

**EFFECT OF LEADERSHIP STYLES ON THE PERFORMANCE OF  
GOVERNMENT AGENCIES IN TANZANIA; A CASE OF TANZANIA  
BUILDING AGENCY**

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**2025**

**CERTIFICATION**

The undersigned certify that I have read and hereby recommend for acceptance by the Open University of Tanzania the research paper entitled “effects of leadership styles on the performance of government agencies in Tanzania, the study was conducted at Tanzania building agency” and submitted by Neema Samson in partial fulfillment of the requirement for the award of Master of Arts in Governance and Leadership at the Open University of Tanzania.

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Date

## **DEDICATION**

This dissertation is dedicated to my beautiful family.

## **ACKNOWLEDGMENTS**

My deepest gratitude and appreciation go out to everyone who helped me finish this research project successfully, no matter how small the contribution. The simple fact is that nothing could have been accomplished if they hadn't agreed to take part in this study.

I am grateful to my all-powerful God, who has supported me along my academic journey. My supervisor, Dr. Chacha Matoka, and Dr. Emmanuel Mallya deserve a great deal of gratitude for their unwavering support and encouragement throughout the research process. Their insightful academic counsel and help enabled me to successfully complete my research paper on schedule.

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## ABSTRACT

This study assessed how leadership styles affected Tanzanian government agencies' performance, specifically focusing on the Tanzania Building Agency. Four goals served as the foundation for this investigation: to investigate the impact of transactional, transformational, autocratic, and laissez-faire leadership styles on the performance of organizations. This study has been guided by the Situational Leadership Theory. The study used a cross-sectional research design, a quantitative research approach, and positivist research philosophy. Out of the 182 employees of Tanzania Building Agency, 124 responses were chosen at random to make up the sample. Data were collected using structured questionnaires. Simple linear regression analysis and descriptive statistics were employed to analyze the data. The study revealed that while the other two variables shown a modest link with the business's success, two of the four factors—transformational and transactional leadership styles—demonstrated a strong and significant relationship. This study concludes that in organizations where managers assume leadership roles, subordinate staff and employees adhere to a defined and explicit hierarchy of operational processes and directives. Employees must follow their manager's instructions exactly in order to finish their daily tasks. Accordingly, the study suggested that organizations should think about or implement transactional and transformational leadership styles in line with organizational structure, culture, and staff training at Tanzania Building Agency in order to meet their goals and achieve positive performance outcomes.

**Key Words:** *Effects, Leadership Styles, Performance of Government Agencies*

## TABLE OF CONTENT

|                                          |              |
|------------------------------------------|--------------|
| <b>CERTIFICATION .....</b>               | <b>ii</b>    |
| <b>COPYRIGHT .....</b>                   | <b>iii</b>   |
| <b>DECLARATION.....</b>                  | <b>iv</b>    |
| <b>DEDICATION.....</b>                   | <b>v</b>     |
| <b>ACKNOWLEDGMENTS .....</b>             | <b>vi</b>    |
| <b>ABSTRACT .....</b>                    | <b>vii</b>   |
| <b>LIST OF TABLES .....</b>              | <b>xvi</b>   |
| <b>LIST OF FIGURES .....</b>             | <b>xviii</b> |
| <b>LIST OF ABBREVIATIONS .....</b>       | <b>xix</b>   |
| <b>CHAPTER ONE .....</b>                 | <b>1</b>     |
| <b>INTRODUCTION.....</b>                 | <b>1</b>     |
| 1.1 Chapter Overview .....               | 1            |
| 1.2 Background of the Study.....         | 1            |
| 1.3 Statement of the Problem .....       | 3            |
| 1.4 General Objective of the Study ..... | 5            |
| 1.4.1 Specific Objectives.....           | 5            |
| 1.5 Significance of the Study .....      | 5            |
| 1.6 Scope of the Study.....              | 6            |
| 1.7 Organization of the Study .....      | 6            |
| 1.8 Chapter Summary.....                 | 7            |
| <b>CHAPTER TWO .....</b>                 | <b>9</b>     |
| <b>LITERATURE REVIEW.....</b>            | <b>9</b>     |

|       |                                                                                                |           |
|-------|------------------------------------------------------------------------------------------------|-----------|
| 2.1   | Chapter Overview .....                                                                         | 9         |
| 2.2   | Definition of key Terms .....                                                                  | 9         |
| 2.2.1 | Leadership Styles .....                                                                        | 9         |
| 2.2.2 | Transactional Leadership Style .....                                                           | 10        |
| 2.2.3 | Transformational Leadership Style .....                                                        | 11        |
| 2.2.4 | Autocratic Leadership Style .....                                                              | 11        |
| 2.2.5 | Laissez-faire Leadership Styles.....                                                           | 11        |
| 2.2.6 | Organizational Performance.....                                                                | 12        |
| 2.3   | Theoretical Literature Review.....                                                             | 12        |
| 2.3.1 | Situational Theory of Leadership.....                                                          | 12        |
| 2.4   | Empirical Literature Review .....                                                              | 14        |
| 2.4.1 | The Relationship between Transactional Leadership Style on<br>Organizational Performance.....  | 14        |
| 2.4.2 | The Relationship between Transformational Leadership Style on<br>Organization Performance..... | 18        |
| 2.4.3 | The Relationship between Autocratic Leadership Style, on Organization<br>Performance .....     | 21        |
| 2.4.4 | The Relationship between Laissez-faire Leadership Styles on<br>Organization Performance.....   | 23        |
| 2.4.5 | The leadership and Organization Performance .....                                              | 25        |
| 2.5   | Research Gap.....                                                                              | 26        |
| 2.6   | Conceptual Framework .....                                                                     | 27        |
| 2.7   | Chapter Summary.....                                                                           | 29        |
|       | <b>CHAPTER THREE .....</b>                                                                     | <b>31</b> |

|                                          |           |
|------------------------------------------|-----------|
| <b>RESEARCH METHODOLOGY .....</b>        | <b>31</b> |
| 3.1 Chapter Overview .....               | 31        |
| 3.2 Research Philosophy .....            | 31        |
| 3.3 Research Approach .....              | 32        |
| 3.4 Research Design .....                | 33        |
| 3.5 Study Area.....                      | 33        |
| 3.6 Population of the Study .....        | 34        |
| 3.7 Sample and Sampling Techniques ..... | 34        |
| 3.7.1 Sampling Frame .....               | 34        |
| 3.7.2 Sampling Unit .....                | 34        |
| 3.8 Sample Size .....                    | 35        |
| 3.9 Sampling Techniques .....            | 36        |
| 3.10 Data Collection.....                | 36        |
| 3.10.1 Primary Data .....                | 36        |
| 3.10.2 Questionnaire Tool.....           | 37        |
| 3.11 Data Processing .....               | 37        |
| 3.12 Error Check .....                   | 38        |
| 3.13 Missing Variables.....              | 38        |
| 3.14 Pilot Study .....                   | 38        |
| 3.15 Respondent Engagement .....         | 39        |
| 3.16 Data Analysis .....                 | 39        |
| 3.17 Regression Assumptions .....        | 40        |
| 3.18 Variable and Measurement.....       | 41        |
| 3.19 Data Validity .....                 | 41        |

|                                                        |                                                                                                                           |           |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.20                                                   | Data Reliability .....                                                                                                    | 42        |
| 3.21                                                   | Ethical Considerations.....                                                                                               | 42        |
| <b>CHAPTER FOUR.....</b>                               |                                                                                                                           | <b>44</b> |
| <b>RESEARCH FINDINGS, ANALYSIS AND DISCUSSION.....</b> |                                                                                                                           | <b>44</b> |
| 4.1                                                    | Overview .....                                                                                                            | 44        |
| 4.1.1                                                  | Respondents Rate .....                                                                                                    | 44        |
| 4.2                                                    | Demographic Characteristics of Respondents.....                                                                           | 45        |
| 4.2.1                                                  | Gender Characteristics of the Respondents.....                                                                            | 45        |
| 4.2.2                                                  | Age Characteristics of the Respondents.....                                                                               | 46        |
| 4.2.3                                                  | Education Qualification.....                                                                                              | 47        |
| 4.2.4                                                  | Working Experience.....                                                                                                   | 47        |
| 4.3                                                    | Descriptive Statistics .....                                                                                              | 48        |
| 4.3.1                                                  | Descriptive Statistics on the Relationship Between Transactional<br>Leadership Style and Organization Performance.....    | 48        |
| 4.3.2                                                  | Descriptive Statistics on the Relationship Between Transformational<br>Leadership Style, on Organization Performance..... | 49        |
| 4.3.3                                                  | Descriptive Statistics on the Relationship Between Autocratic<br>Leadership Style and Organization Performance.....       | 51        |
| 4.3.4                                                  | Descriptive Statistics on the Relationship Between Laissez-Faire<br>Leadership Styles and Organization Performance .....  | 51        |
| 4.3.5                                                  | Descriptive Statistics on Leadership Styles and Organization<br>Performance .....                                         | 53        |
| 4.4                                                    | Regression Assumptions on the Relationship Between Transactional<br>Leadership and Employees Performance .....            | 54        |

|        |                                                                                                                       |    |
|--------|-----------------------------------------------------------------------------------------------------------------------|----|
| 4.5    | Regression Analysis on the Relationship Between Transactional Leadership And Employees Performance .....              | 56 |
| 4.5.1  | Regression Model.....                                                                                                 | 56 |
| 4.5.2  | Analysis of Variance .....                                                                                            | 56 |
| 4.5.3  | Regression Coefficients.....                                                                                          | 57 |
| 4.6    | Regression Assumptions on the Relationship Between Transformational Leadership Style on Organization Performance..... | 58 |
| 4.7    | Regression Analysis on the Relationship Between Transformational Leadership Style on Organization Performance.....    | 60 |
| 4.7.1  | Regression Model.....                                                                                                 | 60 |
| 4.7.2  | Analysis of Variance .....                                                                                            | 60 |
| 4.7.3  | Regression Coefficients.....                                                                                          | 61 |
| 4.8    | Regression Assumptions on the Relationship Between Autocratic Leadership Style on Organization Performances .....     | 62 |
| 4.9    | Regression Analysis on the Relationship Between Autocratic Leadership Style on Organization Performances.....         | 64 |
| 4.9.1  | Regression Model.....                                                                                                 | 64 |
| 4.9.2  | Analysis of Variance .....                                                                                            | 64 |
| 4.9.3  | Regression Coefficients.....                                                                                          | 65 |
| 4.10   | Regression Assumptions on the Relationship Between Laissez-Faire Leadership Style on Organization Performance.....    | 65 |
| 4.11   | Regression Analysis on the Relationship Between Laissez-faire leadership Style on Organization Performance .....      | 67 |
| 4.11.1 | Regression Model.....                                                                                                 | 67 |

|                                                                         |                                                                                                 |           |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------|
| 4.11.2                                                                  | Analysis of Variance .....                                                                      | 68        |
| 4.11.3                                                                  | Regression Coefficients.....                                                                    | 68        |
| 4.12                                                                    | Discussion of the Findings .....                                                                | 69        |
| 4.12.1                                                                  | The Relationship Between Transactional Leadership Style on<br>Organizational Performance.....   | 70        |
| 4.12.2                                                                  | The Relationship Between Transformational Leadership Style, on<br>Organization Performance..... | 72        |
| 4.12.3                                                                  | The Relationship Between Autocratic Leadership Style, on Organization<br>Performance .....      | 73        |
| 4.12.4                                                                  | The Relationship Between Laissez-Faire Leadership Styles on<br>Organization Performance.....    | 74        |
| 4.12.5                                                                  | Leadership Styles and Organization Performance .....                                            | 75        |
| <b>CHAPTER FIVE.....</b>                                                |                                                                                                 | <b>77</b> |
| <b>SUMMARY OF THE FINDINGS, CONCLUSION AND<br/>RECOMMENDATION .....</b> |                                                                                                 | <b>77</b> |
| 5.1                                                                     | Chapter Overview .....                                                                          | 77        |
| 5.2                                                                     | Summary of the Findings .....                                                                   | 77        |
| 5.2.1                                                                   | The Relationship Between Transactional Leadership Style on<br>Organizational Performance.....   | 77        |
| 5.2.2                                                                   | The Relationship Between Transformational Leadership Style, on<br>Organization Performance..... | 78        |
| 5.2.3                                                                   | The Relationship Between Autocratic Leadership Style, on Organization<br>Performance .....      | 78        |

|       |                                                                                                 |    |
|-------|-------------------------------------------------------------------------------------------------|----|
| 5.2.4 | The Relationship Between Laissez-Faire Leadership Styles on<br>Organization Performance.....    | 79 |
| 5.3   | Implication .....                                                                               | 79 |
| 5.3.1 | Policy.....                                                                                     | 79 |
| 5.3.2 | Industry.....                                                                                   | 79 |
| 5.3.3 | Academia.....                                                                                   | 80 |
| 5.4   | Conclusion.....                                                                                 | 80 |
| 5.4.1 | The Relationship Between Transactional Leadership Style on<br>Organizational Performance.....   | 80 |
| 5.4.2 | The Relationship Between Transformational Leadership Style, on<br>Organization Performance..... | 81 |
| 5.4.3 | The Relationship Between Autocratic Leadership Style, on Organization<br>Performance .....      | 81 |
| 5.4.4 | The Relationship Between Laissez-Faire Leadership Styles on<br>Organization Performance.....    | 81 |
| 5.5   | Recommendation.....                                                                             | 82 |
| 5.5.1 | The Relationship Between Transactional Leadership Style on<br>Organizational Performance.....   | 82 |
| 5.5.2 | The Relationship Between Transformational Leadership Style, on<br>Organization Performance..... | 83 |
| 5.5.3 | The Relationship Between Autocratic Leadership Style, on Organization<br>Performance .....      | 84 |
| 5.5.4 | The Relationship Between Laissez-faire Leadership Styles on<br>Organization Performance.....    | 84 |

|     |                                            |           |
|-----|--------------------------------------------|-----------|
| 5.6 | Limitations .....                          | 84        |
| 5.7 | Suggestion for Further Areas of Study..... | 85        |
|     | <b>REFERENCE .....</b>                     | <b>86</b> |
|     | <b>APPENDICES .....</b>                    | <b>91</b> |

## LIST OF TABLES

|             |                                                                                               |    |
|-------------|-----------------------------------------------------------------------------------------------|----|
| Table 3.1:  | Population Distribution .....                                                                 | 34 |
| Table 3.2:  | Sample Size .....                                                                             | 36 |
| Table 3.3:  | Variable Measurement.....                                                                     | 41 |
| Table 3.4:  | Reliability Results .....                                                                     | 42 |
| Table 4.1:  | Gender Characteristics of the Respondents.....                                                | 46 |
| Table 4.2:  | Age Characteristics of the Respondents .....                                                  | 46 |
| Table 4.3:  | Respondent Level of Education.....                                                            | 47 |
| Table 4.4:  | Respondent Working Experience .....                                                           | 48 |
| Table 4.5:  | Descriptive Statistics on Transactional Leadership and Organization<br>Performance.....       | 49 |
| Table 4.6:  | Descriptive Statistics on Transformational Leadership and<br>Organization Performance.....    | 50 |
| Table 4.7:  | Descriptive Statistics on Autocratic Leadership Style and<br>Organization Performance.....    | 51 |
| Table 4.8:  | Descriptive Statistics on Laissez Faire Leadership Style and<br>Organization Performance..... | 52 |
| Table 4.9:  | Descriptive Statistics on Organization Performance.....                                       | 53 |
| Table 4.10: | Model Summary .....                                                                           | 56 |
| Table 4.11: | ANOVA Results .....                                                                           | 57 |
| Table 4.12: | Regression Analysis of Transactional Leadership Style and<br>Organization Performance.....    | 57 |
| Table 4.13: | Model Summary .....                                                                           | 60 |
| Table 4.14: | ANOVA Results .....                                                                           | 61 |

|             |                                                                                                         |    |
|-------------|---------------------------------------------------------------------------------------------------------|----|
| Table 4.15: | Regression Analysis on Transformational Leadership Style and<br>Organization Performance.....           | 61 |
| Table 4.16: | Model Summary .....                                                                                     | 64 |
| Table 4.17: | ANOVA Results .....                                                                                     | 65 |
| Table 4.18: | Regression Analysis on the Way Autocratic Leadership Style,<br>Affect the Organization Performance..... | 65 |
| Table 4.19: | Model Summary .....                                                                                     | 68 |
| Table 4.20: | ANOVA Results .....                                                                                     | 68 |
| Table 4.21: | Regression analysis .....                                                                               | 69 |

## LIST OF FIGURES

|             |                                                                |    |
|-------------|----------------------------------------------------------------|----|
| Figure 2.1: | The Conceptual Framework .....                                 | 28 |
| Figure 4.1  | Histogram .....                                                | 54 |
| Figure 4.2  | Normal P-Plots of Regression Standardized Residual .....       | 55 |
| Figure 4.3: | Scatter Plot for the Standardized Residual for Variables ..... | 55 |
| Figure 4.4  | Histogram .....                                                | 58 |
| Figure 4.5  | Normal P-Plots of Regression Standardized Residual .....       | 59 |
| Figure 4.6: | Scatter Plot for the Standardized Residual for Variables ..... | 59 |
| Figure 4.7  | Histogram .....                                                | 62 |
| Figure 4.8  | Normal P-Plots of Regression Standardized Residual .....       | 63 |
| Figure 4.9: | Scatter Plot for the Standardized Residual for Variables ..... | 63 |
| Figure 4.10 | Histogram .....                                                | 66 |
| Figure 4.11 | Normal P-Plots of Regression Standardized Residual .....       | 66 |
| Figure 4.9: | Scatter Plot for the Standardized Residual for Variables ..... | 67 |

## **LIST OF ABBREVIATIONS**

|      |                                         |
|------|-----------------------------------------|
| SPSS | Statistical Package for Social Sciences |
| TBA  | Tanzania Building Agency                |
| TKDA | Tuma Kavi Development Association       |
| URT  | United Republic of Tanzania             |

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

This chapter presents a thorough overview of the problem's background, identifies the issue, and outlines the study's goals, significance, research questions, and scope.

#### **1.2 Background of the Study**

A substantial body of theoretical and empirical study has been conducted globally on organizational performance. For several decades, leadership scholars and experts have focused on the impact of leadership on organizational performance (Al Khajeh, 2021). This is predicated on the premise that performance and leadership style are interconnected inside an organization. Experts assert that the selected leadership style is vital for achieving company goals and inspiring workforce performance (Sadia & Aman, 2020).

Due to a variety of circumstances, many organizations around the world experience rapid changes on a daily basis. Adopted leadership styles and outside variables like competition, worldwide market trends, and technology advancements are a few of these influences. Changes also occur within the organizations throughout time. Examples include employee motivation, organizational culture, creativity, and human resource strength (Haque et al., 2019). Each of these tends to have an impact on these businesses' performance. According to researchers from many fields, the most frequent issues influencing organizational performance are leaders' inefficiency

in the majority of workplaces and their failure to conform and adopt a correct leadership style (Haque, Faizan, & Cockrill, 2019). However, all effective leaders use their power to make the most of the assets of the organization, particularly its most valuable and expensive ones. An organization's leaders typically select the style of leadership that best suits their preferences.

Because a small number of people in Africa had received education and experience in running and doing things, the autocratic leadership style was the most popular in the early years following colonization. But as more individuals became knowledgeable over the following few decades, most organizations adopted democratic leadership approaches (Storey, 2019). Laissez-faire, a transitional one and transformational management styles have become the norm in most firms (John 2021). However, the dynamics between managers and their employees in Africa's emerging countries have led to subpar performance in most enterprises. This is because improper attitudes and a lack of accountability and responsibility for their work have resulted from intimate ties between leaders and subordinates. As a result, organizations have failed at some point in various countries due to the dominance of leadership styles and the leaders' refusal to take responsibility for their work and duties (Akram 2020).

Many Tanzanian organizations have reported cases of immoral and unethical behavior, gratifications, high employee turnover, and a failure to fulfill basic required commitments due to a lack of effective leadership. Numerous professional and commercial failures have been caused by these problems (Gasper 2019). Since

achieving stated goals is often the primary objective of enterprises, a great leader must be able to motivate and manage their team. Regretfully, some organizations in the nation do not pay attention to the leadership style that their managers employ (John 2021). Based on this assumption, the study aims to investigate how leadership style affects Tanzanian organizations' performance, particularly at Tanzania Building Agency. It is thought that over the years, organizations like Tanzania Building Agency have accomplished a number of accomplishments. However, little is known about the leadership style or styles being used by the organization's management and how performance is impacted by them. Organizations are said to exist to enhance achievements in order to both survive and continue to exist. To meet the demands of the highly competitive marketplace, organizations must implement the appropriate leadership style to consistently enhance performance.

Additionally, the study will theoretically use situational leadership theory, which takes into account variables including organizational performance and leadership styles. A leader employing a situational leadership strategy will assess a team or organization and modify their leadership style to address the specific needs of the group, as per the theory. The situational leadership theory enables leaders to adjust their strategies based on the context, so enhancing their flexibility and adaptability.

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

Poor leadership is the cause of many companies' spectacular failures. According to Daniels, Hondeghem, and Dochy (2019), leadership is viewed as a crucial responsibility that influences an organization's success or failure. The performance of

an organization, on the other hand, has been thought to be significantly influenced by effective leadership; that is, leadership styles can be used to promote achievement within a company and are compatible in today's administrative tasks standards of performance because they all aim to address the problems and difficulties that institutions face. Once these problems are resolved, goals are reached, and one measure of an institution's performance is the achievement of goals (Huertas-Valdivia, 2020). However, the literature on how leadership style affects an organization's success has been few, and the lack of data and knowledge on this topic has also led to a gap in the field. Other businesses and areas have continued to receive attention (John, 2021). Many stories of how leadership changes have improved a company's performance are well-known examples of a direct leadership-performance link. In order to address the issue, firms have implemented induction programs for new hires, ongoing employee training, and in-service training for HR officers. This is done to guarantee that the performance of the organization improves. Kuchinke (2018).

There aren't many empirical research that examine the relationship between leadership style and performance in different organizations, such as those by Ali et al. (2018), John et al. (2019), Lulego (2020), Padmashree (2019), and Ojokuku (2019). The thorough investigation of how leadership affects success in the educational sector, context development associations, and international organizations operating overseas is one noteworthy exception. Tanzania Building Agency has achieved considerable success in its activities over the years by doing this. The style of leadership or approaches that management is employing to reach the current

performance level, however, are unknown. From this perspective, the study examined the impact of leadership styles on the performance of Tanzania Building Agency (TBA).

#### **1.4 General Objective of the Study**

The study's main goal is to evaluate how leadership style affects an organization's success.

##### **1.4.1 Specific Objectives**

- i. To determine how transactional leadership affects the success of organizations
- ii. To examine how transformational leadership affects an organization's performance
- iii. To assess the effect of an autocratic leadership style on the performance of an organization
- iv. To determine the effect of laissez-faire leadership styles on the performance of organizations

#### **1.5 Significance of the Study**

The study's findings elucidate the impact of leadership styles on organizational success. The findings are essential for administrators and leaders of the Tanzania Building Agency (TBA) who appoint department heads and oversee their performance. They could be helpful to decision makers since the study could help them prioritize the projects they've taken on and set leadership criteria. Tanzania

Building Agency (TBA) should benefit from the outcome because leadership style is a key metric for evaluating an organization's effectiveness. Performance improves as a result, and a stronger leadership style may help the firm reach its goals. From a theoretical perspective, the study contributes to the body of knowledge about the connection between organizational success and leadership styles, resulting in significant discoveries that consumers and future researchers might find useful.

### **1.6 Scope of the Study**

This examination was conducted at the Tanzania Building Agency located in the Dar es Salaam Region. The study concentrates on evaluating the impact of leadership styles on organizational performance. The research employed a cross-sectional design, a quantitative methodology, and a positivist philosophical approach. The study's sample comprised 124 respondents from a total of 182 employees at the Tanzania Building Agency. Structured questionnaires were employed for data collection, and multiple regression analysis together with descriptive statistics were applied as data analysis methods. The examined factors were laissez-faire, authoritarian, transformational, and transactional leadership styles. The data collection was confined to a 20-day period. Participants were assured confidentiality during the data collection process to enhance response rates and the sincerity of their replies.

### **1.7 Organization of the Study**

This study is divided into five chapters. The broad introduction, which includes the study's history, issue statement, goal, research questions, significance, and

organization, is covered in Chapter one. In the second chapter, which follows, a review of several literatures is covered. This review includes research gaps, theoretical arguments, empirical literature, and theoretical literature reviews. Research methodology is the subject of Chapter Three, which offers a thorough description of the many approaches that have been employed throughout the entire data gathering process in the study area where the research study has been carried out. This study's fourth chapter made an effort to present the results and analysis. In this instance, the study's discussion has been structured and framed by the stated research goals, wherein a clear discussion has been made to present the problem that has been identified. An overview of the study's results, a conclusion, and suggestions pertaining to the issue the inquiry discovered are finally included in chapter five. The chapter also identifies areas that require more research.

### **1.8 Chapter Summary**

The chapter devotes that Leadership style inspires and motivates employees to innovate and exceed expectations, and has been shown to enhance organizational performance significantly. The way leadership impacts organization performance have gained importance amongst researchers and experts working in the area of leadership. Consequently, a leadership style inside a company correlates with its performance. On the other hand, the chapter put forward that, leadership style, focused on structured tasks and rewards can be beneficial in environments requiring strict adherence to processes, such as manufacturing such as production system, leadership style ensures efficiency and quality through standardized practices. An organization's leaders typically select the style of leadership that best suits their

preferences. One characteristic unites successful leaders: they exert influence over others to maximize the use of the organization's resources, especially its most costly and essential ones. However, a variety of causes cause many businesses around the world to undergo fast changes on a regular basis. Adopted leadership styles and outside variables like competition, worldwide market trends, and technology advancements are a few of these influences. Over time, some changes also take place inside the organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

The literature that is pertinent to the current investigation is reviewed in this chapter. The theoretical stance and empirical studies are two of the chapter's many subsections. The theoretical stance addresses theories that influence how leadership is conceptualized and perceived. Empirical research on leadership styles and organizational success has been reviewed from both domestic and international sources. In order to identify a research gap, the literature is finally summarized.

#### **2.2 Definition of key Terms**

##### **2.2.1 Leadership Styles**

Managers' leadership style is the way they perform their leadership duties (Monga & Coetzee, 2019). Charismatic management, culture-based leadership, transformational management, transactional management, and visionary leadership are the different types of modern leadership. The organizational culture is significantly shaped by the leadership style of the corporation. Thus, this exerts a direct or indirect influence on the organization's performance (Haque et al., 2019). Leadership is essential for any enterprise, and its significance cannot be overstated. The leadership style of a manager or supervisor is dictated by their interactions with employees or subordinates and the execution of their leadership duties (Xenikou, 2019). Leadership academics assert that there is no singular optimal approach to leadership; instead, styles vary according to numerous aspects. The criteria encompass the organization type, the specific work, the attributes of team members, the collective

responsibilities of the leader, and, crucially, the leader's personality. They assert that several leadership principles may be necessary in specific circumstances, indicating that no singular leadership style is universally beneficial. This study characterizes a leader's leadership style as the actions undertaken within an organization, including task organization, planning, management, and employee interaction.

### **2.2.2 Transactional Leadership Style**

The leadership style of managers refers to the manner in which they execute their leadership responsibilities (Monga & Coetzee, 2019). Charismatic management, culture-driven leadership, transformational management, transactional management, and visionary leadership represent many contemporary leadership styles. The organizational culture is significantly shaped by the leadership style of the corporation. Thus, this influences the organization's performance either directly or indirectly (Haque et al., 2019). Leadership is essential for any enterprise, and its significance cannot be overstated. The leadership style of a manager or supervisor is defined by their interactions with employees or subordinates and the execution of their leadership duties (Xenikou, 2019). Leadership academics assert that there is no singular optimal approach to leadership; instead, styles vary according to numerous aspects. The criteria encompass the organization type, the specific work, the attributes of team members, the collective responsibilities of the leader, and—most crucially—the leader's personality. They assert that several leadership principles may be necessary in specific circumstances, indicating that no singular leadership style is universally beneficial. This study characterizes a leader's leadership style as the

actions undertaken within a corporation, including task organization, planning, management, and employee interaction.

### **2.2.3 Transformational Leadership Style**

Transformational leadership acts as a potent bridge among leaders and followers by offering a thorough understanding of motivating levels, values, and goals (Al Khajeh, 2021). Managers who apply transformational leadership pay particular attention to the development of their staff members' morality, skills, and degree of motivation. At this stage, leaders are the ones who encourage employees to put their personal interests aside. This study suggests that the model of transformational leadership is one that puts followers' needs and development first.

### **2.2.4 Autocratic Leadership Style**

Individual control over all decisions is a hallmark of an autocratic leadership style (Luftman, 2016). Autocratic leaders are traditional and domineering. In essence, autocratic leaders are still in charge of making decisions (Obiwuru et al., 2018). Its distinguishing features are limited group member input and complete individual autonomy over all decisions. These leaders emphasize compliance and devotion because they make choices alone and require strict adherence to rules. This study defines a style of leadership known as autocratic as one in which the individual makes all of the choices.

### **2.2.5 Laissez-faire Leadership Styles**

Another name for the French phrase *laissez faire*, which means "let it be," is the "hands off style" (Nwokocha & Iheriohanma, 2020). According to Gill (2018), it

means allowing subordinates to do tasks and assignments anyway they see fit, without strict rules or restrictions. A leader who adopts a laissez-faire approach lacks trust for his ability to supervise. Subordinates under this style of leadership are given excessive responsibility, lack clear guidelines for their behavior, and are not involved in decision-making. Because he avoids giving instructions, a laissez-faire leader simply uses the few committed employees who are available to finish a task (Puni et al., 2016). Laissez-faire CEOs allegedly do not encourage staff development since they believe that employees can care for themselves. According to this study, a laissez-faire approach to management is one in which employees are allowed to carry out duties and jobs as they see fit, without rigorous adherence to organizational standards.

### **2.2.6 Organizational Performance**

To remain operational, organizations must achieve their established objectives. Performance is a complex notion and a critical determinant of an organization's success or failure. Performance is the outcome of an employee's actions and abilities (Prasetya, 2017). Gavrea (2019) defines organizational performance as the aggregate of the organization's actual achievements or results in comparison to its objectives and anticipated outputs. The market performance of an organization's offerings, shareholder returns, and financial performance are the three pillars of success.

## **2.3 Theoretical Literature Review**

### **2.3.1 Situational Theory of Leadership**

The situational leadership model was established in the 1970s by behavioral scientist

Paul Hersey and author Ken Blanchard (Paul & Blanchard, 1988). The notion is predicated on the core idea that managers can never adopt the "best" leadership style because there are so many distinct conditions and problems in the corporate world. The theory acknowledges that the research of leadership effectiveness must take into account situational aspects such group characteristics, task nature, and leader and subordinate traits (Kenneth, 2019). A leader that uses a situational approach of leadership will evaluate a team or company and adjust their leadership style to meet the unique needs of the group or company, according to the theory. A situational leader, according to Julia (2018), integrates adaptability and flexibility into their approach and constantly assesses the situation to ensure they operate in the most appropriate and successful way possible.

For the simple reason that it helps a leader understand behavior and motivation and how to appropriately interpret it to implement the appropriate leadership style, this theory of leadership is pertinent to this study. Consequently, the theory is solely focused on followers, and leadership conduct is correlated with followers' motivation (Blanchard, 2019). The strength of this idea lies in its capacity to allow leaders to adjust their leadership style based on the context, hence enhancing adaptability and flexibility. Leaders can more adeptly adjust to changing circumstances if they recognize that various scenarios necessitate distinct strategies. Leaders demonstrating enhanced flexibility can cultivate followers' trust and credibility by evidencing their ability to adjust to varying situations.

The fault of this idea is that situational leadership requires a comprehensive understanding of the followers' needs and the context. A potential solution to this problem is to offer leaders training and development in situational leadership theory and its actual application.

## **2.4 Empirical Literature Review**

### **2.4.1 The Relationship between Transactional Leadership Style on Organizational Performance**

Mabotuwana (2020) examined the impact of transactional leadership upon organizational success in Sri Lanka. The study identifies three aspects of transactional leadership as independent variables: shared leadership, task orientation, and people orientation. The study's main objective was to evaluate twenty-four (24) relationships between productivity and leadership. To ensure that the contextual variances of completely diverse corporate environments would not affect the research findings, a monographic sample was chosen. The analysis employed the Kruskal-Wallis test, correlation analysis, and descriptive statistics. The study's results indicate a positive and substantial association between organizational performance and transformational leadership style. Moreover, a significant association exists between an organization's productivity and its leadership approach. Future empirical research on this valuable topic is strongly advocated by the proposed recommendations, which will enhance the existing body of knowledge. Additionally, it was advised that a minimum of three parties the leader, the leader's supervisor, and the leader's subordinates be included in evaluating a leader's style.

According to "Mabotuwana," this paper looked at how transactional leadership affected Sri Lankan organizations' performance. However, the present study will evaluate how leadership style affects Tanzania Building Agency's organizational performance. Additionally, the essay only discusses one style of leadership transactional leadership whereas the current study will address four styles: laissez-faire, autocratic, transformational, and transactional leadership.

In 2019, John et al. looked into the leadership style used at TumaKavi Development Association (TKDA) in Ghana's Northern Region and how it affected the organization's success. A case study with a qualitative design was employed. Using deliberate sampling, 11 respondents in all, or 65% of the staff, were chosen for the study. The report claims that TKDA mostly employs a transactional leadership style. It also discovered that the transactional leadership style being employed has had a major effect on the organization's operations and performance. The results of the study also demonstrated a strong relationship between leadership style and TKDA's organizational performance. It is recommended that management employ the transactional method of leadership more frequently and, if necessary, combine it with other approaches to leadership to help the company gain greater dominance in its industry, as it is an essential part of the organization's strength.

This study by John et al. analyzed the leadership style utilized at TumaKavi Developmental Association (TKDA) in Ghana's Northern Region, while the present research will evaluate the influence of managerial style on organizational performance at Tanzania Building Agency. Whereas the research conducted by

"John et al." utilized a qualitative case study design, the present study will adopt a quantitative research methodology.

In an Algerian study, Ebrahim & Al Khajeh (2018) investigated how leadership styles affect organizational effectiveness. The study focused on six primary leadership philosophies: revolutionary, transactional in nature, dictatorial and charismatic, bureaucratic, and democratic. For this topic, primary as well as secondary investigations have been conducted. The primary research was carried out using a quantitative technique with the use of a survey instrument based on a survey questionnaire. Through the study of previously published works, secondary research was carried out in order to achieve the research goals. The findings showed that transactional in nature, bureaucratic, and charismatic styles of leadership were negatively correlated with performance of organizations. On the other hand, revolutionary, repressive and and democratic forms of leadership were favorably connected with the organization's performance. Businesses have been advised to use a management approach that optimizes workers' potential.

The study by "Ebrahim & Al Khajeh," which was carried out in Algeria, discusses how leadership styles affect organizational effectiveness. The present study will be conducted in Tanzania, whereas the prior study was conducted in Algeria. This is where the two studies diverge. Additionally, only four leadership style categories were studied in this study: transactional, transformational, autocratic, charismatic, bureaucratic, and laissez-faire. However, the study by "Ebrahim & Al Khajeh"

focused on six main leadership styles: charismatic, autocratic, transformational, transactional, and democratic.

A study by Lulego (2020) looked at the relationship between tutor productivity in Tanzanian teacher institutions and the leadership ideologies most commonly used by college administrations. The methodology used in the study was qualitative. The study's findings demonstrated that college principals used a range of leadership ideologies, such as laissez-faire, authoritarian, and participative. The characteristics that contributed to tutors' success or failure were shown to be significantly influenced by college principals' willingness to tutor. It was discovered that the leadership style used at public teacher colleges has a direct effect on the work performance of tutors. Because of this, several leadership philosophies were needed for different circumstances inside the institutions, and each leader had to be aware of when to use a certain style.

Because "Lulego" conducted a study on identifying the leadership styles that are most frequently employed by principals in colleges, tutors, and teachers' colleges in Tanzania (TBA), the findings from his article could not be applied to organizations like Tanzania Building Agency. In order to investigate how leadership styles affect an organization's effectiveness, the current study will look at real-world experience.

### **2.4.2 The Relationship between Transformational Leadership Style on Organization Performance**

In India, Padmashree (2019) employed a survey research design to investigate how leadership styles affect employee commitment and motivation. However, because this study used a quantitative methodology to measure the outcomes, qualitative information was not gathered to support The results showed a strong positive linear correlation between employee commitment and transformative leadership. Additionally, it was shown that affective commitment and laissez-faire leadership behavior have a substantial, negative linear association. These results corroborate those of previous academic research. According to the study, there are a number of reasons why transformational leaders are successful, including the fact that they may be charismatic in motivating staff members, satisfy their emotional needs, or intellectually challenge them.

While the article by "Padmashree" focused on the impact of managerial methods on staff commitment and engagement in India, the current study examined the impact of leader styles on the performance of Tanzanian organizations. Thus, the study will concentrate on TBA and similar groups.

A study by Kuchinke (2019) looked at how managers' leadership philosophies affected the performance of their subordinates in the banking industry in Pakistan. This study was conducted using a quantitative research design. The results of the study showed a substantial correlation between transformative leadership and staff performance outcomes. Conversely, there was a negative relationship between

employee satisfaction with free-market capitalism leadership styles and employee performance outcomes in terms of efficacy.

The article presented by "Kuchinke" focused more on the banking industry than on educational institutions. Since the current study will concentrate on the effect of leadership style on organizational performance in Tanzania, the results may differ slightly and cannot be applied to other contexts.

In 2019, Padmashree conducted a study examining the influence of leadership styles on employee engagement and commitment in India. These findings corroborate past scholarly examinations. This study utilized a quantitative method to measure the results. The study identified a strongly advantageous linear relationship between transformative leadership and employee commitment. A substantial negative linear association was also demonstrated between emotional devotion and laissez-faire leadership behavior.

The findings of Padmashree's article, which examined leadership and motivation among employees, are likely irrelevant to the present study, as it will concentrate on the impact of leadership style on organizational performance in Tanzania.

Ojokuku, Odetayo, and Sajuyigbe (2019) examined the impact of leadership style on organizational effectiveness at many banks in Ibadan, Nigeria. Employing the deliberate sampling method, sixty (60) respondents were chosen as the study's sample following the collection of pertinent data via a structured questionnaire. An inferential statistical method was employed to meticulously evaluate the data and develop a singular hypothesis. The significant impact of leadership style

characteristics on followers and performance was analyzed by regression analysis, while the link between leadership style dimensions and organizational efficiency was assessed using Pearson product-moment correlation. The findings indicated a correlation between leadership style variables and organizational performance that was both positive and negative. Moreover, it was determined that components of leadership style jointly forecast organizational performance, accounting for 23% of the total variance. The study suggested that to enhance resilience in a highly competitive global market, the banks' leadership should embrace a transformational and democratic managerial approach.

Ojokuku, Odetayo, and Sajuyigbe's study examined the impact of leadership style on the operations of specific banks in Ibadan, Nigeria. The article's study was mostly focused on the banking sector. Therefore, the results of this paper will not be useful for the current study, which will focus on how leadership style influences organizational performance in Tanzania.

John (2021) investigated how Tanzania's Nyamagana District, in the Mwanza region, was affected by transformational leadership in terms of local economic development. This study employed a qualitative research methodology and an explanatory study design. The research population consisted of 28 leaders from the Mwanza district who were selected using convenience and purposeful selection techniques. The interview guide was used to collect the data, and content analysis was used to assess the qualitative data's value. The study's findings indicate that a transformational leadership style has three main benefits on local economic development: increased

business and agricultural productivity, increased social wellbeing, and better accountability and good governance. Implementing a transformational leadership style was difficult because of political meddling in development matters, a lack of funding, low educational attainment, and a lack of community support and involvement. Finally, the following strategies were suggested to address the challenges associated with implementing a transformational leadership style: increasing autonomy, offering leaders training and capacity building programs, allocating enough funds for the implementation of various district plans, and encouraging community participation in various district developmental strategies.

Because the article only focused on one type of leadership that is based on local economic development, while the current study will focus on four types of leadership in an organization like Tanzania Building Agency, the findings from "John's" article, which looked at the impact of transformational leadership style on local economic development, are insufficient to support the current study.

#### **2.4.3 The Relationship between Autocratic Leadership Style, on Organization Performance**

Ali et al. (2018) investigated the connection between Somalian instructors' job satisfaction and leadership styles. Because the total population in the study area was so small, the researchers used a census survey in which information was collected on every individual. A survey was used to perform the study, and a questionnaire was used to collect data. Transformational leadership style and job satisfaction were found to be significantly correlated. The findings also showed a strong correlation

between an autocratic leadership style and work satisfaction. The results of the study suggest that the quantitative study focused on an organization's performance.

In the paper, "Ali" focused on the association between leadership styles and job satisfaction among Somalian instructors; however, the current study is more concerned with organizational success. Furthermore, the new study will be carried out in Tanzania, whereas the article was conducted in Somalia.

Akram & Al-Khaled (2020) looked into how leadership styles affected organizational performance in Mali. Three distinct leadership philosophies authoritarian, democratic, and laissez-faire were the focus of the study. According to the study, leadership styles undoubtedly have a significant impact on a company's success because the performance of the organization as a whole is ultimately determined by the way the leader manages his staff. Productivity will rise indirectly when a leader engages with their team and considers their opinions and input when making choices. This is especially true for employees, who will feel more motivated because they are contributing to the process. A few suggestions were offered to enhance the long-term effectiveness of the company. This study found that the best leadership style for achieving and improving organizational performance is democratic leadership.

Akram and Al-Khaled examined the impact of leadership styles on company efficiency in Mali in their paper. They concentrated on three distinct leadership philosophies: laissez-faire, democratic, and autocratic. The current study, on the other hand, examines the relationship between leadership styles and organizational

performance, concentrating on four distinct styles: transactional, transformational, authoritarian, and laissez-faire.

Gasper (2019) used Tanzanian small and medium-sized businesses to investigate how leadership styles affect company performance. Five hundred responses from particular companies make up the sample. Questionnaires were used to collect data, and the statistical software for social science (SPSS) was used for analysis. The results showed that leadership is regarded as important and affects whether a company succeeds or fails. Additionally, leadership styles have a major positive impact on company performance. Autocratic leadership styles also have a greater direct impact on company performance. Depending on the industry, it has been determined that autocratic leadership should be formed in order to maintain a competitive edge in a highly competitive setting. The focus of the "Gasper" article was small and medium-sized enterprises in Tanzania. The outcomes of this study may change differently and cannot be generalized to other situations because it will focus on how leadership style affects organizational performance in Tanzania.

#### **2.4.4 The Relationship between Laissez-faire Leadership Styles on Organization Performance**

Rogers (2019) investigated the connection between organizational commitment and leadership styles among Tanzanian academic professionals. The study was quantitative, cross-sectional, and tested the hypothesis using regression and correlation. 353 academic employees from five public universities made up the sample. According to the study, work satisfaction, leadership styles used, position

level, length of service, and age all affect academic staff members' organizational commitment in public universities. Results also indicate that the association between organizational commitment and leadership styles is somewhat mediated by job satisfaction. In order to boost commitment from the organization among the country's academic staff, managers should always strive to apply a mix of methods of leadership that contribute to work happiness and can enhance the employee-employer connection.

Rogers concentrated on investigating the connection between organizational commitment and leadership styles among Tanzanian academic professionals. The hypothesis was tested using cross-sectional, quantitative, correlation, and regression methods, with a sample of 353 academic staff members. The current study, however, will concentrate on evaluating how leadership style affects organizational performance in Tanzania. It will employ an explanatory research design, test the variables quantitatively and using regression, and use a sample of 124 respondents.

Akparel et al. (2019) looked into the effects of Ghanaian leadership techniques and how they affected the functioning of the business. The research design of the study was survey-based. The study's findings demonstrated that the leadership philosophies employed had a major influence on the organization's operations and performance. Furthermore, a high correlation between leadership style and organizational success was found. The research outlined the metrics they would take into account when evaluating success, including collaborations, financing opportunities, staff strength and turnover, awards, and the extent and depth of initiatives. Akparel et al. (2019) looked into the effects of Ghanaian leadership techniques and how they affected the

functioning of the business. The research design of the study was survey-based. The study's findings demonstrated that the leadership philosophies employed had a major influence on the organization's operations and performance. Furthermore, a high correlation between leadership style and organizational success was found.

#### **2.4.5 The leadership and Organization Performance**

Muliati et al. (2020) aimed to determine the impact of the principal's leadership style on the performance of teachers at elementary schools in the West Lombok Regency's Namada District. The investigation was quantitative in nature. The study's findings showed that the principal's style of leadership had a beneficial effect on the performance of primary school teachers.

Clement and Peter (2018) investigated the functions of leadership style and its impact on good governance in Anambra state's security provision. The multi-stage sampling procedure was used to identify study participants for the cross-sectional survey design. Using a multistage sample process, 900 participants were selected from the state's three senatorial zones, and frequency counts and percentages were used to analyze the collected data. However, inferential statistics (regression analysis and chi square) were used to ascertain the correlations between the variables. In Anambra state, the study discovered a strong correlation between leadership positions and property and life security. Additionally, it was discovered that excellent governance was a significant predictor of security ( $p=.033$ ). Therefore, among other things, the study suggested that leaders should perform their jobs with accountability,

transparency, selflessness, and patriotism. According to "Clement," the article focused more on the security industry and less on good governance. Because the current study focuses on how leadership style affects organizational performance, the results may change differently and cannot be applied to other contexts.

Kelvin (2020) examined the relationship between leadership style and employee retention. The study's data was collected by questionnaires from the Tanzania Postal Bank (Morogoro Branch) and Akiba Commercial Bank of Tanzania (Buguruni Branch). The linear regression technique was employed to examine the association between the variables. In Tanzanian commercial banks, a substantial and linear association existed between leadership and employee retention.

Since managing and leading go hand in hand, the study suggests that supervisors and bank managers receive leadership skills training. It also serves as a reminder to managers and supervisors to ask their staff members for input on the leadership styles employed at their individual banks and make any adjustments before the staff members decide to quit. The "Kelvin" article concentrated on employee retention in the banking industry. Therefore, the results of this study differ slightly from those of the current study, which focuses on how leadership style affects the performance of organizations.

## **2.5 Research Gap**

Since nothing has been done regarding the influence of leadership style on the performance of Tanzania Building Agency, which is under the Ministry of Works, Transport, and Communication, a researcher has decided to investigate the effect of

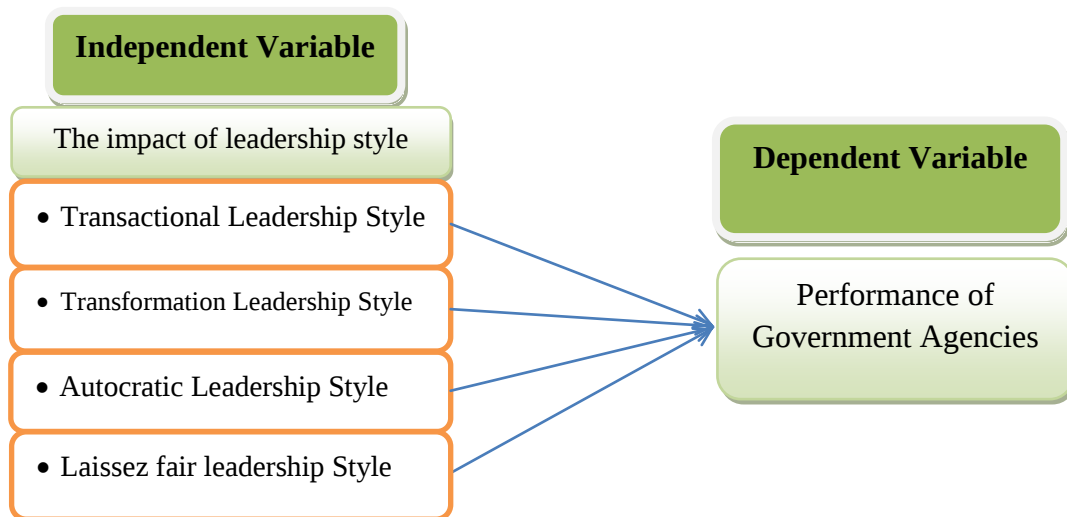
leadership style on the performance of organizations in Tanzania, specifically at Tanzania Building Agency (TBA). The subsequent topics have been addressed in the literature referenced in this work by John et al. (2019), Lulego (2020), Padmashree (2018), Kuchinke (2018), Padmashree (2019), Ali et al. (2018), and John (2021): The influence of leadership styles on Development Associations; the predominant leadership styles employed by college principals; the effect of leadership styles on employee motivation and commitment in India; the influence of managerial leadership styles on subordinate performance in Pakistani banks; the impact of leadership styles on employee motivation and commitment in India; the effect of leadership styles on job satisfaction among instructors in Somalia; and the influence of transformational leadership style on local economic development in Tanzania, particularly in Nyamagana District.

Therefore, if you look at all of the articles reviewed, you will notice that there isn't a study like my own because most of the studies which focused on this topic weren't conducted in Tanzania, and the authors and researchers didn't look into, illustrate, or raise any concerns about the impact of leadership style on the efficiency of organizations in Tanzania, specifically at the Tanzania Building Agency (TBA). In an attempt to bridge the gap, this study examined the impact of leadership style on Tanzania Building Agency's performance.

## **2.6 Conceptual Framework**

This analytical tool attempts to illustrate the connection among every factor that will be employed in the study. This conceptual framework, which is based on the study,

attempts to clearly distinguish between the many types of variables that were examined and to illustrate the relationships that exist between them. Puni (2016)



**Figure 2.1: The Conceptual Framework**

Two primary variables form the basis of the conceptual framework that directed this study: (a) leadership styles (transformational, transactional, autocratic, and laissez-faire) as separate variables, and (b) organizational performance as dependent variables. Since both leadership styles can help achieve company objectives and goals and the majority organizational cultures have societies that are differentiated by both styles, leadership styles are incorporated as independent variables in the development of the entire spectrum of leadership model, which in turn leads to improved organizational performance (Avolio, 2014). Avolio (2014) developed an exhaustive leadership model that includes nine connected components and four primary practices: transformative, transactional, autocratic, and laissez-faire. These elements include the exchange process, which entails meeting contractual

obligations, establishing goals, and tracking and managing results; idealized influence behaviors; inspirational motivation; intellectual stimulation; and personalized consideration. The theoretical structure also assumes that the qualities of effective leadership can engage people through high levels of support, making them feel valued and able to improve organizational performance.

### **Research Hypotheses**

- i. *There is a positive significant relationship between transactional leadership style on organizational performance*
- ii. *There is a positive significant relationship between transformational leadership style, on organization performance*
- iii. *There is a positive significant relationship between Autocratic leadership style, on organization performance*
- iv. *There is a positive significant relationship between Laissez-faire leadership styles on organization performance*

### **2.7 Chapter Summary**

According to the literature review, an organization's results or actual outputs can be compared to its goals, objectives, and intended outputs. Three aspects of organizational performance are related to the organization's financial performance, shareholder return, and product/service market performance. The study under consideration has embraced situational leadership theory, which is founded on the core idea that managers can never adhere to a single "best" leadership style because there are so many distinct conditions and obstacles in business. It acknowledges that the investigation of leadership effectiveness must take into account situational aspects such group characteristics, task type, and leader and subordinate traits. Consequently, the development of the full range of leadership models incorporates

leadership styles by recognizing that both can help achieve the company's objectives and goals and that the majority of organizational cultures are characterized by both styles, which in turn leads to improved performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter Overview**

This chapter offers a thorough description of the many research approaches that were applied during the entire data gathering procedure in the subject area where the empirical study was carried out. The study area, research design, data kinds and sources, data collection techniques and instruments, sampling design, and data analysis are all covered in this chapter. In general, the chapter discusses the methods employed for the research, the gathering of data, and, lastly, the instruments that will be utilized to make inferences.

#### **3.2 Research Philosophy**

A research philosophy is a perspective on the collection, analysis, and use of facts pertaining to a subject. Assumptions, knowledge, and the essence of the inquiry are all interconnected with research philosophy. It pertains to the specific methodology of knowledge advancement (Saunders & Thornhill, 2012). Given that researchers may possess divergent opinions regarding the nature of knowledge and truth, it is imperative to examine this matter to understand their assumptions. As a result, positivist research philosophy is the one that this study has chosen. According to Tsung (2016), positivist research psychology is based on measurement and holds that knowledge is found by objective, quantifiable observation of activities and actions/reactions. The positivist research philosophy was chosen for this study because it places restrictions on the gathering and interpretation of data according to the study's goals. Additionally, the positivist research technique contends that

information can be acquired objectively through observations and measurements; hence, by carefully measuring and analyzing data, answers from the studied topic can be found.

The positivist philosophy aligns with the study on the Effect of Leadership Styles on the Performance of Government Agencies in Tanzania: A Case of Tanzania Building Agency by emphasizing objective measurement and observable data. It supports the use of structured methodologies such as surveys or statistical analysis to examine the relationship between leadership styles and organizational performance. This approach ensures that conclusions are based on empirical evidence, minimizing researcher bias and allowing for generalizable findings within the public sector context.

### **3.3 Research Approach**

This study used a quantitative research strategy as its research methodology. The goal of the quantitative approach is to describe a phenomenon using a greater number of participants, which allows for the summarization of traits across connections or groups (Adar, 2023). This research methodology uses techniques like questionnaires, organized observations, or experiments to gather information about a specific group of people, referred to as a sample population. Finding data that can be extrapolated to a broader population is the ultimate goal of quantitative research, which aims to quantify the issue and comprehend its scope (Knipe, 2018). By collecting quantitative data, a researcher can do basic and highly statistical analyses which

aggregate the data, such as displaying averages, percentages, and the correlations between variables.

### **3.4 Research Design**

The overall approach a researcher takes to ensure that every aspect of the study are integrated in a logical and cohesive manner, thereby addressing the research problem, is referred to as research design. It serves as the guide for gathering data, measuring it, and analyzing it (Kothari, 2009). This study, however, used an explanatory research approach. A method that is used to better understand the underlying causes, correlations, and reasons for a certain event that has not yet been thoroughly investigated is called explanatory study design. The flexibility of this study design in terms of data collecting and analytic techniques has led to its usage. The design allows for more in-depth information on the study issue and has a higher degree of precision and pinpointing (Mackenzie and Knipe, 2006). To learn why and how leadership style affects government agency performance and how government agencies operate, researchers employ explanatory research designs. The study established cause-and-effect correlations between several study variables and tested novel ideas by employing an explanatory research design. This was accomplished by using a variety of data collection techniques, such as interviews, questionnaires, and observation.

### **3.5 Study Area**

This study was conducted at Tanzania Building Agency (TBA) which is located in Ilala District in Dar es Salaam Region. The reason for conducting this research at

TBA is that, in the country most of the government organization and agencies are facing with extravagance on assets as well as poor work performance (URT, 2021). So, since TBA is one among the government organization in the country, conducting this study there is reasonable. With this study, data will be accesses at Tanzania Building Agency (TBA) through its employees and other staff available at TBA.

### 3.6 Population of the Study

According to Cohen (2017), a population is a collection of people's belongings, from which samples are drawn in order to make measurements. According to URT (2019) Tanzania Building Agency have a total number of 182 employees/workers.

**Table 3.1: Population Distribution**

| <b>Types of Respondents</b> | <b>Population</b> |
|-----------------------------|-------------------|
| Board Members               | 12                |
| Director and Managers       | 10                |
| Staffs                      | 98                |
| Sub-contractors             | 62                |
| <b>Total</b>                | <b>182</b>        |

### 3.7 Sample and Sampling Techniques

#### 3.7.1 Sampling Frame

The list or tool a researcher uses to define the population of interest is called a sample frame. A researcher can choose a sample from the population using this set of factors (Bajpai, 2011). The study's sample frame consists of national organizations.

#### 3.7.2 Sampling Unit

In the study titled Effect of Leadership Styles on the Performance of Government Agencies in Tanzania: A Case of Tanzania Building Agency, the sampling unit

comprises individual employees and managers working within the Tanzania Building Agency (TBA). These individuals are selected as they directly experience and respond to various leadership styles within the organization, making them well-positioned to provide relevant insights on how such styles influence agency performance. By focusing on staff at different hierarchical levels ranging from top management to operational employees the study captures diverse perspectives necessary for understanding the impact of leadership on performance outcomes.

### 3.8 Sample Size

Sample size determination is the process of choosing how many representatives are included in a statistical sample. Choosing the number of participants is essential since the goal of any study is to use the sample to make inferences about the population. In comparison to the population, the sample frame used in this study is more than enough. The variables utilized to determine the sample size were the level of data collected in the anticipated analysis, the degree of precision required in the results, and the anticipated completion date of the study. The sample size is 182 employees of the Tanzania Building Agency (TBA) in Dar es Salaam. The subsequent formula, which was supplied by Yamane and referenced by Rwegoshora (2006), was used to estimate the sample size.

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

**Where by** n = Sample size,

N= Total population 182

x = Precision (5%) = 0.05

$$n = \frac{182}{1 + 182(0.05)^2}$$

$$n = 124$$

Therefore, the sample size for this study is 124 respondents thus TBA employees/workers available in different department of the Organization.

**Table 3.2: Sample Size**

| <b>Types of Respondents</b> | <b>No of Respondents</b> | <b>Percentage (%)</b> | <b>Sampling Techniques</b> |
|-----------------------------|--------------------------|-----------------------|----------------------------|
| Director and Board Members  | 9                        | 6.4                   | Random                     |
| Managers                    | 3                        | 2.4                   | Random                     |
| Staffs/Workers              | 82                       | 65.6                  | Random                     |
| Sub-Contractors             | 31                       | 24.8                  | Random                     |
| <b>Total</b>                | <b>124</b>               | <b>100</b>            |                            |

### 3.9 Sampling Techniques

The researcher uses strategies known as sampling procedures to choose study participants from the general public (Kothari, 2009). To choose the right respondents from the chosen organization for the study, stratified random sampling was employed. Board members, TBA staff, subcontractors, directors, and managers are the homogeneous subpopulations known as strata that a researcher separated from the sample population. The sample size for this investigation was derived from this subpopulation.

### 3.10 Data Collection

#### 3.10.1 Primary Data

The phrase "primary data" describes information that the researcher or investigator

gathers independently from the field's universe; they are first-hand reports that are typically highly reliable and accurate (Field, 2005). Primary data collection yields unique insights that secondary sources may not be able to supply (Bajpai, 2011). Primary data for this study came from TBA, specifically from employees, hence the respondents are subordinates. Nonetheless, department heads served as important informants. This information was gathered using a questionnaire instrument, which prompted participants to effectively answer the questions in order to meet the study's intended objective.

### **3.10.2 Questionnaire Tool**

The phrase "primary data" describes information that the researcher or investigator gathers independently from the field's universe; they are first-hand reports that are typically highly reliable and accurate (Field, 2005). Primary data collection yields unique insights that secondary sources may not be able to supply (Bajpai, 2011). Primary data for this study came from TBA, specifically from employees, hence the respondents are subordinates. Nonetheless, department heads served as important informants. This information was gathered using a questionnaire instrument, which prompted participants to effectively answer the questions in order to meet the study's intended objective.

### **3.11 Data Processing**

The process of gathering raw data and turning it into information that can be used is known as data processing, and it is often carried out in a methodical manner (Bajpai, 2011). The data used in this study was gathered, sorted, filtered, processed, examined, saved, and finally shown in an understandable manner. such as tables,

charts, graphs, and documents, allowing staff members across the company to comprehend and utilize the information.

### **3.12 Error Check**

This may happen as a result of the questionnaire's potentially deceptive wording and substance, as well as its arrangement, which may make it challenging to accurately record answers. Careful consideration was given to the questionnaire design, interviewer training, ensuring anonymity, and following up with the respondent at various times if there were issues reaching them in order to increase response rates and statistical accuracy. Errors and non-response are successfully decreased by "call-backs."

### **3.13 Missing Variables**

When a variable in a finding has no data value stored for it, it is said to be missing. Commonly occurring missing variables might significantly impact the inferences that can be made from the data. For this study there were no missing variable as all the data collection tool were prepared effectively to get all the required information and follow-up was done so as to ensure all data are collected as required by ensuring that all the questionnaire are filed effectively.

### **3.14 Pilot Study**

In the study Effect of Leadership Styles on the Performance of Government Agencies in Tanzania: A Case of Tanzania Building Agency, a pilot study was conducted to test the reliability, clarity, and validity of the research instruments

before the actual data collection process. A pilot study is a small-scale preliminary investigation that helps identify potential challenges in the research design, such as ambiguous questions or inappropriate measurement scales, thus ensuring the main study is methodologically sound (Creswell & Creswell, 2018). In this case, the pilot involved administering the questionnaire to a small group of employees within a similar government agency to that of TBA to assess whether respondents could easily interpret and respond to the items accurately (Saunders, Lewis & Thornhill, 2019). The feedback gathered was used to refine and adjust the instrument for better clarity and reliability, minimizing the risk of misinterpretation and enhancing the overall quality of data (Bell, Bryman & Harley, 2019). This step was crucial for strengthening the internal consistency and construct validity of the variables under investigation leadership styles and organizational performance.

### **3.15 Respondent Engagement**

The degree of participation, engagement, and interest shown by participants in a survey, research project, or other type of data gathering process is referred to as respondent engagement (Knipe, 2006). In this study, respondent engagement were 100% as all 124 respondents who were the target sample size for this study was involved thus the interest of the study were meet as it was expected.

### **3.16 Data Analysis**

Data analysis includes finding trends, summarizing, employing statistical methods, and reducing gathered data to a reasonable amount (Cooper & Knipe, 2006). With SPSS program data were entered guided by developed code for verification.

Frequencies and percentage were also computed and used to analyze the proportion of respondents regarding their position in the organization. Statistical analysis tools such as frequencies and percentages have been used in the analysis. Also, the analysis used the calculation of statistical values like performances. Moreover, multiple regression analysis has been performed in this study mainly to show the existing relationship between study variables. With multiple regression analysis, many independent variable against one dependent variable will be analysed and through it, the analysis will give a model summary, an ANOVA, regression coefficient results and regression assumption.

### **Regression Model**

The following model will be used.  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where by Y = Organization Performance

$\beta_0$  = Constant factor

$X_1$  = Transactional Leadership Style

$X_2$  = Transformational Leadership

$X_3$  = Autocratic Leadership Style

$X_4$  = Laissez-fair Leadership Style

$\varepsilon$  = Error term

The discussion in the following parts has made use of the narration summaries. This made it easier for the researcher to categorize the data gathered from the study, which cleared the path for writing the report and coming to a conclusion.

### **3.17 Regression Assumptions**

The chosen sample is reflective of the population; the linear connection between X and the mean of Y indicates that the variables that are independent and the one that is

dependent have a linear relationship; The variance of the residual is constant for all values of X. Independence: There is no mutual influence among the observations. There is a normal distribution for each variable

The independent variables are all linearly independent, and there are no outliers (if any exist, they must be eliminated) (Tsung, 2016).

### 3.18 Variable and Measurement

**Table 3.3: Variable Measurement**

| <b>Variables</b>                  | <b>Code</b> | <b>Measurement</b>                                                                                             | <b>Type of Scale</b>                         |
|-----------------------------------|-------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Organization Performance          | OP          | OP1: Leadership Styles<br>OP2: Organization Task Involvement<br>OP3: Employees Task Involvement                | Ratio<br>Ratio<br>Ratio                      |
| Transactional Leadership Style    | TSLS        | TSLS1: Employees Skills<br>TSLS2: Employees Knowledge<br>TSLS3: Efforts between leaders and their subordinates | Ratio<br>Ratio<br>Five itemized scale        |
| Transformational Leadership Style | TFLS        | TFLS1: Employees Moralities<br>TFLS2: Motivational level<br>TFLS3: Employees Skills                            | Ratio<br>Itemized scale/Ratio<br>Ratio       |
| Autocratic Leadership Style       | ALS         | ALS1: Individual/employee Control<br>ALS2: Employees final Decisions                                           | Ratio<br>Ratio                               |
| Laissez-Fair Leadership Style     | LFLS        | LFLS1: Employees control<br>LFLS2: Employees loyalty on getting task be done                                   | Itemized scale/Ratio<br>Itemized scale/Ratio |

### 3.19 Data Validity

According to Kothari (2004), precision and objectivity are characteristics of reliability, which is the capacity of an instrument to yield consistent results. Validity,

according to Saunders et al. (2000), is the degree to which a statistical tool achieves its intended goal. The researcher used a variety of tactics, including conducting a pilot test to evaluate structured questionnaires.

### 3.20 Data Reliability

The dependability of the data was assessed using Cronbach's Alpha. Ritter, 2010 Cronbach's alpha measures internal consistency, or how the set of things is as a whole. The average correlation among test items and test item count is known as Cronbach's Alpha. The Cronbach's alpha equation states that the greater the number of items, the higher the alpha. If the typical inter-correlation is low, alpha will also be low. The higher the average inter-correlation, the higher Cronbach's alpha. This study's findings are considered reliable and have a relatively high level of consistency within it when the Alpha coefficient is 0.8 or above. If the Alpha coefficient is above 0.8, it is regarded as having good internal consistency; if it is below 0.8, it indicates that the internal consistency is questionable.

**Table 3.4: Reliability Results**

| S/N | Variables                      | Number of Items | Cronbach's Alpha | Remarks   |
|-----|--------------------------------|-----------------|------------------|-----------|
| 1   | Transactional Leadership Style | 9               | 0.867            | Excellent |
| 2   | Transformational Leadership    | 9               | 0.923            | Excellent |
| 3   | Autocratic Leadership Style    | 9               | 0.812            | Excellent |
| 4   | Laissez-fair Leadership Style  | 9               | 0.708            | Moderate  |

**Source:** Field Study 2024

### 3.21 Ethical Considerations

In addition to requesting permission to conduct the study, the researcher received an

introductory letter from the university that included the researcher's name and the time frame for the investigation. Therefore, the researcher secured research ethics such secrecy and anonymity by getting permission and appreciation to do the study. Because the study is non-experimental, there was no physical or psychological harm to the participants. Additionally, the researcher was extremely cautious while interacting with each respondent during the data collection process, and they used careful word choice when addressing topics pertaining to the respondents. The researcher takes this action to guarantee that the study complied with national laws, human rights, and local morals.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS, ANALYSIS AND DISCUSSION**

#### **4.1 Overview**

The results and analysis of the data collected in the research region are presented in this chapter. The study's goal was to evaluate how leadership styles affected Tanzanian government agencies' performance, particularly at the Tanzania Building Agency. As directed by the goals of the study, the analysis and discussion of the results have been given in a logical flow of deals. The study's specific objectives, which include examining the effects of transactional, transformational, autocratic, and laissez-faire types of leadership on organizational performance, as well as the rate of respondents, will be the primary topics of discussion and presentation.

##### **4.1.1 Respondents Rate**

The total number of interviewees divided by the total number of eligible respondents yields the response rate; on the other hand, the total number of completed interviews divided by the total quantity of participants contacted yields the response rate (Ehrmann, 2014). Compared to the response rate alone, a thorough explanation and description of the sampling technique that produced this response rate could offer a more critical evaluation of the study's validity.

In any case, the goal of this study was to interact with 124 participants in the study region. In order to reach the study's goal, a researcher created a large number of questionnaires. During filling the questionnaire, a researcher did a strict follow-up and check if the questionnaires have been filled as required and where mistake were

observed immediately correction was done. In so doing all the questionnaires were filled hence there was 100% respondent rate. According to Richardson (2015) response rates approximating 60% and above is regarded as an acceptable response rate in social research, this imply that, most research should be the goal of researchers and certainly are the expectation of the study. Hence this study relies on the appropriate and reasonable response rate.

## **4.2 Demographic Characteristics of Respondents**

The overall characteristics of the study participants are presented in this subsection. In social science research, the traits of the respondents are important in how they communicate and respond to the research challenge (Saunders, Lewis, & Thornhill, 2012). Additionally, this study developed a set of respondent variables, including age, gender, educational background, and work experience. It was decided to use a sample size of 124 respondents.

### **4.2.1 Gender Characteristics of the Respondents**

Gender features are a significant variable in this study since they indicate that the study adhered to gender equality in terms of response, meaning that both males and females were taken into account. Therefore, a researcher was highly interested in differentiating the characteristics of respondents under this gender component category. The premise behind the consideration of this feature was that it would be beneficial for both the researcher and the report's readers to understand that gender involvement was taken into consideration. According to data shown in Table 4.1, of the participants who completed questionnaires as part of the study, 85.5% were men

and 14.5% were women. This suggests that more male respondents than female respondents took part in the study.

**Table 4.1: Gender Characteristics of the Respondents**

| Gender       | Responses  |            |
|--------------|------------|------------|
|              | N          | %          |
| Male         | 106        | 85.5       |
| Female       | 18         | 14.5       |
| <b>Total</b> | <b>124</b> | <b>100</b> |

**Source:** Field study 2024

#### 4.2.2 Age Characteristics of the Respondents

The age group of the respondents was taken into account in this study since it is the most significant factor in understanding their opinions regarding the specific phenomenon; therefore, the older the respondents were interviewed in the study area, the more significant the research topic is. According to the data in Table 4.2, the majority of respondents (31.5%) were between the ages of 31 and 35, with 25.8% falling into the 26–30 age range. 19.4% of the population was between the ages of 36 and 40, 18.3% was between the ages of 41 and 45, and 4.8% was over the age of 46.

**Table 4.2: Age Characteristics of the Respondents**

| Gender             | Responses  |              |
|--------------------|------------|--------------|
|                    | Frequency  | Percent      |
| 26 – 30 years      | 32         | 25.8         |
| 31 – 35 years      | 39         | 31.5         |
| 36 – 40 years      | 24         | 19.4         |
| 41 – 45 years      | 23         | 18.5         |
| 46 years and above | 6          | 4.8          |
| <b>Total</b>       | <b>124</b> | <b>100.0</b> |

**Source:** Field study 2024

### 4.2.3 Education Qualification

One significant respondent attribute that may influence a person's attitude and comprehension of a given information is their level of education (Alex & Yoga 2015). Therefore, it is essential to know the educational background of the study region respondents in order to conduct this study. Furthermore, this study took education into account because it is quite difficult to function without it. According to the results shown in Table 4.3, the majority of respondents 57.2% had a degree, followed by those with a diploma (27.3%), certificate (9.7%), and master's degree (5.6%).

**Table 4.3: Respondent Level of Education**

| Category        | Responses  |              |
|-----------------|------------|--------------|
|                 | Frequency  | Percent      |
| Certificate     | 12         | 9.7          |
| Diploma         | 34         | 27.4         |
| Degree          | 71         | 57.2         |
| Master's Degree | 7          | 5.6          |
| <b>Total</b>    | <b>124</b> | <b>100.0</b> |

**Source:** Field study 2024

### 4.2.4 Working Experience

Data as presented in Table 4.4 indicates (62.9%) of respondents had an experience of working at Tanzania Building Agency (TBA) for a period of more than 6 years, this being a category of working experience covered by majority of respondents. This was followed by 28.2% of respondents who have an experience at work for about 3 to 5 years. Also 6.5% had an experience ranging between 1 to 2 years and 2.4% had an experience of work for a period of less than 1 year.

**Table 4.4: Respondent Working Experience**

| Category          | Responses  |              |
|-------------------|------------|--------------|
|                   | Frequency  | Percent      |
| Below 1 year      | 3          | 2.4          |
| 1 – 2 years       | 8          | 6.5          |
| 3 – 5 years       | 35         | 28.2         |
| 6 years and above | 78         | 62.9         |
| <b>Total</b>      | <b>124</b> | <b>100.0</b> |

### 4.3 Descriptive Statistics

#### 4.3.1 Descriptive Statistics on the Relationship Between Transactional Leadership Style and Organization Performance

The association between transactional leadership style and organizational performance was examined using descriptive statistics. According to Table 4.4, the results indicate that transactional leadership has an impact on the performance of the organization (TBA). With the highest score ( $M = 3.9324$ ;  $SD = 1.15318$ ), transactional leadership is followed by giving a good performance review, a raise, a promotion, new responsibilities, or a desired change in duties ( $M = 3.8613$ ;  $SD = 1.16131$ ); creating an environment that would affect employees' motivation, attitudes, and behavior ( $M = 3.7232$ ;  $SD = 1.17962$ ); and always offering something in return ( $M = 3.7041$ ;  $SD = 1.06821$ ). Another score indicated that transactional leaders contribute significantly to the achievement of organizational goals ( $M = 3.5482$ ;  $SD = 1.18265$ ) and satisfy employee requirements for rewards when targets are reached ( $M = 3.6243$ ;  $SD = 1.25317$ ). They appear to be closely concentrated around the mean, as indicated by the minimal standard deviation from this finding.

**Table 4.5: Descriptive Statistics on Transactional Leadership and Organization Performance**

| Indicator                                                                                                                                                      | Min | Max | Mean   | Std. Dev |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|--------|----------|
| A positive performance review, a raise, a promotion, new responsibilities, or a requested change in duties are all provided via transactional leadership.      | 1   | 5   | 3.8613 | 1.16131  |
| A key factor in achieving organizational objectives is transactional leadership.                                                                               | 1   | 5   | 3.5482 | 1.18265  |
| When goals are reached, transactional leaders provide the rewards that employees desire.                                                                       | 1   | 5   | 3.6243 | 1.25317  |
| It fosters an environment that affects workers' motivation, attitudes, and conduct.                                                                            | 1   | 5   | 3.7232 | 1.17962  |
| Transactional leadership has an impact on an organization's performance.                                                                                       | 1   | 5   | 3.9324 | 1.15318  |
| This leadership engages employees and enhances the performance of the organization.                                                                            | 1   | 5   | 3.4974 | 1.16932  |
| A transactional leader will constantly offer you something in exchange.                                                                                        | 1   | 5   | 3.7041 | 1.06821  |
| It promotes their personal growth and cultivates an atmosphere of trust and confidence.                                                                        | 1   | 5   | 3.4306 | 1.2463   |
| In order to gain a clear grasp of followers' motivations, values, and interests, transformational leadership serves as a bridge between leaders and followers. | 1   | 5   | 3.2114 | 1.26324  |
| It allows us to consider new perspectives on human behavior and its causes.                                                                                    | 1   | 5   | 3.6801 | 1.08324  |
| It aids in comprehending a few broad behavioral ideas.                                                                                                         | 1   | 5   | 3.3274 | 1.22913  |
| Fulfillment of transactional needs on the part of personnel and the organization                                                                               | 1   | 5   | 3.2044 | 1.25164  |

**Source:** Study Area, (2024)

#### **4.3.2 Descriptive Statistics on the Relationship Between Transformational Leadership Style, on Organization Performance**

Descriptive statistics were examined in order to provide descriptive findings regarding the connection between transformational leadership style and organizational performance. The findings in Table 4.5 indicate that transformational leadership style has the greatest impact on an organization's performance ( $M=3.8734$ ;  $SD=1.17312$ ), is crucial to achieving organizational goals ( $M=3.7431$ ;  $SD=1.13571$ ), and affects employee motivation, attitudes, and behavior ( $M=3.7242$ ;

SD=1.16183). It also helps to understand some general principles of human behavior (M=3.6516; SD=1.16263), is a powerful source of management development and sustained competitive advantage (M=3.6823; Std. Dev=1.15926), and requires fulfillment from both the organization and its employees (M=3.5724; SD=1.26137). It can be inferred from these results that the data points are less variable or dispersed.

**Table 4.6: Descriptive Statistics on Transformational Leadership and Organization Performance**

| Indicator                                                                                                                                | N   | Mini<br>mum | Maxi<br>mum | Mean   | Std.<br>Deviation |
|------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------|-------------|--------|-------------------|
| Transformational leadership has an impact on an organization's performance.                                                              | 124 | 1           | 5           | 3.8734 | 1.17312           |
| Without a doubt, leadership has a significant impact on staff loyalty, job happiness, and performance.                                   | 124 | 1           | 5           | 3.4852 | 1.15625           |
| It is crucial to achieving the objectives of the organization.                                                                           | 124 | 1           | 5           | 3.7431 | 1.13571           |
| is a powerful tool for long-term competitive advantage and managerial growth.                                                            | 124 | 1           | 5           | 3.6823 | 1.15926           |
| It affects the motivation, attitudes, and actions of employees.                                                                          | 124 | 1           | 5           | 3.7242 | 1.16183           |
| It helps organization to achieve their current objectives more efficiently by linking job performance to valued rewards                  | 124 | 1           | 5           | 3.2947 | 1.21293           |
| It helps followers achieve their goals working in the organizational setting                                                             | 124 | 1           | 5           | 3.3314 | 1.08732           |
| is one of the primary factors that determines whether an organization succeeds or fails.                                                 | 124 | 1           | 5           | 3.4031 | 1.06432           |
| It helps to understand some general principles of human behavior                                                                         | 124 | 1           | 5           | 3.6516 | 1.16263           |
| Leadership opens minds to new thoughts of how people behave                                                                              | 124 | 1           | 5           | 3.4711 | 1.13224           |
| Leadership style needs fulfillment from both sides of the organization and employees                                                     | 124 | 1           | 5           | 3.5724 | 1.26137           |
| It serves as a conduit for leaders and followers to have a thorough grasp of the motivational level, values, and interests of followers. | 124 | 1           | 5           | 3.3018 | 1.11654           |
| Leadership fulfill employee needs of rewards when targets are met                                                                        | 124 | 1           | 5           | 3.4731 | 1.20141           |

**Source:** Study Area, (2024)

### 4.3.3 Descriptive Statistics on the Relationship Between Autocratic Leadership Style and Organization Performance

Descriptive data about the association between an organization's performance and an autocratic leadership style were calculated for the study. According to Table 4.6's results, the organization's performance was impacted by an autocratic leadership style, with the highest score recoded being  $M=3.4862$ ;  $SD=1.12731$ . Other scores that were recoded below that were  $M=3.3623$ ;  $SD=1.12416$ . These results suggest that a dataset's data points are densely grouped around the mean value.

**Table 4.7: Descriptive Statistics on Autocratic Leadership Style and Organization Performance**

| Indicator                                                                                     | N   | Minimum | Maximum | Mean   | Std. Deviation |
|-----------------------------------------------------------------------------------------------|-----|---------|---------|--------|----------------|
| The performance of organization is influenced by Autocratic leadership style                  | 124 | 1       | 5       | 3.4862 | 1.12731        |
| Leadership usually eliminates other competing, strong personalities                           | 124 | 1       | 5       | 3.2527 | 1.11352        |
| An effective leadership style enhance staff strength, better organization turnover and awards | 124 | 1       | 5       | 3.3623 | 1.12416        |
| Leadership style enables the achievement of organization goals and targets                    | 124 | 1       | 5       | 3.2632 | 1.13246        |

**Source:** Study Area, (2024)

### 4.3.4 Descriptive Statistics on the Relationship Between Laissez-Faire Leadership Styles and Organization Performance

In order to obtain descriptive results about the relationship between Laissez faire leadership style and organization performance, descriptive statistics were

investigated. The leader takes all of the important decisions, according to the results shown in Table 4.7 ( $M=3.4723$ ;  $SD=1.12632$ ); this is followed by Laissez faire leadership style has an impact on the organization's performance ( $M = 3.4574$ ;  $SD = 1.13536$ ); the leader lets group members make their own decisions, even in complicated situations ( $M = 3.3231$ ;  $SD = 1.15214$ ); the least descriptive results under this computation were: the leader gives fair praise and minimizes criticism ( $M = 3.2417$ ;  $SD = 1.1223$ ); you feel trusted by the leader to make appropriate decisions on your own ( $M = 3.2135$ ;  $SD = 1.1432$ ). These results suggest that the data points are closely clustered around the mean value.

**Table 4.8: Descriptive Statistics on Laissez Faire Leadership Style and Organization Performance**

| Indicator                                                                                               | N   | Minimum | Maximum | Mean   | Std. Deviation |
|---------------------------------------------------------------------------------------------------------|-----|---------|---------|--------|----------------|
| All significant choices are made by the leader.                                                         | 124 | 1       | 5       | 3.4723 | 1.12632        |
| The laissez faire leadership style has an impact on the organization's performance.                     | 124 | 1       | 5       | 3.4574 | 1.13536        |
| Even in complicated situations, the group leader lets the members make their own decisions.             | 124 | 1       | 5       | 3.3231 | 1.15214        |
| People are frequently very involved in initiatives and decisions because the leader fosters creativity. | 124 | 1       | 5       | 3.2231 | 1.14262        |
| Although team members participate in the decision-making process, the leader has the last say.          | 124 | 1       | 5       | 3.3436 | 1.14739        |
| The leader minimizes criticism while offering appropriate praise.                                       | 124 | 1       | 5       | 3.2417 | 1.12243        |
| The leader has faith in you to make the right choices on your own.                                      | 124 | 1       | 5       | 3.2135 | 1.14322        |

**Source:** Study Area, (2024)

#### 4.3.5 Descriptive Statistics on Leadership Styles and Organization Performance

The study's descriptive statistics (minimum, maximum, mean, and standard deviation scores) were calculated for TBA's performance as an organization. Table 4.8 presents the results, which indicate that the leadership styles used in the organization had the highest impact on the dependent variable performance of TBA (M=3.9165; SD=1.1724). These were followed by taking the right decisions at the right time (M=3.7309; SD=1.1532), leading by example (M=3.7648; SD=1.17365), having the ability to solve problems when they arise (M=3.7509; SD=1.16262), and taking the right decisions at the right time (M=3.7309; SD=1.15324). These results suggest that the data points are less variable or dispersed.

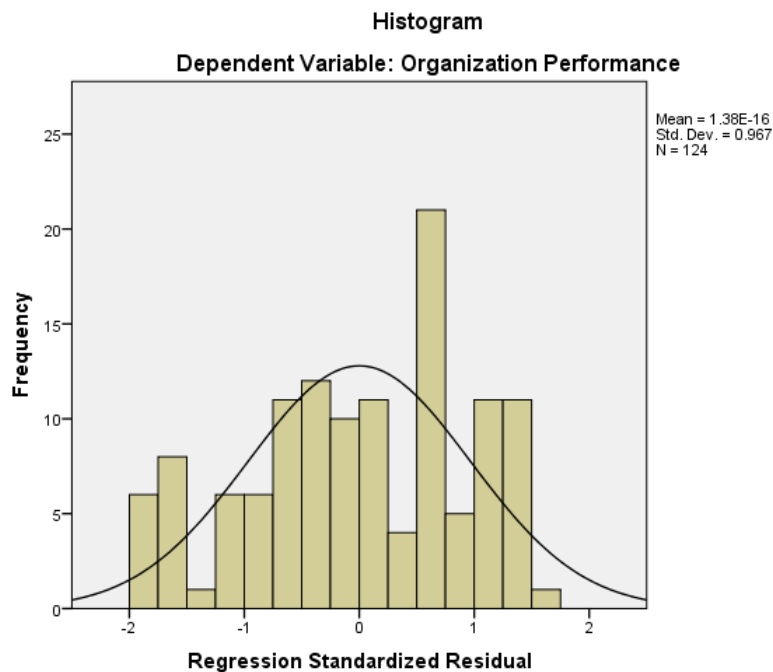
**Table 4.9: Descriptive Statistics on Organization Performance**

| Indicator                                                                                                                  | N   | Minimum | Maximum | Mean   | Std. Deviation |
|----------------------------------------------------------------------------------------------------------------------------|-----|---------|---------|--------|----------------|
| Taking appropriate decisions at the right time                                                                             | 124 | 1       | 5       | 3.7309 | 1.15324        |
| The performance of TBA is influenced by leadership styles employed in the organization                                     | 124 | 1       | 5       | 3.9165 | 1.17246        |
| TBA Leaders allows group members to make their own decisions even in complex situations                                    | 124 | 1       | 5       | 3.5433 | 1.16538        |
| Having the ability to influence and coordinate people to perform maximally                                                 | 124 | 1       | 5       | 3.4181 | 1.17496        |
| TBA leaders gives fair praise and restrains criticism as much as possible                                                  | 124 | 1       | 5       | 3.6937 | 1.15692        |
| TBA leaders are leading by example                                                                                         | 124 | 1       | 5       | 3.7648 | 1.17365        |
| TBA leaders they always make final decision by including the team members                                                  | 124 | 1       | 5       | 3.6774 | 1.15493        |
| Having the ability to solve problems when they arise                                                                       | 124 | 1       | 5       | 3.7509 | 1.16262        |
| Leaders at TBA always encourage creativity in among workers and workers/employees are highly engaged in projects decisions | 124 | 1       | 5       | 3.5816 | 1.14719        |

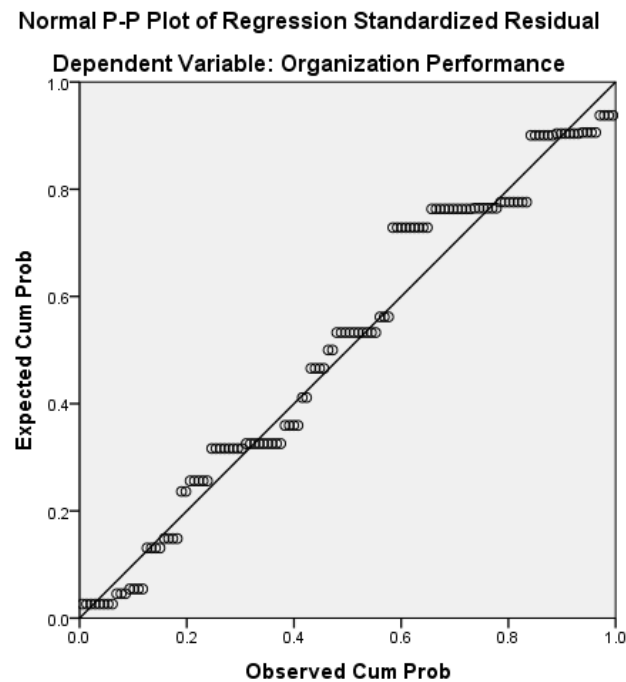
**Source:** Study Area, (2024)

#### 4.4 Regression Assumptions on the Relationship Between Transactional Leadership and Employees Performance

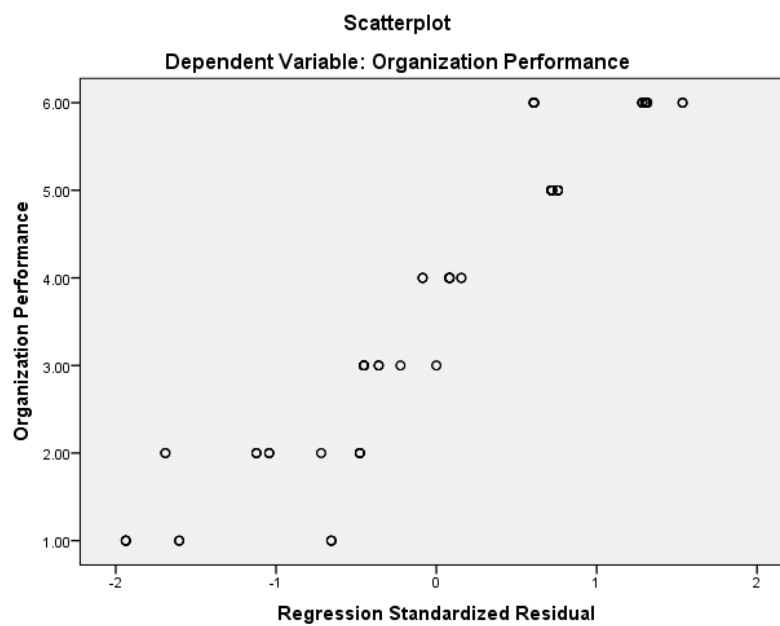
A bell-shaped curve in the histogram, with the mean around zero and the standard deviation near one, indicates a normal distribution of residuals, as seen in Figure 4.1. Additionally, as can be seen in the figure, residuals plot along the diagonal line, demonstrating the absence of outliers. As a result, not much deviates from the norm. cutoff, signifying the absence of outliers and the anomalous nature of any number that falls outside of it. Additionally, the diagonal dots are accelerated down the diagonal line, suggesting that there are no outliers in the data because it is linear. This conclusion implies that there is less dispersion among the data points since the residuals have a normal distribution.



**Figure 4.1 Histogram**



**Figure 4.2 Normal P-Plots of Regression Standardized Residual**



**Figure 4.3: Scatter Plot for the Standardized Residual for Variables**

## 4.5 Regression Analysis on the Relationship Between Transactional Leadership and Employees Performance

### 4.5.1 Regression Model

Regression analysis was used in the study to investigate the connection between Tanzania Building Agency's organizational performance and transactional leadership style. According to the analysis in Table 4.9, the coefficient R<sup>2</sup> demonstrates how much change in the independent variable, transactional leadership style, can predict changes in the dependent variable, the organization's performance. How well the regression line matches the data is indicated by the regression's coefficient R<sup>2</sup>. Changes in leadership style can account for 67.4% of the total variation in the organization's performance, according to the regression analysis's R-value of 0.821 and R<sup>2</sup> = 0.674.

**Table 4.10: Model Summary**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0.821 <sup>a</sup> | 0.674    | 0.732             | 0.002                      |

*a. Predictors: (Constant), Transactional leadership style*

*b. Dependent Variable: Organization Performance*

**Source:** Study Area, (2024)

### 4.5.2 Analysis of Variance

The findings of the analysis of variance are displayed in Table 4.10. The F-statistics and the corresponding level of significance or significant value represent the variance result in the table of interest. It is evident from the results that the F-statistic is ( $F = 2.981$ , where  $p < 0.001$ ), indicating that the transactional leadership style at Tanzania Building Agency has a considerable impact on the organization's performance. As a result, the model has power over the impact of leadership style.

**Table 4.11: ANOVA Results**

| Model      | Sum of square | df  | Mean Square | F     | Sig. |
|------------|---------------|-----|-------------|-------|------|
| Regression | 43.310        | 5   | 8.662       | 2.981 | .000 |
| Residual   | 342.908       | 118 | 2.906       | -     | -    |
| Total      | 386.218       | 123 | -           | -     | -    |

*a. Dependent Organization Performance*

*b. Predictors: (Constant); Transactional Leadership Style*

### 4.5.3 Regression Coefficients

According to the results shown in Table 4.11, the beta coefficient of the resultant model proposed constant ( $\beta$ ) for transactional leadership style tests is substantially different from 0 at a p-value below the significance level of 0.05. This indicates that the constant  $\alpha = 2.456$  at the test of significance p-value is less than the level of significance of 0.05, and the coefficient  $\beta$  of the resulting model is significant. This implies that the model fits the goodness of fit since the constant in the final model is substantial. The tests indicate that the model performance =  $\beta$  (Organization Performance) holds true. This demonstrates that transactional leadership style and organizational success are positively correlated.

**Table 4.12: Regression Analysis of Transactional Leadership Style and Organization Performance**

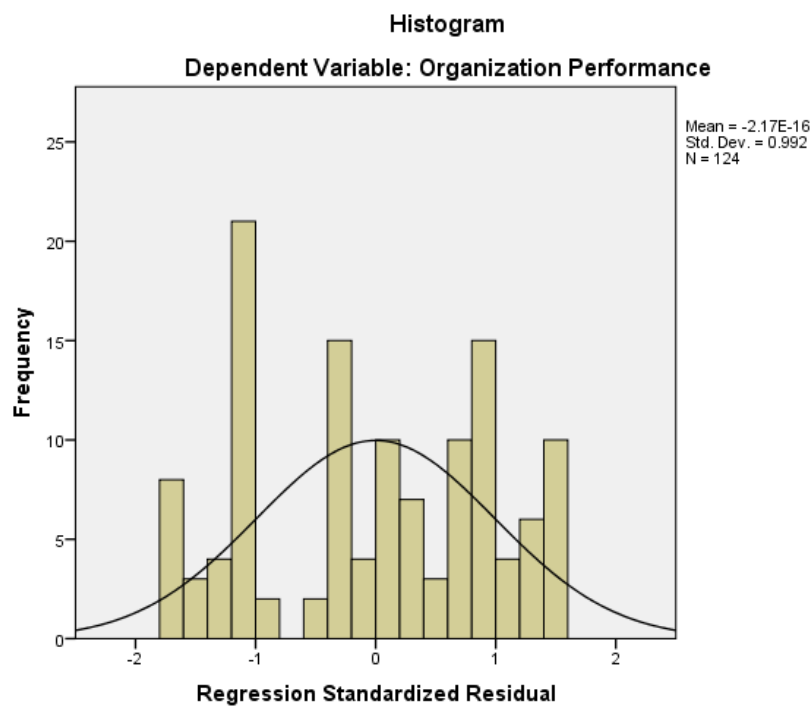
| Model                          | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|--------|------|
|                                | B                           | Std. Error | Beta                      |        |      |
| 1 Constant                     | 2.456                       | .234       | -                         | 10.538 | .000 |
| Transactional Leadership Style | .342                        | .058       | .459                      | 5.792  | .000 |

*a. Dependent Variable; Organization Performance*

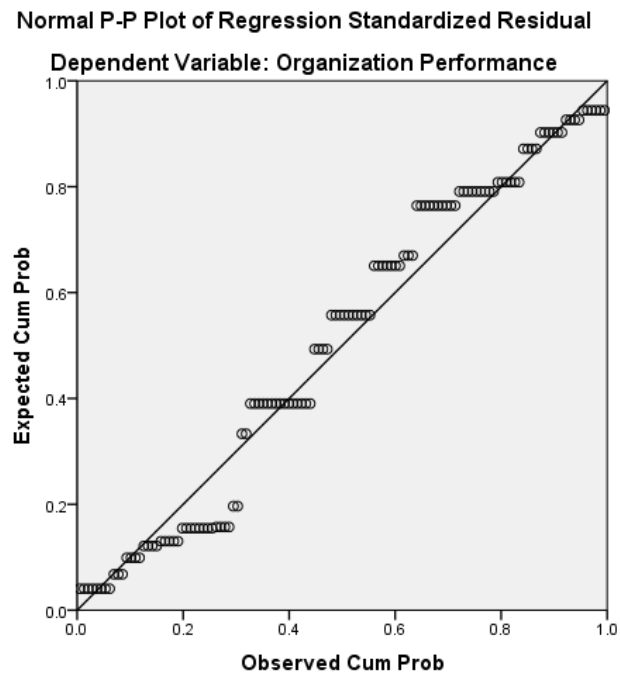
**Source:** Study Area, (2024)

#### 4.6 Regression Assumptions on the Relationship Between Transformational Leadership Style on Organization Performance

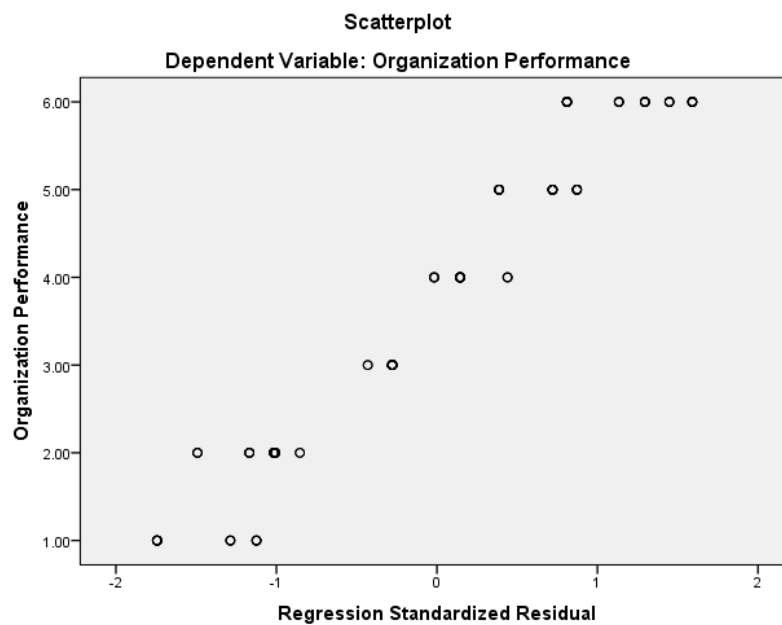
A bell-shaped curve in the histogram that displays a normal distribution of residuals is used to illustrate the spreading of residuals. There are no residual values outside, according to the histogram. Additionally, residuals show that there are no outliers by plotting along the diagonal line. These results imply that there is equality of variance because the residual dots are distributed rectangularly around zero; hence, there is no reason to fear uneven variance in the data. However, the diagonal dots' acceleration down the diagonal line suggests that the data is linear and that there are no outliers.



**Figure 4.4 Histogram**



**Figure 4.5 Normal P-Plots of Regression Standardized Residual**



**Figure 4.6: Scatter Plot for the Standardized Residual for Variables**

## 4.7 Regression Analysis on the Relationship Between Transformational Leadership Style on Organization Performance

### 4.7.1 Regression Model

The study looks at how transformational leadership styles affect the performance of organizations in the research domain. The findings were calculated using regression analysis, and the summary results of the regression model are included in Table 4.12 together with the values of R, R<sup>2</sup>, adjusted R<sup>2</sup>, and the standard error of the estimate. R<sup>2</sup> indicates that the model explained 53.4% of the variance in performance, indicating that the independent variables had a moderately favorable association with the organization's performance (R = 0.731 and R<sup>2</sup> = 0.534).

**Table 4.13: Model Summary**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0.731 <sup>a</sup> | 0.534    | 0.653             | 0.001                      |

*a. Predictors: (Constant); Transformational Leadership Style*

*b. Dependent Variable: Organization Performance*

**Source:** Study Area, (2024)

### 4.7.2 Analysis of Variance

The model has the ability to forecast how transformational leadership style will affect Tanzania Building Agency's organizational performance because the variance results, as shown in Table 4.13, indicate that the F-statistic is (F = 3.343, p < 0.001). This indicates that transformational leadership style has a significant impact on the organization's performance.

**Table 4.14: ANOVA Results**

| Model      | Sum of square | df  | Mean Square | F     | Sig. |
|------------|---------------|-----|-------------|-------|------|
| Regression | 10.301        | 5   | 10.301      | 3.343 | .000 |
| Residual   | 375.917       | 122 | 3.081       | -     | -    |
| Total      | 386.218       | 127 | -           | -     | -    |

*a. Dependent Organization Performance*

*b. Predictors: (Constant): Transformational Leadership Style*

### 4.7.3 Regression Coefficients

The regression coefficient results are displayed in Table 4.15, with t-values and p-values indicating significance. The sample data give enough evidence to infer that our regression model fits the data better than the model without independent variables because the p-value is less than the significance level (0.05). Before the effects of a transformational leadership style, a constant stands at 2.189 units. However, an organization's performance can rise by 0.391 units for every unit increase in leadership style.

**Table 4.15: Regression Analysis on Transformational Leadership Style and Organization Performance**

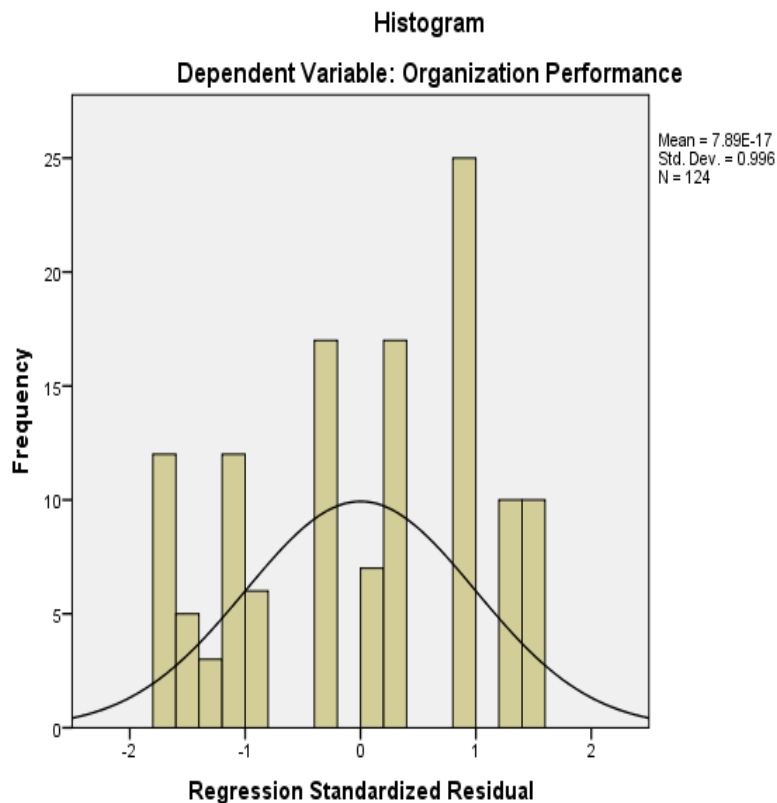
| Model                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                                   | B                           | Std. Error | Beta                      |       |      |
| 1 Constant                        | 2.189                       | .297       | -                         | 7.683 | .000 |
| Transformational leadership style | .391                        | .058       | .468                      | 5.874 | .000 |

*a. Dependent Variable: Organization Performance*

**Source:** Study Area, (2024)

#### 4.8 Regression Assumptions on the Relationship Between Autocratic Leadership Style on Organization Performances

A bell-shaped curve in the histogram, with a mean value of 7.891 and SD near 1, represents the residual distribution, as seen in the figures below. As observed in the figure, the residuals plot along the diagonal line, demonstrating that there are no outliers. Additionally, the histogram's cutoff indicates that there are no outliers and that any value outside of it is an abnormality, while the diagonal dots show that the data is linear and, therefore, does not show any signs of outliers.



**Figure 4.7 Histogram**

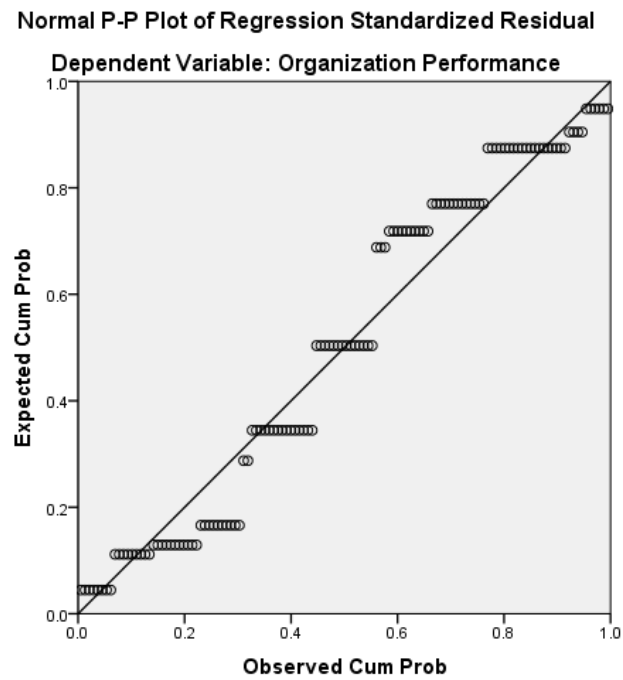


Figure 4.8 Normal P-Plots of Regression Standardized Residual

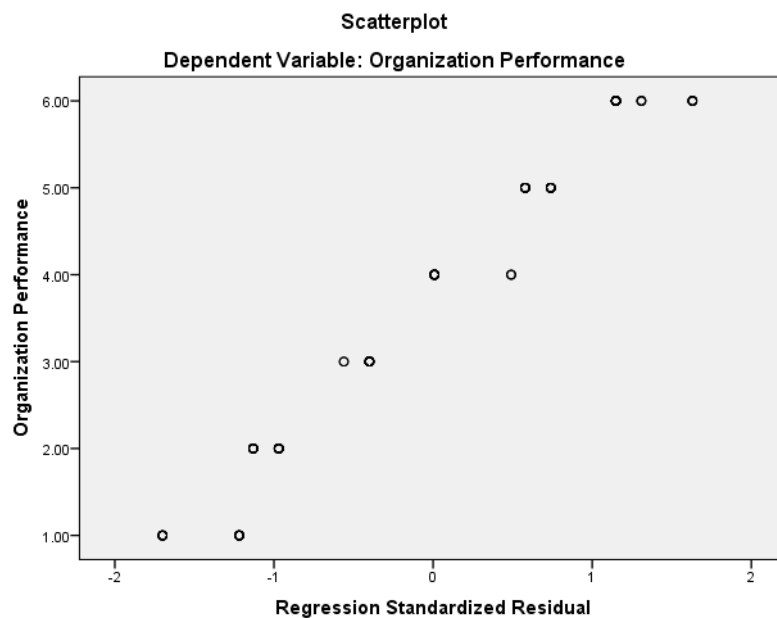


Figure 4.9: Scatter Plot for the Standardized Residual for Variables

## 4.9 Regression Analysis on the Relationship Between Autocratic Leadership Style on Organization Performances

### 4.9.1 Regression Model

According to the regression results shown in Table 4.16, changes in the independent variable autocratic leadership style can predict changes in the dependent variable "organization performance," which is explained by coefficient R<sup>2</sup>. In linear regression, the regression line's fit to the data is expressed by the R<sup>2</sup> value. The regression analysis's computation yields an R-value of 0.544 and an R<sup>2</sup> of 0.296. According to this, Tanzania Building Agency (TBA) has changed its employment of an authoritarian leadership style, which accounts for 29.6% of the conforming variation in the organization's performance.

**Table 4.16: Model Summary**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0.544 <sup>a</sup> | 0.296    | 0.294             | 0.061                      |

a. Predictors: (Constant), Autocratic Leadership Style

b. Dependent Variable: Organization Performance

**Source:** Study Area, (2024)

### 4.9.2 Analysis of Variance

Table 4.14 presents the result for ANOVA, it is clear that, the F-statistics is ( $F = 3.462$ ,  $p \leq 0.001$ ), this imply that there is a moderate significant effect of Autocratic leadership style on organization performance.

**Table 4.17: ANOVA Results**

| Model      | Sum of square | df  | Mean Square | F     | Sig. |
|------------|---------------|-----|-------------|-------|------|
| Regression | 20.902        | 5   | 10.451      | 3.462 | .001 |
| Residual   | 365.315       | 121 | 3.019       | -     | -    |
| Total      | 386.218       | 126 | -           | -     | -    |

a. Dependent Organization Performance

b. Predictors: (Constant); Autocratic Leadership Style

#### 4.9.3 Regression Coefficients

Table 4.18 demonstrates that the leadership style tests on the subsequent model's beta coefficient recommended constant ( $\beta$ ) are marginally different from 0 at a p-value that is higher than the significance level of 0.05. The computed value of  $t = 8.060$  for the autocratic leadership style is higher than the tabular value of  $t = 1.96$  and a significance level of 0.06 at the 0.05 level of significance.

**Table 4.18: Regression Analysis on the Way Autocratic Leadership Style, Affect the Organization Performance**

| Model                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
|                             | B                           | Std. Error | Beta                      |       |      |
| 1 Constant                  | 2.527                       | .156       | -                         | 3.374 | .003 |
| Autocratic Leadership style | .368                        | .046       | .383                      | 8.060 | .006 |

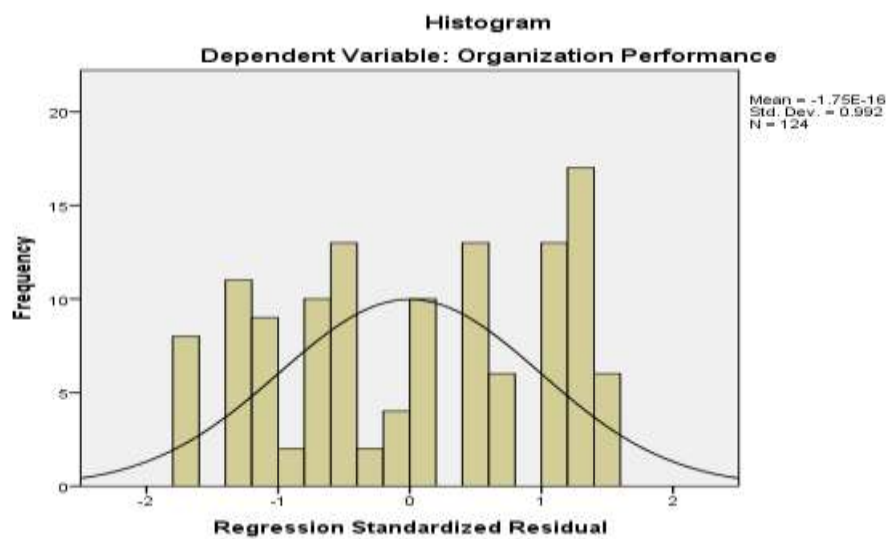
a. Dependent Variable: Organization Performance

Source: Study Area, (2024)

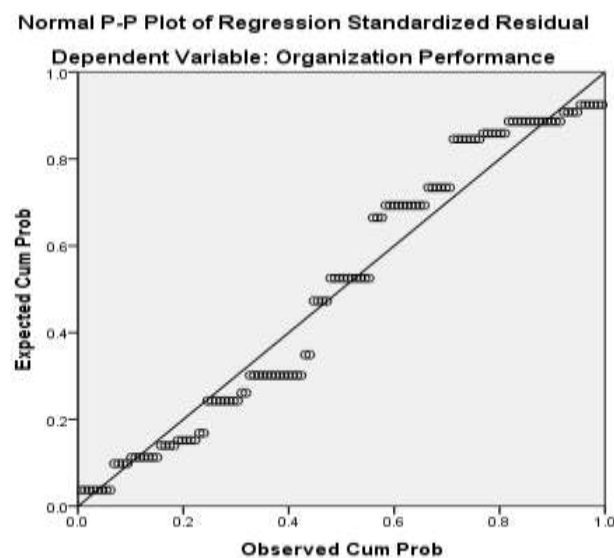
#### 4.10 Regression Assumptions on the Relationship Between Laissez-Faire Leadership Style on Organization Performance

A normal distribution of residuals is shown in Figure 4.19. The histogram's bell-shaped residual distribution curve displays a mean value that is nearly zero and an SD that is nearly

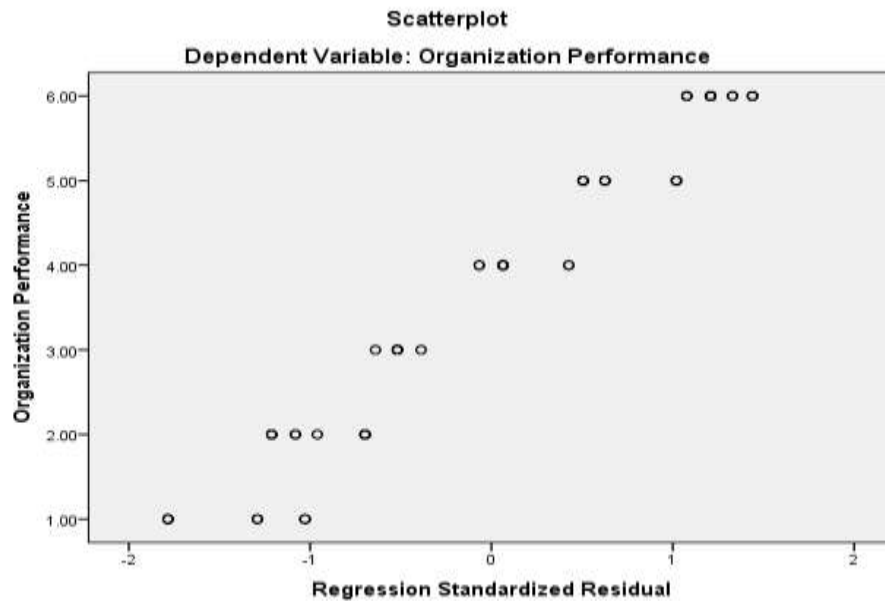
one. Any value outside the cutoff is referred to as an anomaly in the histogram cutoff, which shows that there are no outliers. Additionally, the residuals shown along the diagonal line in figure 4.11 demonstrate that there are no outliers. Additionally, picture 12 shows that the data is linear and thus free of outliers because the diagonal dots are accelerated along the diagonal line.



**Figure 4.10 Histogram**



**Figure 4.11 Normal P-Plots of Regression Standardized Residual**



**Figure 4.9: Scatter Plot for the Standardized Residual for Variables**

#### **4.11 Regression Analysis on the Relationship Between Laissez-faire leadership Style on Organization Performance**

##### **4.11.1 Regression Model**

The study used regression analysis to determine the connection between an organization's success and a laissez-faire leadership style. As indicated by the R value of 0.521 and  $R^2=0.272$ , the study's analysis reveals a weak correlation between the independent and dependent variables, meaning that changes in the independent variables account for 27.2% of the corresponding variation in the dependent variable (Table 19).

**Table 4.19: Model Summary**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0.521 <sup>a</sup> | 0.272    | 0.268             | 0.0124                     |

a. Predictors: (Constant), Laissez-faire leadership styles

b. Dependent Variable: Organization Performance

**Source:** Study Area, (2024)

#### 4.11.2 Analysis of Variance

According to the ANOVA Variance results in Table 4.20, the F-statistic is ( $F = 3.860$ ,  $p > 0.001$ ). This indicates that the laissez-faire leadership style has a significant negative impact on the organization's performance, and as a result, the model is unable to forecast how the transformational leadership style will affect the Tanzania Building Agency's organizational performance.

**Table 4.20: ANOVA Results**

| Model      | Sum of square | df  | Mean Square | F     | Sig. |
|------------|---------------|-----|-------------|-------|------|
| Regression | 11.844        | 5   | 11.844      | 3.860 | .070 |
| Residual   | 374.374       | 122 | 3.069       | -     | -    |
| Total      | 386.218       | 127 | -           | -     | -    |

a. Dependent Organization Performance

b. Predictors: (Constant): Laissez-faire Leadership Style

#### 4.11.3 Regression Coefficients

The study results on the regression equation created, accounting for all components (independent variables), showed that the constant at zero performance of the organization was 2.523, as shown in Table 21. According to the data findings, any change in a unit of laissez-faire leadership style will result in a 0.172 rise in the

performance of the firm when all other independent variables are set to zero. This means that Tanzania Building Agency's performance was negatively impacted by its laissez-faire leadership style. Furthermore, the estimated t value for the laissez-faire leadership style was less than the tabulated value of  $t = 1.96$  and a significance level of 0.08, indicating that the value is greater than 0.05 based on a 0.05 level of significance.

**Table 4.21: Regression analysis**

| Model                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|---------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                                 | B                           | Std. Error | Beta                      |       |      |
| 1 Constant                      | 1.523                       | 4.870      | -                         | 4.909 | .000 |
| Laissez-faire leadership styles | .172                        | .056       | .147                      | 3.225 | .008 |

*a. Dependent Variable; Organization Performance*

**Source:** Study Area, (2024)

#### **4.12 Discussion of the Findings**

The study results on the regression equation created, accounting for all components (independent variables), showed that the constant at zero performance of the organization was 2.523, as shown in Table 21. According to the data findings, any change in a unit of laissez-faire leadership style will result in a 0.172 rise in the performance of the firm when all other independent variables are set to zero. This means that Tanzania Building Agency's performance was negatively impacted by its laissez-faire leadership style. Furthermore, the estimated t value for the laissez-faire leadership style was less than the tabulated value of  $t = 1.96$  and a significance level

of 0.08, indicating that the value is greater than 0.05 based on a 0.05 level of significance.

#### **4.12.1 The Relationship Between Transactional Leadership Style on Organizational Performance**

According to this goal, the study discovers a good correlation between the success of the organization and the transactional leadership style. This result is consistent with that of Mabotuwana (2020), who looked at how Transactional Leadership affected Sri Lankan organizations' performance. The study's findings indicate that transformational leadership style and organizational performance are positively and significantly correlated. Furthermore, the leadership style employed at TumaKavi Development Association (TKDA) in Ghana's Northern Region and its impact on the organization's success were investigated by John et al. in 2019. According to the report, TKDA operates primarily using a transactional leadership style. Additionally, it found that the organization's performance and operations have been significantly impacted by the transactional leadership style being used. The study's findings also showed a significant correlation between TKDA's organizational performance and leadership style. The findings on the impact of leadership styles on local government employee performance in the Nkwame district do not resemble those of Gim (2019). According to the study, there is a moderate correlation between transformational leadership and organizational success.

However, according to respondents in the study area, transactional leaders (managers) at Tanzania Building Agency (TBA) often give instructions to staff

members on how to improve the company. Regardless of their capacity to do the task, managers and leaders in this situation forbid workers or employees from expressing opinions about how a certain task should be carried out. According to the report, TBA executives employ a transactional leadership style in order to accomplish organizational objectives. The policies and processes under transactional leadership provide subordinates with clear guidelines. Managers contend that transactional leadership is appropriate for government agencies and businesses that do repetitive tasks that call for less expertise and training.

This style of leadership is used because it works well for gaining a competitive edge inside an organization and for enhancing performance, especially in an unpredictable business climate. Transactional leadership involves leaders exhibiting specific behaviors that boost employees' capacity for innovative thinking, which in turn improves employee performance and fosters greater organizational creativity, which in turn boosts organizational performance and growth (Khajeh 2018).

As a result, it is believed that a transactional leadership style not only provides incentives and advantages to workers in a particular company, but also lessens work-related stress and boosts moral and ethical behavior. Employee productivity is increased as a result of they being happier with their jobs. Employee productivity increases put companies like TBA in a better position to take advantage of growth potential.

#### **4.12.2 The Relationship Between Transformational Leadership Style, on Organization Performance**

The results show a moderately positive link between the organization's performance and the independent variable of transformational leadership style. These results are consistent with a 2019 study by Padmashree on the effect of leadership styles on employee commitment and motivation in India. According to the study, employee performance and transformational leadership have a strong positive linear association. Additionally, a study by Kuchinke (2019) looked at how managers' leadership styles affected the performance of their subordinates in the banking industry in Pakistan. The results of the study showed a strong correlation between employee performance and transformative leadership. Additionally, Ojokuku, Odetayo, and Sajuyigbe (2019) discovered a positive correlation between organizational performance and transformational leadership style. Additionally, the study discovered that organizational performance is jointly predicted by the aspects of transformational leadership style.

The results, however, differ from those of Acson (2019), who carried out a study at Entebe Council and discovered that transformational leadership style has a moderate relationship with organizational performance because the majority of workers or employees felt that others other than transactional leadership would make them more at ease at work.

#### **4.12.3 The Relationship Between Autocratic Leadership Style, on Organization Performance**

Results under this goal indicate that autocratic leadership and organizational performance have a marginally significant association. This demonstrates that authoritarian leadership and Tanzania Building Agency's organizational performance are negatively correlated. This result is consistent with that of Ojokuku and Sajuyigbe (2019), who looked at how leadership style affected specific banks' organizational performance in Ibadan, Nigeria. According to the study, organizational performance and leadership style are negatively correlated. Furthermore, when Akram & Al-Khaled (2020) looked at how leadership styles affected organizational performance in Mali, they discovered that autocratic leadership styles undoubtedly had a minor impact on the success of the organization. This is because the way a leader handles his staff ultimately determines how well the organization performs.

The results, however, differ with those of Kend and Ban (2020), who investigated how autocratic leadership styles affected the performance of organizations and discovered a connection between autocratic leadership and organizational success. Employees under this type of leadership work above and beyond expectations, appeal to higher order demands and ethical ideals, and create a sense of obligation and desire.

#### **4.12.4 The Relationship Between Laissez-Faire Leadership Styles on Organization Performance**

The results demonstrate that laissez-faire leadership has a negative correlation with the performance of the organization; as a result, the leadership style contributes less to Tanzania Building Agency's (TBA) performance. This result is in line with other research on the impact of leadership styles on worker performance, including that conducted by Gimuguni et al. in 2021. According to the study, laissez-faire policies and organizational performance are negatively correlated. Bernard (2019) also looked into how employees' performance was affected by a laissez-faire leadership style and how it affected the firm as a whole. The study demonstrated that a laissez-faire leadership style leaves decision-making to the employees and provides teams of workers with little to no oversight or guidance. As a result, this type of leadership is considered to be ineffective. According to Chaudhry (2020), when laissez-faire leadership is used, both the organization and its followers are unable to reach their full potential and take part in activities that might require taking risks in an effort to expand the company.

However, the results differ from those of Khalid (2019), who investigated how leadership styles affected organizational performance in Guine and discovered that laissez-faire leadership styles had a moderately significant impact on organization performance because they placed a lot of emphasis on the performance of the respective organization.

#### **4.12.5 Leadership Styles and Organization Performance**

The results indicate that the success of the organization was positively predicted by both transformational and transactional leadership styles. This means that higher levels of organizational performance will result from managers and supervisors at Tanzania Building Agency (TBA) demonstrating more of these leadership styles. Consequently, Tanzania Building Agency's performance can be greatly enhanced by combining transactional and transformational leadership philosophies. These results are in line with earlier research. According to a 2019 study by Keninde and Banjo on the effect of leadership styles on worker performance, transactional and transformational leadership styles improve an organization's performance by inspiring employees to go above and beyond the call of duty, appealing to followers' higher order needs and moral principles, and igniting followers' passion and dedication to the organization's mission and values. Gimug's (2019) study examined how local governments' employee performance was affected by their leadership styles in the Mbale area. Transformative, transactional, laissez-faire, and autocratic leadership styles were found to have a moderately strong positive and significant link with one another. To persuade staff members and organizations to complete their tasks by the deadline, leaders utilize an authoritarian leadership style. Since the majority of workers or employees felt that they would prefer to be made comfortable at work, Nuhu (2020) proposed that transactional leadership style has a favorable relationship with organization performance based on his study conducted at Kampala Municipal Council.

Nevertheless, the results differ from

The results also align with the situational leadership theory, which postulates that a leader who adopts a situational style of leadership will assess a team or organization and modify their approach to leadership to suit the specific requirements of the group or organization. A situational leader incorporates flexibility and adaptability into their leadership style and continuously evaluates the circumstances to make sure they are leading in the most effective and suitable manner. For the simple reason that it helps a leader understand behavior and motivation and how to appropriately interpret it to implement the appropriate leadership style, this theory of leadership is pertinent to this study.

Peter (2019) looked at how leadership style affects good governance in Mbarara State's security provision. He discovered that leadership style has a marginally significant impact on an organization's success because employee morale, not leadership style, determines an organization's performance.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 Chapter Overview**

The present chapter presents the summary of the findings conclusions and recommendations, all this have been presented based on the study specific objectives. Moreover the chapter presents the limitation of the study, Implications, and recommended area for further study.

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

##### **5.2.1 The Relationship Between Transactional Leadership Style on Organizational Performance**

Transactional leadership is the most effective and potent leadership style at TBA, according to the study's findings, which also indicate a substantial positive correlation between transactional leadership style and organizational success. The results of this study lend credence to the notion that transactional leadership is based on a system of bargaining exchanges and contingent rewards, wherein the leader and subordinates collaborate to achieve organizational objectives and the leader's job is to reward successful completion. Managers and leaders set clear expectations and give praise when objectives are met. Employees can increase sales and put in more effort to increase the company's profit thanks to the dependent reward component.

These results are highly consistent with prior research that aimed to determine that Tanzania Building Agency's management and executives consistently explain to staff

members how to earn and keep incentives for the company's performance. The results of the survey also demonstrated that workers are evaluated based on their individual performance and disciplined for subpar work. The managers also provide the staff instructions on what they must perform in order to receive rewards. The results demonstrate that these actions improve the organization's performance and production.

### **5.2.2 The Relationship Between Transformational Leadership Style, on Organization Performance**

According to the study, transformational leadership and organizational performance have a strong positive linear association. According to TBA, managers feel that transformative leadership is appropriate for government agencies with typical duties that need for less expertise and training. To accomplish corporate objectives, TBA's leaders employ a transformational leadership approach. The policies and processes under this leadership style provide subordinates with clear guidelines. At TBA, transformational executives have always given their staff members instructions on how to improve the company.

### **5.2.3 The Relationship Between Autocratic Leadership Style, on Organization Performance**

Results under this goal indicate that autocratic leadership and organizational performance have a marginally significant association. This demonstrates that authoritarian leadership and Tanzania Building Agency's organizational performance are negatively correlated. This suggests that TBA will have subpar organizational

performance as soon as it adopts an autocratic leadership style because it has been found that this type of leadership style has detrimental effects on the organization.

#### **5.2.4 The Relationship Between Laissez-Faire Leadership Styles on Organization Performance**

According to the study, Tanzania Building Agency's organizational performance and a laissez-faire leadership style are negatively correlated. In other words, a laissez-faire leadership style leaves decision-making to the employees and provides little to no supervision or guidance to teams of workers. For this reason, it is referred to as ineffective and has a lower impact on Tanzania Building Agency's (TBA) performance.

### **5.3 Implication**

#### **5.3.1 Policy**

Clear policies and procedure should be enacted guiding the performance of the organization in respect of leadership style adopted by the respective organization or government agency. The government and other interested policy partners should work helpfully to have mutual attention and goal on the aspects pertaining leadership style and organization performance in Tanzania.

#### **5.3.2 Industry**

The application of any type of leadership style in the organization should consider the context in order to have higher positive results. For the organizations to reach and attain the stated targets and acquire positive results performance it's better for them

to consider leadership style in accordance with organizational structure, culture and staff training.

### **5.3.3 Academia**

Since transactional and transformational leadership style have been found to have a significant impact on the performance of the Tanzania Building Agency, it's time now for government agencies and organizations to improve knowledge, skills utilization of employees by allowing their ideas and encourage those who underperform. Moreover, government agencies and organization should employ other strategies like allowing employee to fill that they have ownership of their jobs, recognition and creating good working environment for them to let the organization have better performance ever before.

## **5.4 Conclusion**

### **5.4.1 The Relationship Between Transactional Leadership Style on Organizational Performance**

It have been discovered that, there is a strong a positive relationship between transactional leadership style and organization performance. This imply that, both leadership styles are capable of influencing perceived organization performance positively and both styles are considered important by employees in enhancing organization performance as they can be used concurrently in an organization and still provide desirable results to an organization. Employees and staff at lower levels of management so adhere to a predetermined and unambiguous chain of operational procedures and directives in any organization where the leaders serve as the

managers. To finish their daily work, the employees must follow their manager's instructions correctly.

#### **5.4.2 The Relationship Between Transformational Leadership Style, on Organization Performance**

According to the study, transformational leadership is crucial to the success of any business since it has a strong positive linear association with organizational performance. Therefore, managers need someone with a lot of qualifications and many positive traits in order to effectively motivate workers under this type of leadership style. Additionally, if an employee has a contract with the company, the rules and policies outline the consequences for breaking the rules that the company has established to govern their interactions and operations. Employees must accept that their supervisors have complete control over their work and production when they are negotiating for a position in an organization that uses this leadership style.

#### **5.4.3 The Relationship Between Autocratic Leadership Style, on Organization Performance**

Since, there is a slight significant relationship between autocratic leadership style and organization performance, organization should not accept this kind of leadership style as it could contribute negatively in the performance of the organization.

#### **5.4.4 The Relationship Between Laissez-Faire Leadership Styles on Organization Performance**

This leadership style has less contribution in the performance of Tanzania building

agency. Thus it offer little or no guidance to teams of employees and leaves decisions making, up to the employees hence referring to this leadership style as not much effective,

## **5.5 Recommendation**

### **5.5.1 The Relationship Between Transactional Leadership Style on Organizational Performance**

The paper outlines the consequences of the organization's adoption of transactional leadership. Because it entails bringing people and resources together to work toward a shared developmental vision, it is advised that this leadership be a rigorous process that goes much beyond technical or management ability. Additionally, data from TBA indicates that the public sector is experiencing a good shift in transactional leadership.

According to the report, TBA has placed a lot of emphasis on transactional leadership styles, which makes them advantageous in contract-based positions where workers are employed on a short-term basis to do predetermined tasks. Additionally, when workers are long-term engaged and the company demands that workers be creative.

It is preferable for organizations to think about or implement transactional leadership in line with organizational structure, culture, and staff training at TBA if they want to meet their goals and get excellent performance outcomes.

According to the regression analysis's findings, employee performance and transactional leadership style are significantly correlated. As a result, this study shed

light on the types of leadership behaviors that employees value and what they require from their managers. Through the development of leadership behavior, this information aids in strategy development and organizational needs fulfillment. Leaders and supervisors should know what is important for their subordinates and the organization as a whole. They should also inspire their staff to think creatively about the opportunities and difficulties they face.

#### **5.5.2 The Relationship Between Transformational Leadership Style, on Organization Performance**

Based on the findings, it is clear that, any organization that wants to reach their targets effectively and acquire positive results in terms of performance it is better for them to adopt transformational leadership style in accordance with organizational structure and training of staffs at Tanzania Building Agency.

Because transformational leadership entails mobilizing people and resources to work together for a shared developmental goal, it is a highly demanding process that goes much beyond technical or managerial skills. For this reason, organizations should embrace this style. According to the study, long-term engagement among employees is positively impacted by transformational leadership, and the company needs creative workers. The study's findings shed light on the types of leadership behaviors that employees value and what they require from their managers. Regression analysis results showed a substantial association between employee performance and transformational leadership style. Therefore, managers and supervisors should know what is important for their staff members and the business as a whole. They should

also encourage staff members to think creatively about the possibilities and difficulties they face.

### **5.5.3 The Relationship Between Autocratic Leadership Style, on Organization Performance**

Since autocratic leadership has been shown to have a detrimental impact on organizational performance, it is advised that Tanzania Building Agency avoid implementing this style of leadership since it would result in lower organizational performance.

The study suggested that in order to get more favorable outcomes, the context should be taken into account while implementing any kind of leadership style within the company.

### **5.5.4 The Relationship Between Laissez-faire Leadership Styles on Organization Performance**

Since laissez faire and autocratic leadership styles have a detrimental impact on organizational performance, TBA managers and leaders should employ them less. At TBA, adopting laissez faire and authoritarian leadership philosophies would result in worse organizational outcomes.

## **5.6 Limitations**

The study is limited to assess the effects of leadership styles on the performance of Tanzania Building Agency. Researcher met the problem dulling data collection as some of the respondents were not ready and were unwilling to be included in the

whole process of data collection especially during interview and some who were provided with questionnaire they delayed to complete filling in the questionnaire an extent that lead a researcher to extent the expected time for data collection.

### **5.7 Suggestion for Further Areas of Study**

The study, which evaluated the impact of leadership styles on Tanzanian government agency performance, found a strong and positive correlation between transactional leadership style and organization performance as well as a significant positive linear relationship between transformational leadership and organization performance. According to the study's findings, more research is required to determine how leadership style affects workers' performance, which calls for evaluating how leadership style affects workers' performance in government agencies and organizations.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE FOR DATA COLLECTION

I am a student at the Open University of Tanzania Faculty of arts and social science Pursuing a Masters of arts in leadership and governance. I have prepared this questionnaire to collect data concerning my research study titled: “The impact of leadership style on the performance of organizations in Tanzania specifically at Tanzania Building Agency”. Your contribution to making the study successful will be highly valued. Be assured that your personal information will be handled confidentially and in top-most secrecy.

#### SECTION A: RESPONDENT CHARACTERISTICS

1. Name of Respondent.....
2. Gender
  - i. Male ( )
  - ii. Female ( )
3. Respondent Age
  - i. 26- 30 yrs ( )
  - ii. 31 - 35 yrs ( )
  - iii. 36 - 40 yrs ( )
  - iv. 41 - 45 yrs ( )
  - v. 46 yrs and Above ( )
4. Education Qualification
  - i. Certificates level ( )
  - ii. Diploma level ( )
  - iii. Degree level ( )
  - iv. Master’s Degree ( )
5. Working Experience
  - i. Below 1 year ( )
  - ii. 1 - 2yrs ( )

iii. 3 – 5yrs ( )

iv. 6 yrs and above ( )

6. Your working position .....

## SECTION B: THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE

7. Put a tick/mark in the space provided in the table, by indicate the extent to which you agree or disagree on the statements provided in the table.

| Indicator                                                                                                                                                      | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| A positive performance review, a raise, a promotion, new responsibilities, or a requested change in duties are all provided via transactional leadership.      |                   |          |         |       |                |
| A key factor in achieving organizational objectives is transactional leadership.                                                                               |                   |          |         |       |                |
| When goals are reached, transactional leaders provide the rewards that employees desire.                                                                       |                   |          |         |       |                |
| It fosters an environment that affects workers' motivation, attitudes, and conduct.                                                                            |                   |          |         |       |                |
| Transactional leadership has an impact on an organization's performance.                                                                                       |                   |          |         |       |                |
| This leadership engages employees and enhances the performance of the organization.                                                                            |                   |          |         |       |                |
| A transactional leader will constantly offer you something in exchange.                                                                                        |                   |          |         |       |                |
| It promotes their personal growth and cultivates an atmosphere of trust and confidence.                                                                        |                   |          |         |       |                |
| In order to gain a clear grasp of followers' motivations, values, and interests, transformational leadership serves as a bridge between leaders and followers. |                   |          |         |       |                |
| It allows us to consider new perspectives on human behavior and its causes.                                                                                    |                   |          |         |       |                |
| It aids in comprehending a few broad behavioral ideas.                                                                                                         |                   |          |         |       |                |
| Fulfillment of transactional needs on the part of personnel and the organization                                                                               |                   |          |         |       |                |

## SECTION B: THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANIZATION PERFORMANCE

8. By ticking in the space provided, indicate the extent to which you agree or disagree with the statements in the Table.

| Indicator                                                                                                                                                      | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| A positive performance review, a raise, a promotion, new responsibilities, or a requested change in duties are all provided via transactional leadership.      |                   |          |         |       |                |
| A key factor in achieving organizational objectives is transactional leadership.                                                                               |                   |          |         |       |                |
| When goals are reached, transactional leaders provide the rewards that employees desire.                                                                       |                   |          |         |       |                |
| It fosters an environment that affects workers' motivation, attitudes, and conduct.                                                                            |                   |          |         |       |                |
| Transactional leadership has an impact on an organization's performance.                                                                                       |                   |          |         |       |                |
| This leadership engages employees and enhances the performance of the organization.                                                                            |                   |          |         |       |                |
| A transactional leader will constantly offer you something in exchange.                                                                                        |                   |          |         |       |                |
| It promotes their personal growth and cultivates an atmosphere of trust and confidence.                                                                        |                   |          |         |       |                |
| In order to gain a clear grasp of followers' motivations, values, and interests, transformational leadership serves as a bridge between leaders and followers. |                   |          |         |       |                |
| It allows us to consider new perspectives on human behavior and its causes.                                                                                    |                   |          |         |       |                |
| It aids in comprehending a few broad behavioral ideas.                                                                                                         |                   |          |         |       |                |
| Fulfillment of transactional needs on the part of personnel and the organization                                                                               |                   |          |         |       |                |
| A positive performance review, a raise, a promotion, new responsibilities, or a requested change in duties are all provided via transactional leadership.      |                   |          |         |       |                |

**SECTION C: RELATIONSHIP BETWEEN AUTOCRATIC LEADERSHIP STYLES, LAISSERZ FAIR LEADERSHIP STYLE ON ORGANIZATION PERFORMANCE**

9. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements relating to Autocratic leadership style.

| <b>Indicator</b>                                                                              | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|-----------------------------------------------------------------------------------------------|--------------------------|-----------------|----------------|--------------|-----------------------|
| The performance of organization is influenced by Autocratic leadership style                  |                          |                 |                |              |                       |
| Leadership usually eliminates other competing, strong personalities                           |                          |                 |                |              |                       |
| An effective leadership style enhance staff strength, better organization turnover and awards |                          |                 |                |              |                       |
| Leadership style enables the achievement of organization goals and targets                    |                          |                 |                |              |                       |

10. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements relating to Laissez fair leadership style.

| <b>Indicator</b>                                                                                        | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongly Agree</b> |
|---------------------------------------------------------------------------------------------------------|--------------------------|-----------------|----------------|--------------|-----------------------|
| All significant choices are made by the leader.                                                         |                          |                 |                |              |                       |
| The laissez faire leadership style has an impact on the organization's performance.                     |                          |                 |                |              |                       |
| Even in complicated situations, the group leader lets the members make their own decisions.             |                          |                 |                |              |                       |
| People are frequently very involved in initiatives and decisions because the leader fosters creativity. |                          |                 |                |              |                       |
| Although team members participate in the decision-making process, the leader has the last say.          |                          |                 |                |              |                       |
| The leader minimizes criticism while offering appropriate praise.                                       |                          |                 |                |              |                       |
| The leader has faith in you to make the right choices on your own.                                      |                          |                 |                |              |                       |

#### SECTION D: PERFORMANCY OF GOVERNMENT AGENCY

11. At Tanzania Building Agency a skillful and knowledgeable leader led by;

| Indicator                                                                               | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| Taking appropriate decisions at the right time                                          |                   |          |         |       |                |
| The performance of TBA is influenced by leadership styles employed in the organization  |                   |          |         |       |                |
| TBA Leaders allows group members to make their own decisions even in complex situations |                   |          |         |       |                |
| Having the ability to influence and coordinate people to perform maximally              |                   |          |         |       |                |
| TBA leaders gives fair praise and restrains criticism as much as possible               |                   |          |         |       |                |
| TBA leaders are leading by example                                                      |                   |          |         |       |                |
| TBA leaders they always make final decision by including the team members               |                   |          |         |       |                |
| Having the ability to solve problems when they arise                                    |                   |          |         |       |                |

# THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202003099

2<sup>nd</sup> July, 2024

Director,

Tanzania Building Agency,

P.O. Box 5429,

**ILALA-DAR-ES-SALAAM.**

Dear, Director,

**RE: RESEARCH CLEARANCE FOR MS.NEEMA SAMSON REG NO: PG2020030099**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Neema Samson , Reg.No:PG2020030099**), pursuing **Masters of Arts in Governance and Leadership**. We here by grant this clearance to conduct a research titled “ **Effect of Leadership**

**Style on the Performance of Government Agencies in Tanzania : A case of Tanzania Building Agency".** He will collect his data at your office from July 1<sup>st</sup>, 2024 to 31<sup>st</sup> July 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Gwahula Raphael Kimamala

**For: VICE CHANCELLOR**



THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF WORK  
TANZANIA BUILDING AGENCY  
DAR ES SALAAM REGION



REF No. TBA/DAR/PG2020030099

9<sup>th</sup> JULY 2024

DEPUTY VICE CHANCELLOR (ACADEMIC)  
THE OPEN UNIVERSITY OF TANZANIA,  
P.O BOX 23409, DAR ES SALAAM,  
Tel: 022-2-2668820

Dear Sir

**RE: RESEARCH CLEARANCE ACCEPTANCE FOR MS. NEEMA SAMSON WITH  
REG NO: PG2020030099**

The heading above is concern

Thank you for the letter directed to my office here in Dar es Salaam dated 2<sup>nd</sup> July 2024 with Ref No. OUT/PG2020030099. With reference to that letter, we here by accept MS. NEEMA SAMSON to conduct her research clearance for the study topic entitled "*The Effect of Leadership Style on the Performance of Government Agency in Tanzania, a case of Tanzania Building Agency*" She will start collecting Data from 9<sup>th</sup> July 2024 up to 30<sup>th</sup> July 2024. We assure the student a great support during the whole period of Data collection

Emmanuel Joseph

FOR REGIONAL MANAGER