

**EFFECT OF ETHICAL LEADERSHIP ON EMPLOYEES' PERFORMANCE
IN PUBLIC ORGANIZATIONS; A CASE OF TANZANIA ELECTRIC
SUPPLY COMPANY LIMITED TABORA OFFICE**

NURU RAMADHAN LYANA

**A DESERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “*Effect of Ethical Leadership On Employees’ Performance In Public Organizations: A Case of Tanzania Electric Supply Company Limited (TANESCO) Tabora Office*” in fulfillment of the requirements for the award of master’s degree of Human Resource Management of the Open University of Tanzania.

.....

Dr. Chacha Matoka

(Supervisor 1)

.....

Date

.....

Dr. Janeth Isanzu

(Supervisor 2)

.....

Date

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Signature

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Date

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ABSTRACT

Examining the impact of moral leadership on worker performance at the TANESCO Tabora office was the primary goal of the study. The study specifically looked at how role clarity, power sharing, and fairness affected worker performance. With the use of a quantitative research approach and an explanatory research design, the study utilized the positivist philosophy. 312 workers from the TANESCO Tabora Office made up the study population, and 175 responses were selected at random to make up the sample size. A systematic questionnaire was used to collect the data, and descriptive, correlation, and regression analysis were used to analyze the results. The results showed that job clarity, power sharing, and fairness had a considerable positive impact on worker performance. In terms of how power sharing affects worker performance at the TANESCO Tabora location, the results showed a strong positive correlation between the variables. Last but not least, the study suggests that TANESCO Tabora office management treat staff fairly in terms of a reward system given the impact of fairness on employee performance. The establishment of an appraisal system can facilitate the equitable distribution of awards within the organization. Junior employees could be involved in the decision-making process at TANESCO to foster participatory decision-making, which is necessary given the impact of power sharing on employee performance. Regarding how job clarification affects employee performance, senior management can make goals clearer for staff members to increase their awareness of and understanding of what is required of them. The process of creating goals for TANESCO personnel should involve human resources.

Key words: *Ethical leadership, employee performance, fairness, power sharing, role clarification, TANESCO, Tabora*

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LIST OF ABBREVIATIONS

ADB	African Development Bank
EAC	East African Community
SPSS	Statistical Package for Social Sciences
TANESCO	Tanzania Electric Supply Company Limited
UK	United Kingdom
USA	United State of America

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an explanation of the study's history, problem statement, objective, research questions, significance, and organizational structure.

1.2 Background of the Study

Leadership is an important resource that helps staff as well as an organization to achieve its corporate objectives (Ramesh, Azreen, & Hazliz, 2020). The requirement for effective leadership in today's business environment has increased since for a firm to adapt to its environment and attain its objectives, top leadership has an important function to play in determining its failure or success (Liu *et al*, 2018). The development and growth of e-commerce and technology have made corporate fraud a global phenomenon. Ethical leadership is urgently required due to the latest credit disaster, the most serious worldwide recession of the 1930s, and several other scandals involving leading corporate business firms in the past (Krishnan, 2018). According to Piccolo (2018), leaders who maintain ethical principles can be more successful in decision-making processes and communicate to their staff how to perform better.

Employees' performance is the concept that measures the individual's ability to accomplish tasks and enables a firm to compete in the market compared with others and the firm's capacity in achieving the goals of stakeholders (Ramesh, Azreen, & Hazliz, 2020). Muda, Rafiki, and Harahap (2019) assert that productivity is a

good way to measure an employee's performance. If an employee meets the aims and objectives of the business, their performance can be rated based on how well they executed a task. According to Iqbal et al. (2019), employee performance refers to how well a task is performed in accordance with the job description. In addition to that, Pradhan and Jena (2019) argued that employee performance is a job accomplished by an individual though effort provided on the particular job while working together with fellow employees.

Normally, task performance, adaptive performance, and contextual performance are the three elements that are used to assess an employee's performance. (Khalid, Agil, & Khalid, 2020). Task performance refers to activities carried out on the job that are focused on the duties listed in the job description (Ibid). Adaptive performance refers to the capacity to learn to know oneself and collaborate with coworkers in a fast-paced work environment. While, on contextual performance we mean prosocial behavior in a fast-paced work environment (Medhn, & Mulie, 2024).

Since the 2008 financial crisis in the United States, corporate leaders have faced lots of unanswered questions regarding the impact of ethical leadership behaviors (Ribeiro, Gomes, & Kurian, 2018). A national study among government employees showed that, in the previous year, 57% of government employees said they had observed or experienced violations of ethical norms and standards at their working environment. The majority of these violations went unreported (Amisano & Anthony, 2017). In China, the current social and economic transformation has resulted in a moral and value vacuum that has created a conducive environment for

most corporate wrongdoing and fraud, indicating a deficiency in ethical leadership in the Chinese business environment (Liu et al, 2018). In India, Muniapan (2019) argued that unethical practices like corruption and fraud are some of the main causes of all the evil within societies.

Corruption, unethical behavior, and a lack of accountability were found to be rampant in South Africa as cited by Cheteni & Shindika (2017). These unethical practices have become so pervasive in South Africa's public service to the extent that they are almost accepted as the way of conducting business in the public sector. However, there is some hope for the South African area because nations like Namibia and Botswana have acceptable levels of corruption in their respective nations (Cheteni & Shindika, 2017). In Congo, a lack of visionary, positive, and ethical leadership has continued to limit the impact of recent efforts by international institutions such as the World Bank and the African Development Bank (ADB) to address labor issues of employee commitment (Onuoha, Ogunjinmi, & Owodunni, 2018). Obicci (2019) revealed that ethical leadership was practiced by leaders in a leader's balance processing in Uganda. According to Amsale, Bekele, & Tafesse (2018) in Ethiopia, ethical leadership is not something that can be learnt in a classroom; rather, it is something that must be attentively observed in the actions of moral leaders.

According to Mwombeki (2017), transformative ethical leadership can improve performance in Tanzanian contexts because good leadership seeks to utilize the potential and knowledge of its workforce. One advantage of having a transformational leader is that they may provide their team members the confidence

and flexibility to carry out their duties in a way that advances the goals of the organization. The majority of African nations, including Tanzania, are marked by high level of poverty as a result of weak public sector organization leadership (Uronu, 2017). Instead of being close to employees who report to them, leaders in these companies advocate for the development of intimate interpersonal relationships with top authorities. Employee performance would increase with a close working relationship among leaders and employees (Khamis, 2019). Some notable strides have been put into place by the Tanzanian government towards establishing an ethical culture in the public service (Uronu, 2017). The social exchange theory which developed by two American sociologists; Homans (1910–1989) and Blau (1918–2002) was employed in this study.

1.3 Statement of the Problem

An observation shows that laws and regulations, historical teachings, and theological arguments have been the basis with which to promote and demand ethical leaders in both public and private organizations (Riaz & Zaman, 2018; Strydom, 2021). Despite the elaborate legislation and framework promoting ethical leadership in Tanzania, in both public and private sectors, the application of ethical leadership is still below average (Mwangwala, 2022). In the case of TANESCO, unethical conduct and unstable performance in public organizations have been reported to have increased recently. Parliament energy and minerals committee (2018) report revealed that TANESCO has not met 81% of the performance goals that were established. Significant shortcomings were noted in the areas of water loss, collection effectiveness, and customer water pressure. TANESCO complied by 53% with the

targets that do not incur a financial penalty for noncompliance; adding more service hours was the main area of noncompliance (Parliament energy and minerals committee, 2018).

The report showed that majority of the unethical and unlawful acts that impact the organization's operations seem to be carried out by four TANESCO workers. Despite the provision of the necessary facilities and employee training on ethical conduct, the inconsistent performance of Tanzanian public organizations like TANESCO and the rise in reports of unethical behavior by their respective employees raise concerns about whether the leaders in those organizations follows ethical principles in guiding others employees to accomplish the assigned tasks effectively. Therefore, this study examined the effect of ethical leadership on employee performance at TANESCO.

1.4 Objectives of the Study

1.4.1 General Objective

The main aim of the study was to examine the effect of ethical leadership on employee performance at TANESCO Tabora office.

1.4.2 Specific Objectives

- i. To examine the effect of fairness on employee performance at TANESCO
- ii. To examine the effect of power sharing on employee performance at TANESCO
- iii. To examine the effect of role clarification on employee performance at TANESCO

1.5 Significance of the Study

The government of Tanzania will benefit from the study's conclusions in encouraging moral leadership and raising worker productivity in all public organizations. Furthermore, the study will benefit TANESCO's senior management and executives by shedding light on the value of moral leadership. Also, the study will assist policy makers in human resource management field as it will enable them to suggest appropriate policies that could ensure the presence of ethics among the leaders hence promote organizational performance by adopting ethical practices in the organization.

Furthermore, the study will be of importance to retirees, as its recommendations, if adopted, will influence employee's performance and thus increase retirement benefits. Moreover, the study will be useful to the researcher as it will contribute to other scholars who may wish to add a body of knowledge on the related topic.

1.6 Scope of the Study

The study used the TANESCO Tabora office as a case study to investigate how ethical leadership affects employee's performance. Social Exchange Theory was employed as the study's guidance. The descriptive research design with the aid of quantitative approach was employed. The target population included all employees from the TANESCO Tabora Office. The total population of respondents comprised of 312 people. The data was collected from a sample of 175 respondents through questionnaires and analyzed by both descriptive statistical analysis and inferential statistical analysis.

1.7 Organization of the Study

This research is divided into five chapters. The background information about the subject under examination is presented in Chapter 1. This chapter also addresses the issue statement, goals, research questions, significance, and scope of the study. The arrangement of the remaining part was as follows: A review of pertinent literature, definitions of important words, theoretical and empirical reviews, a research gap, and a conceptual framework were all included in the second chapter. The research design, study population, sampling design, sample size, data collection strategies, and data analysis methodologies are all covered in detail in Chapter 3. The data findings and a discussion of them are presented in Chapter 4. A summary of the study's findings, a conclusion, and suggestions for the several stakeholders the study addressed are given in Chapter 5. If more research on the same subject is required, the chapter also provides space for it.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter reviewed the empirical research on how moral leadership influences worker performance. This chapter included conceptual definitions, a review of pertinent papers, a research gap, and a theoretical framework.

2.2 Definition of key Terms

2.2.1 Ethics

According to Rossy (2011), ethics is the art and practice of using frameworks and principles to evaluate and resolve severe moral issues. Ethics, according to Trevino (2001), are ethical principles that clarify what is proper or improper in different circumstances as well as what is either right or wrong. Candy (2005) asserted that ethics refers to the set of principles that control how values are organized. In this study, ethics is defined as moral guidelines that help people and organizations behave according to particular standards while interacting with one another. Ethics consists of both soft and hard aspects. The hard elements include universally required obligations and rights, the majority of which are legal.

2.2.2 Fairness

This refers to the respect and dignity with which people are treated and to the extent to which a person is honestly, timely, and specifically informed about relevant issues that are personal (van Knippenberg, De Cremer, & van Knippenberg, 2007). According to Suliman & Kathairi (2013), fairness is the degree to which an

individual is correctly, honestly, and promptly informed about matters that are significant to them, as well as the respect and dignity with which they are treated. In the business environment, interactional justice also describes to the fairness and quality of how a person is treated during organizational decision making (Iqbal et al., 2017). In this fairness is defined the human aspects of interactions which is revealed in politeness, dignity among peers, honesty, and respect.

2.2.3 Power Sharing

This refers to the end to which a leader is listening to the concerns and ideas of the followers and gives them permission to participate in making a decision (Mitonga-Monga & Cilliers, 2016). Power sharing, as defined by Chen, Zhang, and Wang (2018), is the transfer of authority to the team within the company to provide your employees greater latitude to participate in decision-making at higher levels, greater assurance to act and think like firm partners, and enhanced performance in the workplace. According to Chen, Zhang, and Wang (2018), power sharing in this study refers to giving employees of the organization more autonomy in carrying out their daily responsibilities by empowering them in all spheres of their abilities.

2.2.4 Role Clarification

This speaks to the degree to which a person is given a clear and accurate presentation of the actions that are expected of them (Kim, 2018). Ethical leaders must communicate openly and be upfront about performance duties, expectations, and obligations in order to clarify roles (Min, 2019). In this study, role clarification refers to what demonstrates each team member's expected level of performance within an

organization and also explains what is needed from each team members and what is needed of a the individual and their colleagues (Ibid).

2.2.5 Ethical Leadership

This refers to the practice of normal suitable behaviour in both interpersonal and personal settings and the active promotion of behaviour that is socially responsible at all levels in the form strengthening a moral philosophy through ethical decision making and communication (Tourigny, Han, Baba, & Pan, 2017). In this study ethical leadership, refers to the act of leaders knowing what is right and wrong and guided by rules and regulations in their decisions (Mitonga-Monga, 2020).

2.2.5 Employees' Performance in Public Organizations

Employee performance refers to how successfully a worker completes their tasks and achieves their objectives is referred to as their employee performance (Yasin, 2021). The quantity, quality, and efficiency of an individual's labor are all factors in a precise evaluation of employee performance. In public organizations, performance evaluations are conducted on a regular basis to identify areas for weaknesses so to improve it, offer learning and development opportunities, and make sure that everyone is working toward the same objectives (Cortez & Johnston, 2020).

2.3 Theoretical Review

2.3.1 Social Exchange Theory (SET)

Two American sociologists, Homans (1910–1989) and Blau (1918–2002), created the social exchange hypothesis. Prior to being used to management, the theory was

put forth for research in sociology and psychology (Cortez & Johnston, 2020; Cropanzano & Mitchell, 2005). Social Exchange Theory (SET) makes the supposition that the supportive elements of an organization influence the connection between employees and their employers.

Workers in an organization expect certain benefits from their managers to ensure their job satisfaction and dedication (Yasin, 2021). Employees choose to put their abilities and efforts toward achieving the objectives of the company when their needs are well fulfilled. Therefore, in order to accomplish the objectives of the company, employers need to exchange resources and a positive work environment to their employees (Cortez & Johnston, 2020).

One of the strengths of the social exchange theory is that explains the principle of reciprocity, in which leaders in the public sector are expected to possess ethical leadership as a moral quality. ethical leaders are sure to create a great atmosphere and results for their staff, because they are seen as fair, just, and trustworthy (Mitonga- Monga, 2020). Consequently, leaders with good moral make other employees motivated and satisfied with working environment (Fan et al., 2021). Leaders who model moral rectitude in helping their subordinates gain the respect and loyalty of their followers. According to Treviño and Brown (2005), organization managers that uphold the organization's ethical norms, standards, goals, and beliefs with great enthusiasm inspire other staff members to follow suit. This means staff members will actively participate in the organization and offer their all (Yasin, 2021).

Strong ethical leaders demonstrate a commitment to the long-term prosperity of their companies by upholding the highest ethical standards and placing their long-term stakeholders' trust foremost. Additionally, they create trusting environments that make subordinates more likely to take on similar committee behavioral patterns (Ruiz-Palomino et al., 2011). Consequently, ethical leaders provide the basis for processes of emulation and role modeling that cause other subordinates to follow their moral leaders' dedicated examples (Bandura & Walters, 1977; Mayer et al., 2009).

Conversely, the social exchange theory is not without flaws. For example, it fails to take into consideration social or cultural norms, which might have an impact on social trade and oversimplify the complexity of social connections. The idea does not take into consideration those who choose to stay in connections that genuinely benefit them personally rather than the team or company as a whole, or who do not look for further benefits from the relationship. According to the social exchange hypothesis, people act in particular ways in order to establish credibility and trust. Most often, this idea is connected to romantic relationships. But not every relationship can benefit from this idea (Cortez & Johnston, 2020). According to social exchange theory, relationships follow a straight line, however in reality, connections develop, withdraw, skip, or repeat certain stages (Miller, 2005).

However, the social exchange theory is relevant to this study because considers the practice of ethical leadership as the act of leader's awareness of right and wrong and adherence to moral principles (Mitonga- Monga, 2020). The mental inspiration

model, which focuses on the leader's mediation of the relationship between objectives, ambition, productivity, and staff interactions, is an essential component of moral leadership. Chi et al. (2012) claim that a moral identity trait can be identified by the indirect influence of moral leadership on enhancing effectiveness. According to Tu et al. (2017), as public sector managers set a standard for how the sector operates, they should act as role models in terms of honesty and morality. They have to make sure that their activities serve people's needs rather than undermining society's values.

2.4 Empirical Review

2.4.1 Fairness and Employee Performance

According to a study by Resick et al. (2019), ethical leaders are essential in helping people realize that relationships naturally arise in settings that uphold integrity, respect, justice, equity, and fairness. The study utilized a cross-cultural methodology to explore perceptions of ethical leadership across different regions. The study found that integrity, respect, and fairness are universally valued traits in leaders, though cultural nuances influence their expression. These findings imply that fostering ethical leadership can enhance organizational relationships and performance globally. This is particularly relevant to studies like "Effect of Ethical Leadership on Employees' Performance in Public Organizations: A Case of Tanzania Electric Supply Company Limited Tabora Office," which examines how ethical leadership practices impact employee performance in a Tanzanian public organization. Both studies underscore the importance of ethical leadership in promoting positive

workplace outcomes, suggesting that leaders who embody ethical principles can effectively enhance employee performance and organizational success.

Arshad, Asif, and Baloch (2018) conducted a study examining the impact of ethical leadership on employee performance. Their methodology involved surveying employees to assess perceptions of their leaders' ethical behaviors and measuring corresponding performance outcomes. The main findings indicated a positive correlation between ethical leadership and enhanced employee performance, suggesting that leaders who demonstrate fairness, integrity, and concern for their subordinates can foster improved work outcomes. The study implies that organizations should promote ethical leadership practices to boost employee morale and productivity. This conclusion aligns with research on the Tanzania Electric Supply Company Limited Tabora Office, which also found that ethical leadership positively influences employee performance in public organizations. Both studies underscore the universal importance of ethical leadership in enhancing organizational effectiveness across different cultural and organizational contexts.

The impact of employees' perceptions of the fairness of performance rating systems on their organizational commitment was investigated by Ramesh, Azreen, and Hazliza (2020) employed a quantitative methodology, surveying employees to assess how perceptions of fairness in performance appraisals influence organizational commitment. The study found a positive correlation between perceived fairness and heightened commitment, suggesting that transparent and equitable appraisal systems can enhance employee dedication. This conclusion aligns with findings from the

Tanzania Electric Supply Company Limited Tabora Office, where ethical leadership—characterized by fairness and integrity—was shown to positively impact employee performance. Both studies underscore the importance of fairness and ethical practices in leadership to foster improved employee outcomes in public organizations.

Iqbal, Rehan, Fatima, & Nawab (2019) investigated how organizational justice affected employee's performance in Pakistan's public sector. The study was done using a questionnaire supplied to approximately 146 employees of Pakistan Railways. A cross-sectional study method and an appropriate sampling method were employed to analyze data. Additionally, regression and correlation analyses were performed on the data. The study's findings showed that distributive justice positively and significantly affected employee performance.

Uzochukwu et al. (2024) investigated the effect of fair performance appraisals on worker productivity in Nigerian federal regulatory organization using the case of the National Agency for Food and Drug Administration and Control (NAFDAC). Primary data were gathered from NAFDAC employees via a five-point Likert scale model questionnaire, as part of a descriptive survey study methodology. The data, obtained by non-probabilistic quota sampling, was analyzed using correlation and regression analysis techniques. The findings noted that employees' productivity at NAFDAC was positive significantly affected by interactional, procedural, and distributive fairness in performance appraisals.

Mwangwala (2022) evaluated how different leadership philosophies affected the Ngorongoro District Council in the Arusha Region's employees' increased

performance. In this work, a quantitative research technique was used with descriptive-correlation research. Out of the 479 employees of the Ngorongoro District Council, a sample size of 218 respondents was chosen for the study. However, just 192 (88%) of the responders took part in this study. Data were collected by use of structured questionnaires. In SPSS data analysis, regression analysis and descriptive statistics were employed. The results demonstrated that poor training, institutional difficulties, and interpersonal leadership all had a detrimental effect on worker performance. The findings also demonstrated that Ngorongoro District Council staff performance may be improved by applying servant, transactional, and transformational leadership philosophies.

2.4.2 Power-Sharing and Employee Performance

Ethical leaders are accountable for using power and are in control of the process of influencing staff in achieving the objectives of the organization (Khalid, Agil, & Khalid, 2020). Employee empowerment in all spheres of abilities is facilitated by power sharing. According to Chen, Zhang, and Wang (2019), power sharing empowers individuals to exercise greater discretion in carrying out their responsibilities, greater liberty to provide feedback at higher decision-making levels, increased more confidence to act and think like steadfast partners, and enhanced capacity to deal creatively and productively with new working environments.

In their 2024 study, Medhn Desta and Hailemichael Mulie investigated the impact of empowering leadership practices on employee performance at Ethio-Telecom, focusing on the mediating role of work engagement. Utilizing a quantitative

approach, they surveyed 214 sales representatives in Addis Ababa, employing structural equation modeling to analyze the data. The study concluded that empowering leadership positively influences employee performance, with work engagement partially mediating this relationship. A notable strength of the research is its empirical examination of the mediating effect of work engagement, providing a nuanced understanding of how leadership practices translate into performance outcomes. However, a limitation is its focus on a single organization and city, which may affect the generalizability of the findings. This research relates to the study on the Tanzania Electric Supply Company Limited Tabora Office by highlighting the significance of leadership styles in public organizations; both studies suggest that leadership approaches fostering employee engagement and empowerment can enhance performance outcomes.

Al-Jammal, Al-Khasawneh, and Hamadat (2019) on the Impact of the Delegation of Authority on Employees' Performance at Great Irbid Municipality: Case Study," Al-Jammal, Al-Khasawneh, and Hamadat examined how delegating authority affects employee performance in Jordan's Great Irbid Municipality. Utilizing a quantitative methodology, they surveyed employees to assess the relationship between delegation and performance metrics such as efficiency, effectiveness, and empowerment. The findings revealed a statistically significant positive impact of authority delegation on these performance indicators, suggesting that empowering employees through delegation enhances their job performance. The study concludes that implementing effective delegation practices can lead to improved organizational outcomes. This research relates to the study on the Tanzania Electric Supply Company Limited

Tabora Office by highlighting the role of leadership practices specifically, ethical leadership that includes delegation in enhancing employee performance within public organizations.

The effect that job sharing has on staff members' performance at public universities in the Mount Kenya region was investigated by Mwititi, Mungania, and Kubaison (2022). 353 responses, including both teaching and non-teaching staff, made up the sample size. A questionnaire served as the main data collection instrument. The techniques used for the analysis and interpretation of the data were descriptive and inferential statistics. An analysis of the relationship between the variables under investigation was conducted using a multiple regression model. The results of the study showed a statistically significant correlation between work sharing and employee performance at public universities in the Mount Kenya region.

2.4.3 Role Clarification and Employee Performance

In his 2019 study titled "Is the Role of Work Engagement Essential to Employee Performance or 'Nice to Have'?", conducted in South Korea, Woocheol Kim employed a quantitative methodology to investigate the relationship between work engagement and employee performance. The study's main findings indicated a significant positive correlation between high levels of work engagement and enhanced employee performance, suggesting that engaged employees are more productive and committed to their work. The implication is that organizations should prioritize strategies that foster work engagement to boost performance outcomes. This conclusion aligns with the study on the Tanzania Electric Supply Company

Limited Tabora Office, which emphasizes that ethical leadership characterized by integrity, fairness, and support—can enhance employee performance in public organizations. Both studies underscore the critical role of leadership in cultivating an environment that promotes employee engagement and, consequently, improved performance.

In their 2024 study titled "The Effect of Empowering Leadership Practices on Employee Performance: The Mediating Role of Work Engagement," conducted in Ethiopia, Medhn Desta and Hailemichael Mulie employed a quantitative research approach to investigate the relationship between empowering leadership, work engagement, and employee performance at Ethio-Telecom. Surveying 214 sales representatives in Addis Ababa, the study utilized structural equation modeling to analyze the data. The main findings revealed that empowering leadership positively influences employee performance, with work engagement serving as a partial mediator in this relationship. This suggests that leaders who delegate authority and encourage autonomy can enhance employees' dedication and performance. The study's implications emphasize the importance of adopting empowering leadership styles to foster an engaged and high-performing workforce. This research relates to the study on the Tanzania Electric Supply Company Limited Tabora Office by highlighting how leadership practices that promote ethical standards and employee empowerment can lead to improved performance in public organizations.

In their 2021 study titled "Leadership Behavior Repertoire: An Exploratory Study of the Concept and Its Potential for Understanding Leadership in Public Organizations,"

conducted in the Netherlands, Van der Hoek, Groeneveld, and Beerkens employed an exploratory research methodology to examine the concept of leadership behavior repertoires in public organizations. The study's main findings suggest that effective public leaders utilize a diverse set of behaviors to navigate complex and dynamic environments, indicating that a flexible leadership approach can enhance organizational performance. The implication is that public organizations should encourage leaders to develop a broad repertoire of behaviors to adapt to varying situational demands. This conclusion relates to the study on the Tanzania Electric Supply Company Limited Tabora Office by highlighting that ethical leadership, as part of a diverse behavioral repertoire, can positively influence employee performance in public organizations.

Using the Institute of Social Work as a case study, Nkolimwa (2023) examined the relationship between staff involvement and performance in Tanzanian public higher education institutions. The study used a quantitative research approach and positivism. In this study, the correlation research design was employed. Multiple regression analysis was performed on the data collected from 84 respondents. The results showed that organizational performance (OP) is significantly impacted by employee motivation (EM), employee working environment (EWE), and employee participation (EI).

2.5 Research Gap

The majority of the examined studies were conducted outside of the countries, according to the literature evaluation. For example, Iqbal et al.'s 2019 study looked at

how organizational justice affected worker performance in Pakistan's public sector. Kim (2019) investigated the relationship between job features and work performance in Korea, as well as the motivation for public service. All of these studies were conducted in developed nations, where ethical leadership practices are governed by laws and regulations that differ significantly from those in Tanzania. Uzochukwu et al. (2024) used a descriptive survey research design to examine the effects of fair performance appraisals on worker productivity in Nigerian federal regulatory agencies, a developing nation. Mungania, & Kubaison (2022) investigated how work sharing influences employees' performance in public universities in the Mount Kenya region utilizing 353 respondents from teaching and non-teaching personnel. Correlation and regression approaches were utilized to analyze the data. But these analyses were grounded in academic institutions and regulatory bodies. Furthermore, rather than using Social Exchange Theory, Mwiti, Mungania, and Kubaison's study from 2022 used Tri-Dimensional Theory.

In Tanzania, there aren't many studies. Consider the Nkolimwa (2023) paper, "Employee Engagement and Tanzanian Public Higher Education Institution Performance: A Case Study of the Institute of Social Work." The current study used a descriptive research design, whereas the previous study used a correlation research approach. Furthermore, the study was conducted in universities rather than parastatal companies like TANESCO. Accordingly, the current study used a descriptive research approach to examine the impact of moral leadership on worker performance at TANESCO in the Tabora region. Both descriptive and inferential statistical analysis were used to examine the data, which was gathered via questionnaires.

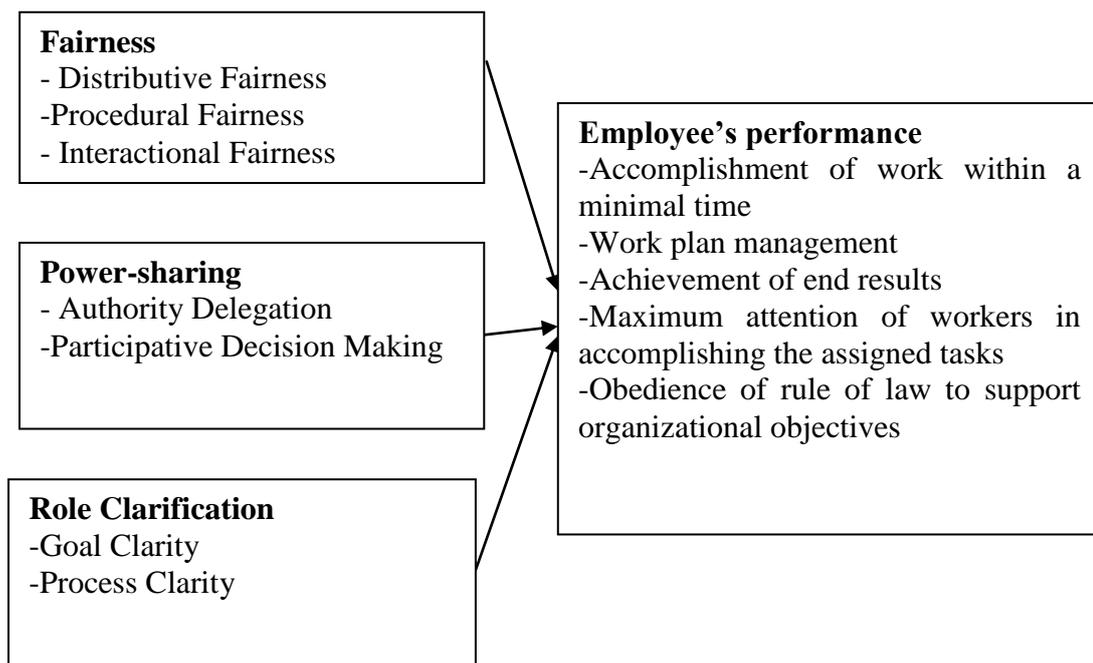
2.6 Conceptual Framework

A conceptual framework is a collection of main concepts and ideologies drawn from relevant academic disciplines designed to organize a presentation that comes after. This consists of the model that characterizes the research variables as dependent and predictor variables. In that illustration, Figure 2.1 below provides a clear illustration of the variables.

Independent Variable

Dependent Variable

Figure 2.1 Effect of Ethical Leadership



Source: Researcher (2024)

2.7 Theoretical Framework

The study's independent and dependent variables, as well as their relationships with one another, are shown in the conceptual framework above.

Independent Variables

These are the variables in the framework that are not directly impacted by other variables. As per the aforementioned conceptual framework, three independent variables have been discovered. The impact of fairness on employee performance was the focus of this study, which looked at how TANESCO employees' performance is impacted by distributive, procedural, and interactional fairness. Iqbal, Rehan, Fatima, and Nawab (2019) found that distributive justice improved worker performance.

The effect of power sharing on employee performance, whereas the researcher examined on how authority delegation, participative decision Making could affect employee's performance. Al-Jammal, Al-Khasawneh, and Hamadat (2019) argued that effectiveness of delegation of authority in an organization empowers employees' performance.

The effect of role clarification on employee performance. This pertains to the extent on how goal clarity-process clarity could result to employee's performance within TANESCO. A study by Kim (2019) contended that goal clarity had a significant positive relationship with job performance

Dependent Variables

These are the outcomes or results that are influenced by the independent variables. The dependent variable in this study is the employee's performance, whereas the researcher looked at how ethical leadership aspects like fairness, power sharing and role clarifications could lead to accomplishment of work within a minimal time,

work plan management, achievement of end results, maximum attention of workers in accomplishing the assigned tasks, obedience of rule of law to support organizational objectives.

Research Hypothesis

H1: There is a significant positive relationship between fairness and employee performance at TANESCO

H2: Power sharing has a significant effect on employee performance at TANESCO

H3: Role clarification has a significant effect on employee performance at TANESCO

CHAPTER THREE

METHODOLOGY

3.1 Chapter Overview

This section's goal is to provide an overview of the study methodology and the techniques used for data collection and analysis. This chapter covers the following topics: the study region, target population, sample size, sampling strategies, data collection procedures, validity and reliability, data processing techniques, and ethical considerations.

3.2 Research Philosophy

According to Creswell (2014), a research philosophy is a framework that specifies rules for carrying out research based on presumptions about reality and the nature of knowledge. This research used a positivist approach. The researcher adopted this philosophy because it takes into account the factual knowledge discovered from observation and the collection of current knowledge (Kumar, 2019). The primary goal of this philosophy is reality. According to Kumar (2019), the choice of research philosophy is significantly influenced by the research problem.

3.3 Research Approach

According to Kothari (2019), a research approach is a method and strategy that focuses on how social realities or phenomena could be examined using broad hypotheses. It is feasible to use a mixed method, a qualitative approach, or a quantitative approach (Creswell, 2012). In order to address the primary research question and gather the necessary data, the researcher used a quantitative strategy in

this investigation. Numerical data was gathered using a quantitative methodology (Kumar, 2019). Because it allows the researcher to assess the attitudes and orientations of broader groups, this method was selected (Kothari, 2019).

3.4 Research Design

The researcher used an explanatory research design. This type of research design provides insight on the "why" and "how" of the problem (Majid, 2018). Explanatory research is a method for gathering information to explain a particular phenomenon. This design it enables the researcher to examine what does not work as well as what does and after obtaining this information, and measures for developing better alternatives could be taken to improve the process being studied (Kumar, 2019).

3.5 Study Area

The study was conducted at TANESCO Tabora Zone Office in Tanzania, where all district offices within the region were visited. The researcher decided to use TANESCO as case study because it is one of the major public organizations in the country where its service demand is high, and its services are accessed by the majority of people in the community, so ethical leadership in performing their duties is more important for effective service delivery among employees.

3.6 Target Population

According to Kothari (2019), a population is a precisely defined set of people, services, products, occasions, collections of items, or residences that are the focus of an inquiry. All TANESCO Tabora Office personnel were included in the study's

target group. The TANESCO Tabora Office employs 312 people, according to information obtained from the HR officer. Mugenda and Mugenda (2010) state that in order for the researcher to get the study's conclusions, the population under study must exhibit specific visible qualities.

3.7 Sample Size

A sample, according to Creswell (2012), is a portion of the target population that the researcher will look at in order to extrapolate the results within that group. Finding respondents who will provide data reflecting traits or viewpoints that the population deems common is the aim of the sample selection procedure. The sample size for this investigation was determined using Taro Yamane's mathematical model formulas (1964). The TARO YAMANE technique is essential for calculating sample size in research that uses primary data and asks questions to elicit replies.

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

Where;

n= sample size.

N=population of the study

e= Confidence level (expressed into percentages 5%-10%, for this study e=5% %)

N=312

$$n = \frac{312}{1 + 312 (0.05)^2}$$

$$1 + 312 (0.05)^2 = 175.28$$

$$= 175$$

Therefore, a sample size contained 175 respondents.

3.8 Sampling Techniques

Sampling is the process of choosing some components of a population to reflect the population as a whole (Kothari, 2014). The researcher in this study selected 175 respondents from the population using a straightforward random sample approach in order to acquire the proper representation of the various subgroups within the target demographic. According to Kothari (2019), simple random sampling is a sampling strategy where every sample has an equal chance of being selected. In this study, simple random sampling was employed since it eliminates any potential for bias because every member of the vast population set has an equal chance of being chosen.

3.9 Data Collection Methods

The research utilized only primary data. Primary data are original and gathered from first-hand sources (Kothari, 2019). It is made up of data that has been acquired to deal with a particular topic or problem. Primary data for this study were gathered using structured questionnaires from the respondents within TANESCO Tabora zone. A questionnaire is a data collection tool that contains a series of questions that aim to collect information from the identified respondents (Kothari, 2014). A list of close-ended questions was distributed to 175 respondents. A structured questionnaire is made up of a series of uniform questions with a predefined format that establishes the precise meaning and order of the questions (Kothari, 2019).

3.10 Data Analysis

The methodical arrangement of information regarding the case classification of data is referred to as data analysis (Saris & Gallhofer, 2014). The data collected in the field was analyzed using both descriptive and inferential statistics. The collected data was examined using SPSS, or statistical package for social sciences, version 25.0. Tools for both inferential and descriptive statistical analysis were used to examine the data that was gathered. The relationship between pairs of variables was described using descriptive statistics (Argyrous, 2005). Descriptive statistics, to put it simply, describe what happened in the sample by summarizing the data. In descriptive statistics, data normality was checked, and frequencies, percentages, means, and standard deviations were used.

A study can use a variety of statistical significance measures, collectively known as inferential statistics, to draw conclusions and inferences from its data. By simulating the impact of independent factors on the dependent variable, regression analysis was utilized to generate predictions for the study variables. The relationship between the independent and dependent variables was also ascertained by correlation (Allua & Thompson, 2009). The following is how the study's suggested regression model was presented:

$$Y = a + bX_1 + cX_2 + dX_3 + \varepsilon$$

Where:

Y = Employee performance

a = constant, b, c, and d, coefficients of X1, X2, and X3 respectively.

X1 = Fairness

X2 = Power-sharing

X3 = Role clarification

ε = Error term

3.10.1 Test for Assumptions of Classical Linear Regression Model

In order to verify that the data meets the requirements of the traditional linear regression model, the following diagnostic tests were performed:

3.10.2.1 Linearity

The purpose of the test was to ascertain whether the variables had a linear relationship. We tested the linearity of each independent variable with the Pearson Product Moment of Correlation (PPMC) Coefficient for each dependent variable. This test was designed to evaluate the degree of a linear relationship between the variables (Hair et al., 2010).

3.10.2.2 Normality Test

Figure 1 shows the results of the test, which was done to see if the variables were normally distributed. Thereon et al. (2007) state that the overall probability under the curve is equal to one. Mathematical techniques, such as the degree of Skewness and the variable's Kurtosis, were used to test the independent variables' normality. Thereon et al. (2007) state that the overall probability under the curve is equal to one. Mathematical techniques, such as the degree of Skewness and the variable's Kurtosis, were used to test the independent variables' normality. Kurtosis is a term used to

describe how peaked a variable is; in a similar vein, Kolmogorov-Smirnov tests were used to verify that the distribution was normal.

3.10.2.3 Multicollinearity Test

The purpose of the test was to characterize the potential interactions between variables in order to establish the validity of the causality test, correspondingly. The existence of several correlations between independent variables is known as multicollinearity (William et al., 2013). In this study, tolerance levels and the Variance Inflation Factor (VIF) will be used to evaluate multicollinearity. According to Leech et al. (2011), tolerance is the amount of variability of a partial or independent variable that cannot be explained by another independent variable, and VIF is the inverse of tolerance. A tolerance value of less than 0.01 or a VIF greater than 10.0 typically indicates serious multicollinearity issues.

3.10.2.4 Heteroscedasticity Test

The purpose of the test was to ascertain whether the variables under investigation were heteroscedasticity free. Therefore, the opposite of homoscedasticity is heteroscedasticity. The presence of heteroscedasticity in the regression analysis, especially the ANOVA (Analysis of Variance), is a significant worry since it may imply that the variances do not vary, which would contradict the assumption of linearity with the effect being modeled. The presence of heteroscedasticity in the regression analysis, especially the ANOVA (Analysis of Variance), is a significant worry since it may imply that the variances do not vary, which would contradict the assumption of linearity with the effect being modeled. For example, the ordinary

least squares estimator is inefficient because it underestimates the true variance and covariance, even while it remains unbiased in the presence of heteroscedasticity. It is possible to test for differences between subpopulations under the presumption that variations within groups are equal.

3.10.2.5 Autocorrelation Test

The purpose of the test was to ascertain whether or not the variables under investigation have an autocorrelation effect. Autocorrelation is commonly employed to assess the correlation between the present value of a variable and its historical values. Because of carryover processes or inertia in the physical system, geophysical time series commonly auto-correlate. Because autocorrelation lowers the effective sample size, it makes applying statistical tests more difficult. According to Hair et al. (2010), autocorrelation may also make it more difficult to identify meaningful covariance or correlation between time series.

3.11 Definition and Measurement of Variables

Table 3.1: Measurement of Variables

Details	Variables	Measurement of variable	Reference
Employee performance	Dependent	Five-point Likert scale: 1 represents severely disagree, 2 disagree, 3 neither agree nor disagree, 4 represents agree, and 5 represents strongly agree.	Mwiti, Mungania, & Kubaison (2022)
Fairness	Independent	Five possibilities on a Likert scale: 1 for severely disagree, 2 for disagree, 3 for neither agree nor disagree, 4 for agree, and 5 for strongly agree.	Ramesh, Azreen & Hazliza (2020); Uzochukwu et al (2024)
Power sharing	Independent	Likert scale with five possible responses: 1 for severely disagree, 2 for disagree, 3 for neither agree nor disagree, 4 for agree, and 5 for highly agree.	Medhn & Mulie (2024)
Role clarification	Independent	Five-point Likert scale: 1 representing severely disagree, 2 disagree, 3 neither agree nor disagree, 4 representing agree, and 5 representing strongly agree.	Medhn & Mulie (2024)

Source; Researcher, (2024)

3.12 Validity and Reliability of Data

3.12.1 Validity

According to Bryman (2012), the degree to which a study appropriately captures the particular idea that the instruments were designed to measure is known as its validity.

To verify the validity of the instruments, ten (10) respondents participated in a pilot

study. The data gathering tool was legitimate, however the researcher made a few adjustments to better fit the respondents' opinions about the subject of the study.

3.12.2 Reliability

Reliability is the indication of the precision of a measurement procedure, which indicates the degree to which an instrument measures what it is expected to measure (Cresswell, 2012). To ensure reliability of the designed instrument, the questionnaires were checked for consistency using the Cronbach Alpha. Cronbach's Alpha is a common reliability tests that needs the researcher to conduct a single administration of an instrument in order to get special estimate reliability for the instrument (Kothari, 2019). Fraenkel and Wallen (2006) contended that the study variables will be considered reliable when satisfies the Cronbach Alpha value of more than 0.7. According to Table 3.2, all variables satisfied the Cronbach Alpha value requirement of more than 0.7, where the variables ranged from 0.726, 0.748, 0.816 and 0.801 respectively, indicating a high degree of reliability for the variables such as fairness, power-sharing, role clarification and employee performance. Therefore, it was determined that the internal consistency was high enough to link all the variables, enabling us to proceed with further analysis.

Table 3.2: Reliability Test

Variables	Frequency	Percentage
Fairness	10	0.726
Power-sharing	10	0.748
Role clarification	10	0.816
Employee Performance	10	0.801

Source: Field data (2024)

3.13 Ethical Considerations

Before collecting information from respondents, a clearance letter from the Open University of Tanzania was acquired by the researcher and a permission letter from TANESCO administration in order to simplify data collection within TANESCO Tabora offices is carried out procedurally. The selection of respondents was based on their willingness to take part in the research. Since the names of the respondents were not recorded or stated in the survey, confidentiality was deemed to be vital. Furthermore, confidentiality was another crucial ethical consideration, and the researcher made sure that no one else had access to the material that respondents had submitted. Additionally, the respondents received assurances that the information gathered about them would only be utilized for academic research.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Chapter Overview

The interpretations of the observed outcomes in this chapter are based on the first chapter's study aims. Both primary and secondary sources were used to arrive at the conclusions. The data results were displayed and assessed using frequency tables, percentages, mean, standard deviation, correlation, and regression coefficients in accordance with the research questions.

4.2 General Information

4.2.1 Response Rate

The percentage of people that answered a survey that was given to them is known as the response rate. The response rate is calculated by dividing the total number of survey respondents by the total number of survey participants (Kumar, 2019). There were 175 responders in the study's sample. Ten of these participated in the pilot study and were left out of the final sample size. A total of 175 surveys were distributed; 146 of those were returned and utilized for analysis. As a result, the study's response rate of 83% is appropriate.

Table 4.1: Response Rate

	Frequency	Percentage
Questionnaires administered	175	100.0
Questionnaires received	146	83.4
Non-response	10	5.7

Source: Field data (2024)

4.3 Demographic Characteristics for the Respondents

4.2.2 Gender of Respondents

According to Table 4.2, the results indicate that 64% of the sample consisted of male respondents, while 36% of the sample was made up of female respondents. This outcome is attributed to the core business of the TANESCO Tabora office, which is a public organization. Due to the nature of the job, obviously the number of female staff is low.

Table 4.2: Distribution of Respondents by Gender

		Frequency	Per cent
Valid	Male	94	64.4
	Female	52	35.6
	Total	120	100.0

Source: Field data (2024)

4.2.3 Age of Respondents

According to Table 4.3, approximately 45.2% of the respondents were between the ages of 41 and 50, 31.5% were between the ages of 31 and 40, and 15.1% were between the ages of 50 and 60. These results suggest that responsible adults (ages 31 to 50) make up the majority of responders and are the most productive in terms of job experience.

Table 4.3: Age of Respondents

	Age	Frequency	Percent
Valid	20-30	12	8.2
	31-40	46	31.5
	41-50	66	45.2
	50-60	22	15.1
	Above 60	0	0
	Total	146	100.0

Source: Field data (2024)

4.2.4 Respondent's Level of Education

In terms of education level, the findings revealed that 54.8% had a university degree, whereas 28.7% had a diploma level of education, 12.3% of the respondents had certificates, and only 4.1% of the respondents had a master's level of education (Table 4.4). Those staff with a diploma and certificate level of education were from support and maintenance departments who are employed with certificate and diploma qualifications in various fields like mechanical and electronic engineering. While those with university and master's degrees most of the have qualifications in sales, finance, procurement, and marketing.

Table 4.4: Education Level of the Respondents

	Education level	Frequency	Per cent
Valid	Certificate	18	12.3
	Diploma	42	28.7
	Bachelor's degree	80	54.8
	Master's Degree	6	4.1
	Total	146	100.0

Source: Field data (2024)

4.2.5 Years Working at TANESCO

Table 4.5 displays the results, which showed that 15.8% of the respondents had worked at TANESCO for one to five years, 45.2% for six to ten years, 21.9% for eleven to fifteen years, and 17.1% for more than fifteen years. These results suggest that most respondents have between six and ten years of job experience.

Table 4.5: Respondents' Years Working at TANESCO

	Years	Frequency	Percent
Valid	1-5 years	23	15.8
	6-10 years	66	45.2
	11-15 years	32	21.9
	Above 15 years	25	17.1
	Total	146	100.0

Source: Field data (2024)

4.3 Descriptive Analysis.

4.3.1 Fairness Influence on Employee Performance at TANESCO Tabora office

The information given reflects the descriptive statistics for a number of claims about how fairness affects workers' productivity. On a 5-point grading system, 1 denotes significant disagreement and 5 denotes strong agreement with each assertion. Table 4.6 presents the data, which include the mean and standard deviation (Standard. Dev). The respondents were asked to rate how much they believed that assignments, promotions, salary, rewards, evaluations, and other recognitions from supervisors were fair. The results showed that the choices made using those processes had the highest rating ($M = 4.53$, $SD = 0.638$). This was followed by the questions, "Are those outcomes appropriate for the work you have completed?" ($M = 4.20$, $SD =$

0.815), "Does the supervisor treat you with dignity?" (M = 4.34, SD = 0.823), and "Does the supervisor treat you politely?" (M = 4.30, SD = 0.749). The question, "Do those outcomes reflect what you have contributed to your work?" came in second (M = 3.82, SD = 0.871), while the processes free of prejudice obtained the lowest score (M = 3.61, SD = 0.810).

Table 4.6: Fairness Influence on Employee Performance

Fairness statements	N	Mean	Std. Deviation
Do those results accurately represent your contributions to your work?	146	3.82	0.871
Are those results appropriate in light of your performance?	146	4.08	0.815
Can you voice your opinions during those procedures?	146	3.82	0.965
Are you able to affect the choices made by those processes?	146	4.53	0.638
Are those procedures free of bias?"	146	3.61	0.810
Can you challenge the rulings made by those processes?	146	4.07	0.777
Does supervisor treat you in a polite manner?"	146	4.30	0.749
Does your boss handle you with respect?	146	4.34	0.823
Do those results correspond with the amount of work you have put in?	146	4.11	1.036
Are those results appropriate given the work you've done?	146	4.20	0.815
Average mean score		4.08	0.830

Source: Field data (2024)

4.3.2 Power Sharing Influence on Employee Performance at TANESCO

Tabora office

The information given reflects the descriptive statistics for a number of claims about

how power sharing affects workers' productivity. On a 5-point grading system, 1 denotes significant disagreement and 5 denotes strong agreement with each assertion. Table 4.7 presents the data, which include the mean and standard deviation (Standard. Dev). The respondents were questioned about how much they thought those managers had been given authority in the workplace. I have the most influence on business decisions in this organization and scored the highest (M = 4.53, SD = 0.638). The delegation of authority upgrades level of job performance (M = 4.50, SD = 0.692) came next. I have a high degree of influence over decisions that affect me in this organization (M = 4.47, SD = 0.639); I can participate in the creation of new company policies (M = 4.44, SD = 0.749); and I am aware of the objectives of the company (M = 4.24, SD = 0.730). The lowest score was given to delegation, which lowers the amount of influence that supervisors have over decision-making (M = 3.99, SD = 0.797).

Table 4.7: Power Sharing Influence on Employee Performance

Power sharing statements	N	Mean	Std. Deviation
Does supervisor refrain from improper remarks or comments?	146	4.08	0.846
Does supervisor treat you with respect?	146	4.39	0.669
Delegation prevents work being done in the case of manager absence	146	4.41	0.632
Delegation reduces level of authority being controlled by supervisors in decision-taking	146	3.99	0.797
Delegation of authorities upgrades level of job performance.	146	4.50	0.692
I have a significant amount of influence over business decisions in our organization.	146	4.53	0.639
I have a lot of control over decisions that affect me in this organization.	146	4.47	0.639
I have the ability to help this organization create new corporate policies.	146	4.44	0.749
My opinions actually affect business choices in this organization.	146	4.23	0.795
I know what the company's aims are	146	4.24	0.730
Average mean score		4.33	0.718

Source: Field data (2024)

4.3.3 Role Clarification Influence on Employee Performance at TANESCO

Tabora Office

The information shown reflects the descriptive statistics for a number of claims about how role clarification affects an employee's performance. On a 5-point grading system, 1 denotes significant disagreement and 5 denotes strong agreement with each assertion. Table 4.8 presents the data, which include the mean and standard deviation (Standard. Dev). I am aware that my work yielded the best results (M = 4.71, SD = 0.605). I understand my responsibilities (M = 4.67, SD = 0.643), I understand my employer's goals and objectives (M = 4.58, SD = 0.635), I understand how to plan

my workday ($M = 4.28$, $SD = 0.789$), and I understand that the methods I follow to do my work are appropriate and accurate ($M = 4.22$, $SD = 0.866$). I got the lowest score ($M = 3.50$, $SD = 1.067$) even though I understand how my work links to the overall objectives of my work unit. I also knew what components of my work will result in a good assessment ($M = 3.70$, $SD = 0.944$).

Table 4.8: Role Clarification Influence on Employee Performance

Role clarification statements	N	Mean	Std. Deviation
I know my duties	146	4.67	0.643
I am aware of my job's aims and objectives.	146	4.58	0.635
I am aware of the anticipated outcomes of my effort.	146	4.71	0.605
I am aware of how my work fits into the larger goals of my work unit	146	3.50	1.067
I am aware of the elements of my work that may result in favorable reviews.	146	3.70	0.944
I am adept at allocating my time among the duties necessary for my job.	146	4.04	0.690
I am capable of planning my workday.	146	4.28	0.789
I am capable of figuring out the best practices for any activity at work.	146	4.18	0.840
I am aware that the methods I follow to do my work are right and appropriate.	146	4.22	0.866
I'm pretty sure I know how to get my tasks done the greatest way possible.	146	3.72	0.974
Average mean score		4.16	0.805

Source: Field data (2024)

4.3.4 Employee Performance

The data provided represents the descriptive statistics for various statements related to the employee's performance. Each statement is evaluated on a 5-point scale, where

1 represents strong disagreement and 5 represents strong agreement. The statistics, including mean and standard deviation (Standard. Dev), are presented in Table 4.9. I overcome more challenges in my duties (M = 4.32, SD = 1.251). This was followed by obeying rules and regulations to support organizational objectives (M = 4.21, SD = 0.741), taking various measures to orient new employees to the department even though it was not part of my job description (M = 4.08, SD = 0.809), and being able to perform my work well within the required time (M = 4.04, SD = 0.875). While I work towards the end result of my work (M = 0.03, SD = 3.809), followed by I help others when their workload increases (M = 3.25, SD = 1.150).

Table 4.9: Employee Performance

Employee performance statements	N	Mean	Std. Deviation
I am able to perform my work well within the required time	146	4.04	0.875
I managed to have a good timeframe to accomplish work on time	146	3.27	1.177
I work towards the end result of my work	146	0.03	3.809
I kept in mind the results that I had to achieve in my work	146	3.45	0.830
I help others when their workload increases	146	3.25	1.150
I took various measures to orient new employees to the department even though not part of my job description	146	4.08	0.809
I obey rules and regulations to support organizational objectives	146	4.21	0.741
I Pay close attention to details	146	3.52	0.885
I overcome more challenges in my duties	146	4.32	1.251
I can able to separate person issues and working place issues	146	3.63	0.603
Average mean score		4.16	0.805

Source: Field data (2024)

4.4 Regression Assumptions Testing Results

The study employed multiple linear regression analysis to examine the associations between the dependent variable (employee performance) and the independent variables (fairness, power sharing, and role clarity). Examining the delicate and essential assumptions of multiple regression models is crucial, nevertheless, prior to implementing the models. Pallant (2006) states that multiple regression analysis is based on three assumptions, the most important of which are the normality and multicollinearity of the studied variables.

4.4.1 Normality Test

The skewness and kurtosis values not greater than 3 and 10, respectively, presented in table 4.9 as explained by Kline (2015), indicate the absence of an outlier problem. These values were used by the study to test the data normalcy and the presence of outliers as one of the multiple regression assumptions. Employee performance served as the dependent variable, while four independent variables—fairness, power sharing, and role clarification—were subjected to normality tests.

The results showed that all of the variables had positive kurtosis, ranging from 1.429 to 2.372, and positive skewness, ranging from -0.084 to 0.189. Since the values of skewness and kurtosis are positive, the results demonstrate that the variables under study are positively distributed, and the distribution pattern is normal and appropriate for analysis, as shown in Table 4.10.

Table 4.10: Normality Test

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Fairness	146	0.189	.325	1.932	.644
Power sharing	146	0.084	.325	2.372	.644
Role clarification	146	0.121	.325	1.429	.644

Source: Field data (2024)

4.4.2 Linearity Test

The linearity test with the F test is used to determine whether or not the two variables are linear. As one of the multiple regression assumptions, the study used analysis of skewness and kurtosis values to test data normalcy and the presence of outliers; skewness and kurtosis values less than 3 and 10, respectively, as shown in table 4.11 as described by Kline (2015), suggest that there is no outlier problem. Employee performance served as the dependent variable, while four independent variables—fairness, power sharing, and role clarification—were subjected to normality tests.

Given that the p-value is significant at $p < 0.05$, the results demonstrate the high degree of linearity of the variables under investigation. This suggests that, as shown in Table 4.11, the variables form a linear impact that can be analyzed and conclusions drawn from.

Table 4.11: Linearity Test

	t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic	-7.192748	0.0126
Fairness	-5.583886	
Power sharing	-2.610323	
Role clarification	-2.479915	

a. Dependent Variable: Employee performance

Source: Field data (2024)

4.4.3 Multicollinearity

The goal of the multicollinearity test, according to Bryman and Bell (2007), is to make sure that the independent variables have a weak relationship ($r < 0.90$). This study tested the multicollinearity issue using tolerance factors and VIF. Pallant (2006) states that for the VIF to be considered acceptable and not to go against the multicollinearity assumption, it must be fewer than 10 (< 10) and larger than 0.2 (> 0.2) for the tolerance measure. It was reasonable to infer that this condition was met based on the findings reported in Table 4.12, which clearly demonstrate that all variables had tolerance values larger than 0.2 and VIF values less than 10, indicating that there is no multicollinearity concern for either variable.

Table 4.12: Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Fairness	.296	3.484
Power sharing	.392	4.676
Role clarification	.375	3.354

a. Dependent Variable: Employee performance

Source: Field data (2024)

4.5 Regression Results

4.5.1 Fairness Influence on Employee Performance at TANESCO Tabora office

To find out how fairness affected employee performance, a linear regression analysis was done. Employee performance increased by 0.482 when fairness increased, according to the regression coefficients shown in table 4.13. This relationship was statistically significant, with a p value of 0.000. This indicates that a 0.482 positive gain in employee performance was the outcome of organizational leaders increasing fairness by one unit.

Table 4.13: Fairness and Employee Performance Regression Results

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.407 ^a	.165		.158	.56718	
a. Predictors: (Constant), Fairness						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.272	1	7.272	22.605	.000 ^b
	Residual	36.673	114	.322		
	Total	43.944	115			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Fairness						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.804	.419		4.304	.000
	Fairness	.482	.101	.407	4.754	.000
a. Dependent Variable: Employee Performance						

Source: Field data (2024)

4.5.2 Power Sharing Influence on Employee Performance at TANESCO Tabora Office

The results of the linear regression show that power sharing had a favorable and noteworthy impact on worker performance. The model coefficients, as presented in Table 4.14, indicate that an increase of one unit in power sharing was associated with a 0.522 improvement in employee performance at the TANESCO Tabora office.

Table 4.14: Power Sharing and Employee Performance Regression Results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.402 ^a	.162	.154	.56852		
a. Predictors: (Constant), Power Sharing						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.098	1	7.098	21.960	.000 ^b
	Residual	36.847	114	.323		
	Total	43.944	115			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Power Sharing						
Coefficients^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.522	.485		3.140.002	
	Power Sharing	.522	.111	.402	4.686.000	
a. Dependent Variable: Employee Performance						

Source: Field data (2024)

4.5.3 Role Clarification Influence on Employee Performance at TANESCO Tabora Office

In order to ascertain how role clarity affected employee performance, linear regression analysis was performed. The results are displayed in Table 4.15 and demonstrate that role clarification had a positive and significant impact on employee performance, with an increase of one unit in role clarity translating into a 0.755 improvement in employee performance at the TANESCO Tabora office.

Table 4.15: Role Clarification and Employee Performance Regression Results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.662 ^a	.438	.433	.46536		
a. Predictors: (Constant), Role Clarification						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.257	1	19.257	88.924	.000 ^b
	Residual	24.687	114	.217		
	Total	43.944	115			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Role Clarification						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.639	.336		1.903	.060
	Role Clarification	.755	.080	.662	9.430	.000
a. Dependent Variable: Employee Performance						

Source: Field data (2024)

4.6 Discussion of the Findings

4.6.1 Effects Fairness on Employee Performance at TANESCO Tabora office

This study's primary goal was to determine how much fairness affected workers' performance at the TANESCO Tabora office. The respondents were asked to rate how much they believed that assignments, promotions, salaries, awards, and assessments they got from their superiors were fair. The results show an overall mean score of 4.08 with a standard deviation of 0.830, indicating that respondents thought supervisors were generally fair. The results of the correlation study indicated a favorable relationship between employee performance and fairness. At the TANESCO Tabora office, there was no correlation between employee performance and fairness.

This study contradicts other research that demonstrated a beneficial relationship between fairness and worker performance. Arshad, Asif, and Baloch (2018) investigated how employee performance in Pakistan's banking industry was impacted by justice. About three hundred bank workers answered the questionnaire. A self-administered questionnaire was used as the data gathering tool. Data were statistically analyzed using partial least squares structural equation modeling techniques (PLS-SEM). The results showed a substantial, positive, and strong correlation between employee performance and interactional fairness.

However, the results of this study are consistent with past research that revealed no relationship between fairness and worker performance. A study on the effect of organizational justice on worker performance in Pakistani public sector organizations

was carried out by Iqbal et al. in 2019. A survey tool was used to gather data from 146 Pakistan Railways personnel for the study. According to the study, employee performance was not significantly impacted by procedural justice.

The results showed that employees thought promotions and awards from supervisors at the TANESCO Tabora office were appropriate considering their work. Distributive justice is the term used to define this type of justice. Distributive justice, according to Yasin (2021), is the fairness of the benefits or results obtained and is frequently understood in terms of equity. Taking into consideration the inputs of the individual, how does the result compare to past experiences and reasonable expectations for the future?

Descriptive statistics showed that respondents gave distributive justice statements a high ranking. According to these results, distributive justice is the main type of fairness that the TANESCO Tabora office practices. This is consistent with a number of earlier research that discovered a substantial relationship between distributive fairness and worker performance. Distributing justice has been proven to have a favorable and significant impact on performance by Nasurdin and Khuan (2011). The study also discovered that distributive justice and contextual performance did not positively and significantly correlate with one another, but there was a positive and significant correlation between contextual performance and procedural justice (Medhn & Mulie, 2024).

The effects of distributive justice, procedural justice, and interactional justice on employees' job performance were examined by Kalay (2019). PLS-SEM methods

were used to test the hypotheses. Of the three components of organizational justice, the study found that distributive justice had the most beneficial and substantial effect on task performance.

The descriptive results showed that employee performance is less affected by interactional and procedural justice. Previous research that found no effect of interactional and procedural fairness also supports these conclusions. Interactional justice did not significantly affect task performance, according to Kalay (2019). However, there is evidence from studies that suggests that interactional justice improved worker performance. The study conducted by Krishnan, Loon, Ahmad, and Yunus (2018) examined the impact of organizational justice on employees' task performance in Malaysia and discovered a favorable correlation between employees' job performance and interactional justice. According to Ramesh, Azreen, and Hazliza (2020), procedural fairness and interactional justice significantly and favorably impacted both supervisor- and self-rated performance.

4.6.2 Power Sharing Influence on Employee Performance at TANESCO Tabora office

Examining the impact of power sharing on worker performance at the TANESCO Tabora office was the study's second goal. The responders were questioned about how often they thought their supervisors delegated authority at work. The results indicate that supervisors at the TANESCO Tabora office engaged in a significant amount of power-sharing, with an overall mean score of 4.12 and a standard deviation of 0.718. Power sharing and employee performance were found to be

positively and significantly correlated, but to have no effect on employee performance.

According to the descriptive findings, respondents believed they had a significant amount of influence over decisions made by the organization and those that directly affected them. According to Khalid, Agil, & Khalid (2020) power sharing entailed giving followed the space to develop skills and the capacity to comprehend the firm's objectives. Power sharing affected the quality of staff decisions more so when the manager was not present in specific settings. These results supported the earlier established association between staff performance and power sharing. Uzoichukwu et al (2024) argued that commitment to the firm is greater to staff whose leaders motivate them to participate in making decisions rather than having the burden to make decisions alone.

In their study on how job sharing influences employees' performance in public universities in the Mount Kenya region, Mwititi, Mungania, and Kubaison (2022) divided power sharing into two categories: authority delegation and participatory decision making. While encouraging followers to participate in decision-making, managers maintained management authority over the ultimate decision. Delegating authority to followers gave them the ability to make decisions pertaining to their jobs.

Kombo, Obonyo, and Oloko (2019) investigated how staff performance in savings and credit cooperative organizations in Kisii County, Kenya, was affected by delegation. In order to assess the correlations between the variables and ascertain

whether staff performance changed as a result of delegation, the study used t-tests, inferential statistics, and descriptive statistics. The results showed that staff and firm performance improved when delegation was done well in businesses. In their study on the effect of fair performance reviews on worker productivity in Nigerian federal regulatory agencies, Uzochukwu et al. (2024) noted that giving lower-level employees more authority and allowing for decentralized decision-making were the primary drivers of higher-quality products and higher productivity with higher sales.

The results are consistent with earlier research showing that employee performance was positively impacted by participative decision making. Perkasa (2019) investigated how participatory decision-making affected the work performance of 100 academic staff members at Universiti Utara Malaysia. The study's findings indicated that the academic staff members' rank, teaching experience, and participatory decision-making all had a major impact on their job performance. At the Kenya Medical Research Institute in Kisumu, Ambani (2016) evaluated the impact of staff involvement on job performance and found that representative participation was a crucial strategy for including workers in order to achieve effective job performance.

Using 200 respondents, Al-Jammal, Al-Khasawneh, and Hamadat (2019) investigated the effect of power delegation on employee performance at the Great Irbid Municipality in Jordan and discovered that the employment of a participative leadership style greatly improved staff performance. In their analysis of how job sharing affects employees' performance in public universities in the Mount Kenya

region, Mwiti, Mungania, and Kubaison (2022) found that participatory decision-making had an impact on lower level employees' motivation, communication, capability development, and staff retention.

4.6.3 Role Clarification Influence on Employee Performance at TANESCO Tabora Office

Determining the degree to which position clarity affects staff performance at the TANESCO Tabora office was the third goal of the research. The findings indicated that job descriptions for staff members at the TANESCO Tabora office were made clear. The results also show that respondents had a good understanding of their responsibilities and the expected outcomes of their employment. However, the respondents stated to a moderate extent they knew how my work links to the general objectives of my work unit; what components of their work resulted to good assessments; and sure that they knew the best approach to execute their tasks. Regression analysis demonstrated a positive and significant impact of role clarification on employee performance, supporting the finding that there is a positive and significant relationship between role clarity and employee performance.

The results also showed that respondents had a good understanding of the responsibilities, the aims and objectives of their employment, and the anticipated outcomes of their labor. Mitonga- Monga (2020) refers to these as clarity of expectations about the objectives and purposes of job function. Goal clarity supported staff in understanding what was expected of them and what behaviours are needed for achieving goals and lessening role ambiguity (Cortez & Johnston, 2020).

Therefore, these results imply that goal clarity has a stronger impact on worker performance at the TANESCO Tabora office. The beneficial and significant effects of goal clarity on employee performance have been demonstrated by a number of research.

Goal clarity was found to have a beneficial impact on the perceived merits of effectiveness and efficiency by Ahmad and Rehman (2020), who evaluated the function of goal clarity on public sector enterprises and the perceived merits of performance measurement. In the Netherlands' public sectors, van der Hoek et al. (2019) looked at relationships between goal clarity and team performance and found that goal clarity had a beneficial impact on team performance. Kim (2019) examined the relationship between job characteristics, public service motivation, and work performance in Korea using data from an earlier Public Service Panel Survey by the Korea Institute of Public Administration and found that goal clarity had a positive association with work performance.

Kim (2019) in his study on the association between work performance, job characteristics, and public service motivation in Korea maintained that objective clarity is a key employee engagement technique. Task goal clarity was found to have a favorable effect on task performance by Anderson and Stritch (2019), who assessed the associations between task significance, goal clarity, and personal level task performance. Nkolimwa (2023) investigated how Tanzanian public higher education institutions' employees performed. Using the Institute of Social Work as a case study,

the study found that employees' performance levels can be raised by having clear goals.

CHAPTER FIVE
SUMMARY OF THE FINDINGS , CONCLUSIONS AND
RECOMMENDATIONS

5.1 Chapter Overview

This chapter provides the description of the study, and conclusions of the study that have been taken from the study results. This chapter also proposes the recommendations for the research in the subject of improvements and areas for further investigations.

5.2 Summary of the Key Findings

5.2.1 The effect of Fairness on Employee Performance at TANESCO

The study on The Effect of Fairness on Employee Performance at TANESCO found that organizational fairness, including distributive, procedural, and interactional justice, significantly impacts employee performance. Employees who perceive fair treatment in salary distribution, promotion opportunities, and workplace decision-making tend to demonstrate higher job satisfaction, motivation, and commitment, leading to improved productivity. The findings highlight that a transparent and just work environment fosters trust and reduces workplace conflicts, enhancing overall efficiency. The study implies that TANESCO should prioritize fairness in its policies and leadership practices to maintain high employee morale and performance. These results align with broader research on ethical leadership, reinforcing the role of fairness in shaping employee behavior in public organizations.

5.2.2 The Effect of Power Sharing on Employee Performance at TANESCO

The study on The Effect of Power Sharing on Employee Performance at TANESCO found that empowering employees through participatory decision-making, delegation of authority, and open communication significantly enhances their performance. Employees who are involved in decision-making processes and given autonomy in their tasks exhibit higher job satisfaction, motivation, and commitment, leading to improved efficiency and productivity. The findings suggest that power sharing fosters a sense of ownership and accountability among employees, reducing workplace resistance and increasing innovation. The study implies that TANESCO should adopt leadership practices that promote power sharing to enhance employee engagement and overall organizational performance. These results align with research on ethical leadership, emphasizing the importance of trust and collaboration in improving employee outcomes in public organizations.

5.2.3 The Effect of Role Clarification on Employee Performance at TANESCO

The study on The Effect of Role Clarification on Employee Performance at TANESCO found that clearly defining job roles, responsibilities, and expectations significantly enhances employee performance. Employees who have a clear understanding of their tasks, reporting structures, and performance standards exhibit higher job efficiency, reduced stress, and increased motivation. The findings suggest that role ambiguity leads to confusion, lower productivity, and job dissatisfaction, whereas well-defined roles improve accountability and teamwork. The study implies that TANESCO should strengthen communication and training programs to ensure employees fully understand their roles, thereby enhancing overall organizational

effectiveness. These results align with research on ethical leadership, as leaders who provide clarity and guidance create a structured work environment that fosters employee commitment and high performance in public organizations.

5.3 Implication of the Findings

5.3.1 Implications for Policymakers

The findings of *The Effect of Ethical Leadership on Employees' Performance in Public Organizations: A Case of Tanzania Electric Supply Company Limited (TANESCO) Tabora Office* suggest that policymakers should prioritize ethical leadership in public institutions to enhance employee performance. Ethical leadership fosters transparency, accountability, and fairness, which are essential for improving service delivery in public organizations. Policymakers should develop and enforce ethical leadership policies that emphasize integrity, respect, and justice in leadership practices. Additionally, guidelines on ethical decision-making, whistleblower protection, and leadership accountability should be strengthened to prevent unethical behaviors that could negatively impact employee performance and organizational efficiency.

5.3.2 Implications for the Industry

For the public sector, particularly in utility companies like TANESCO, the study's findings highlight the need for ethical leadership training and capacity-building programs. Ethical leaders create a positive work environment, motivating employees to be more committed and productive. Organizations should integrate ethical

leadership into their human resource practices by promoting leaders who demonstrate integrity and fairness. Furthermore, companies should implement performance evaluation systems that assess leaders based on ethical conduct and their impact on employee motivation and performance. Enhancing ethical leadership within the industry can lead to improved public trust, better customer service, and overall organizational success.

5.3.3 Implications for Academics and Theory Development

Academically, the findings contribute to the ongoing discourse on ethical leadership and its role in enhancing employee performance in public organizations. The study reinforces the applicability of leadership theories such as Transformational Leadership Theory and the Theory of Ethical Leadership in the public sector context. Future research can explore how different dimensions of ethical leadership, such as fairness, power sharing, and role clarification, specifically influence employee behavior and organizational performance. Moreover, comparative studies across various public organizations can further refine the theoretical understanding of ethical leadership and its long-term impact on employee performance and institutional effectiveness.

5.3 Conclusions

In the first objective of the study on how fairness influenced employee performance at the TANESCO Tabora office. The correlation findings showed a positive association between fairness and employee performance. According to the study's

findings, distributive justice had the biggest impact on workers' output. Staff at the TANESCO Tabora office were treated on an equal basis with employees in terms of salary, working hours, promotion, and other rewards.

Regarding the second objective of the study, to what extent does power sharing influence employee performance at the TANESCO Tabora office? The results revealed a significant positive relationship between power sharing and employee performance. The study concludes that participative decision-making is an important part of employee performance at the TANESCO Tabora office. Hence, involving employees at all levels in the organization contributed to employee performance.

Similarly, on the third objective of the study regarding the role clarification influences employee performance at the TANESCO Tabora office. The study concludes that goal clarity has a greater effect on employee performance than process clarity at the TANESCO Tabora office. Therefore, setting goals for employees would contribute to increased performance owing to goal clarity.

5.4 Recommendations

Despite having high links, the study's findings showed that fairness had no effect on worker performance at the TANESCO Tabora office. The results demonstrated that the biggest influence on worker performance was distributive fairness. The report suggests that the TANESCO Tabora office's management implement an equitable reward scheme for its staff. An employee's contributions to their work should be the

basis for the reward system. This can be achieved by putting in place an appraisal system that will allow awards to be distributed fairly across the company.

Furthermore, the results demonstrated that managers and supervisors shared power and had significant effect on business decisions. In order to improve employee performance, this study suggests that management of the TANESCO Tabora office involve staff members in decision-making and give them more assignments. At the TANESCO Tabora office, participatory decision-making is required. This might be accomplished by allowing lower-level staff to participate in the decision-making process.

The majority of respondents concurred, according to the data, that employees' tasks at the TANESCO Tabora headquarters were made clear, and this improved their performance. In order to sustain and enhance employee performance, this study suggests that managers at the TANESCO Tabora office should consistently clarify roles for staff members. In particular, senior management should make goals clearer to staff members in order to raise awareness and understanding of expectations. At the TANESCO Tabora office, human resources ought to be involved in goal-setting for staff members.

5.5 Limitations of the Study

Because the study was based on primary data, additional time was needed to thoroughly examine every aspect in order to comprehend the data that would need to be evaluated. Because the researcher had other daily responsibilities required by his

employment, which delayed finishing other tasks, there was not enough time to complete the dissertation in its entirety. In order to address this, the researcher created a schedule of research activities. Although the schedule was not completely adhered to in order to finish the necessary study on time, the researcher did not always meet with the respondents.

Furthermore, a few respondents expressed fear for their professional reputations, which made them reluctant to help with the necessary data collection. Nonetheless, the researcher guaranteed the privacy of the information gathered from the respondents and described the importance of carrying out the study at TANESCO.

5.6 Area for Further Study

This study looked at how well employees performed at the TANESCO Tabora office in relation to ethical leadership. The study assessed how ethical leadership characteristics such as role clarity, power sharing, and fairness affected worker performance. The study suggests expanding on the several spheres of ethical leadership that have been documented in the literature. Although the study was carried out in the electricity supply industry, more research is required in other industries, including the health and education sectors.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES

Introduction

I am **Nuru Ramadhan** a post graduate student pursuing master's degree of Human Resource Management offered by the Open University of Tanzania. I am conducting a dissertation titled, "**Impact of Ethical Leadership on Employees' Performance in Public Organizations: A Case of Tanzania Electric Supply Company Limited (TANESCO) Tabora Office**". Please check the appropriate box or complete the area provided for each of the questions below to indicate your response: To help me conduct fruitful research on the study topic, I would greatly appreciate it if you could please complete the enclosed questionnaires to the best of your ability.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

From the following questions circle the correct answer and fill in blanks where necessary.

1. Age of respondents
 - a) 20-30
 - b) 31-40
 - c) 41-50
 - d) 50-60
 - e) Above 60

2. Gender of respondents.

- a) Male ()
- b) Female ()

3. The respondent's education level

- a) Secondary education
- b) Certificate
- c) Diploma
- d) Bachelor's degree
- e) Master's Degree
- f) Other (please specify)

4. The respondent's working experience

- a) 1-5 years
- b) 6-10 years
- c) 10-15 years
- d) Above 15 years

SECTION B: FAIRNESS

5. To what extent do you think recognitions received from supervisors, such as pay, rewards, evaluations, promotions, assignments are fair. Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree.

S/N	Statement	1	2	3	4	5
1.	Do those outcomes reflect what you have contributed to your work					
2.	Are those outcomes justified, given your performance					
3.	Are you able to express your views during those procedures					
4.	Can you influence the decisions arrived at by those procedures					
5.	Are those procedures free of bias?"					
6.	Are you able to appeal the decisions arrived at by those procedures					
7.	Does supervisor treat you in a polite manner?"					
8.	Does supervisor treat you with dignity?"					
9.	Do those outcomes reflect the effort you have put into your work					
10.	Are those outcomes appropriate for the work you have completed					
11.	Do those outcomes reflect what you have contributed to your work					
12.	Are those outcomes justified, given your performance					
13.	Do those outcomes reflect the effort you have put into your work					
14.	Are those outcomes appropriate for the work you have completed					

SECTION C: POWER-SHARING

6. Please indicate to what extent you think supervisors delegate authority in your workplace. Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree.

S/N	Statement	1	2	3	4	5
1.	Job sharing has enabled me to improve my performance					
2.	Does supervisor treat you with respect?					
3.	Delegation prevents work being done in the case of manager absence					
4.	Delegation reduces level of authority being controlled by supervisors in decision-taking					
5.	Delegation upgrades level of job performance.					
6.	Does supervisor refrain from improper remarks or comments?					
7.	In this organization, I have high degree of influence in company decisions					
8.	In this organization, I have high degree of influence in the decisions affecting me					
9.	In this organization, I can participate in setting new company policies					
10.	In this organization, my views have a real influence in company decisions					
11.	I know what the company's aims are					

SECTION D: ROLE CLARIFICATION

7. Please indicate to what extent you think your roles are clarified in your workplace. Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree.

S/N	Statement	1	2	3	4	5
1.	I know the expected results of my work					
2.	I know how my work relates to the overall objectives of my work unit					
3.	I know what aspects of my work will lead to positive evaluations					
4.	I know how to divide my time among the tasks required of my job					
5.	I know how to schedule my work day					
6.	I know how to determine the appropriate procedures for each work task					
7.	I know the procedures I use to do my job are correct and proper					
8.	I am quite certain that I know the best way to do my tasks					
9.	I know my duties					
10.	I know the goals and objectives for my job					

SECTION C: EMPLOYEE PERFORMANCE

8. The following statements refer to your individual performance in your workplace. Please indicate how often this happens in your work. Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree.

	Statement	1	2	3	4	5
1.	I am able to perform my work well within the required time					
2.	I managed to have a good timeframe to accomplish work on time					
3.	I work towards the end result of my work					
4.	I kept in mind the results that I had to achieve in my work					
5.	I help others when their workload increases					
6.	I took various measures to orient new employees to the department even though not part of my job description					
7.	I obey rules and regulations to support organizational objectives					
8.	I Pay close attention to details					
9.	I overcome more challenges in my duties					
10.	I can able to separate person issues a and working place issues					

THANK YOU SO MUCH