  
.....

## Appendix 4: Clearance Letters

The Open University of Tanzania,  
Kilimanjaro Regional Centre,  
P. O. Box 517,  
Moshi.  
Tel: 255-027-2753472  
E-mail: [drckilimanjaro@out.ac.tz](mailto:drckilimanjaro@out.ac.tz)  
Website: <http://www.out.ac.tz>



Chuo Kikuu Huria cha Tanzania  
Kituo cha Mkoa wa Kilimanjaro,  
S.L.P. 517,  
Moshi.  
Simu: 255-027-2753472  
E-mail: [drckilimanjaro@out.ac.tz](mailto:drckilimanjaro@out.ac.tz)  
Website: <http://www.out.ac.tz>

Ref No: OUTKIL/ST.REQ/11/020

DATE: 19/05/2020

TO WHOM IT MAY CONCERN

Dear Sir Madam,

RE: RESEARCH CLEARANCE

I am writing to introduce to you, Mr. Emmanuel Chacha Yohana who is a student of the Open University of Tanzania. Mr. Yohana is pursuing Masters of Human Resources Management (MHRM) at the Open University of Tanzania, Kilimanjaro Regional Centre, Moshi. He is currently undertaking a compulsory research and he is in the course of data collection. His research title is "An Investigation of the Role of Leadership on Employees Performance in Tanzania: A Case Study of Governmental and Non-Governmental Organisations in Moshi Municipality".

In view of the above he needs to collect data within Moshi and need to interview officers or personnel from your office on issues related to his research.

Kindly avail any assistance he may need from your office.

Yours Sincerely,

Erick Gabriel,  
Director,  
Kilimanjaro Regional Centre,  
The Open University of Tanzania.

**JAMHURI YA MUUNGANO WA TANZANIA  
WIZARA YA MAMBO YA NDANI YA NCHI  
JESHI LA POLISI TANZANIA**

Anwani ya Simu: **POLKIL**  
Simu No. 027 27 51673  
Nukushi: 027 2755624

E-Mail: [rpc.kilimanjaro@tpf.go.tz](mailto:rpc.kilimanjaro@tpf.go.tz)

Unapojibu tafadhali taja



Ofisi ya-  
Kamanda wa Polisi,  
Mkoa wa Kilimanjaro,  
S.L.P. 3040,  
**MOSHI.**

03/06/2020


**KR/PF/G.9440/100**

G.9440 D/C EMMANUEL C. YOHANNA  
DAWATI MKOA K'NJARO  
S.L.P 3040  
**MOSHI.**

**Yah: MAOMBI YA KUFANYA UTAFITI KWENYE TAASISI YAKO.**

Rejea barua yako ya tarehe 31/05/2020 yahusika.

2. Kibali cha kufanya utafiti katika taasisi hii kimekubwaliwa kama ulivyoomba.  
Nawasilisha.

  
**Pili S. Misungwi - SSP**

**Kny: KAMANDA WA POLISI MKOA WA KILIMANJARO.**

**KRY: KAMANDA WA POLIS  
MKOA KILIMANJARO  
MOSHI**





**SHIRIKA LA UMEME TANZANIA  
TANZANIA ELECTRIC SUPPLY COMPANY LIMITED**

Dodoma Head Office, P.O.Box 453 Dodoma, Tanzania, Tel: + 255 026 2323456/7, Web: www.tanESCO.co.tz

Our Ref:

Date:

MOS/RHR/FIELD/59

28.08.2020

OPEN UNIVERSITY,  
P.O. BOX,

**RE: DATA COLLECTION ATTACHMENT**

The subject matter captioned above refers.

Refer your letter dated 23.07.2020 requesting data collection attachment for the named above.

Kindly be informed that your request has been accepted and they are required to report on **August to September 2020** as requested

Yours faithfully,

**For: TANZANIA ELECTRIC SUPPLY COMPANY LIMITED**

A handwritten signature in blue ink, appearing to be "A. Nyenye", is written over the typed name of the signatory.

**ABDULRAHMAN M A NYENYE  
REGIONAL MANAGER – KILIMANJARO**