



## The Contribution of Educational Organizational Leadership to Employee Performance in Public Sector Organizations in Tanzania: A Case of Tanga City Council

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### ABSTRACT

*The current study focused on analyzing the relationship between educational organizational leadership and employee performance in public sector organizations in Tanzania, with Tanga City Council as the case study. The city is facing the problem of poor employee performance due to improper organizational leadership. In response to the problem, the study was guided by two theories, namely, the Transformational Leadership Theory and the Contingency Theory, to guide this study effectively. The study employed a mixed-method convergent research design. The population consisted of 87 individuals, from which a sample of 68 respondents was drawn using stratified sampling followed by simple random sampling to ensure representation across various staff categories. Data were collected through questionnaires and interviews and analyzed using descriptive statistics and content analysis. The study findings revealed that management or leadership styles significantly influence employee performance. Particularly, transformational leadership was found to increase employees' self-confidence, motivation, creativity, and job satisfaction, thereby enhancing their overall performance. Respondents indicated that leadership styles such as transformational, charismatic, and partneristic are crucial in motivating employees and improving organizational outcomes. The study concluded that improper organizational leadership has contributed greatly to poor employee performance, and public sector organizations must adopt effective leadership styles to address this challenge. It is recommended that leaders adopt transformational and charismatic roles to inspire and guide employees, ultimately increasing organizational efficiency and effectiveness.*

**Keywords:** Employee, Educational Organizational Leadership, Employee Performance, Management Style, Public Sector Organizations

### I. INTRODUCTION

In today's rapidly evolving educational landscape, institutions face the imperative of effectively managing teacher and student performance to remain competitive and responsive to societal and technological changes. The ability to enhance educational outcomes hinges significantly on the efficacy of leadership within these institutions. While extensive literature exists on academic performance, there remains a need for focused inquiry into the specific role of leadership in driving and sustaining both individual and institutional success.

An educational institution is considered effective when it finds a balance between the expectations of stakeholders, including policymakers, educators, students, parents, and the wider community, while also addressing the needs of teachers and learners. The leader plays a key role in shaping the vision and mission of the institution, setting the direction that others follow (Denny, 2023). An appropriate leadership style influences and ensures the prosperity of both the institution and its members, fostering academic excellence and institutional growth. Both administrators and educators must uphold shared values that unify perspectives, mindsets, and behaviors, contributing to a strong institutional culture. Therefore, educational leaders must take real steps to transform institutions, ensuring their survival and competitiveness in a dynamic global environment. As institutions comprise both academic leaders and teaching staff, effective leadership is essential for guiding educators and students toward collaborative and productive learning experiences (Ranke, 2024).

Without strong leadership, institutions may struggle to achieve their academic and developmental goals. One critical aspect of education leadership is the way leaders support and engage teachers and students in decision-making processes. Therefore, it is essential to examine how leadership styles can be adapted to the structure and composition of educational institutions to foster a culture of continuous improvement and excellence. According to the views of the



managers, there is an obvious emphasis on leadership style based on centralization and hierarchy. Leadership styles are often created by the influence of organizational factors such as the nature of work, organizational values, and national culture. In reality, organizational values are not known by all members of the organization, especially by the leaders. This is because most of the organizations do not have a specific mission defined. To make it clear, leadership is not a trend, and it is not charisma; it is performance (Drucker, 2001). Effective leadership is not related to charisma, or if it is, charisma is certainly not the end. Effective leaders know well that the universe will not be dominated by them. First of all, leadership is work. A good leader sets goals and priorities while maintaining standards. The second condition is that leaders should see leadership as a responsibility rather than prestige, image, and self-advertisement. The goal of effective leadership is to gain the trust of others; otherwise, the leader will have no followers (Health and Care Professions Council [HCPC], 2023).

Proficient leadership places a premium on generating enduring value rather than pursuing immediate advantages, demonstrating adeptness in navigating intricate political, economic, and cultural landscapes. Furthermore, effective leadership that is focused on creating sustainable and inclusive growth can help organizations build stronger relationships with local stakeholders and mitigate the risks associated with income inequality and social unrest and has been a topic of great interest for researchers and practitioners (Musaigwa, 2023). Due to the growing significance of sustainability, stakeholder involvement, and responsible business practices, the contribution of strategic leadership, or the capacity to make and implement decisions that match with the organization's aims and objectives, has grown increasingly significant in recent years (Stead & Stead, 2008).

Notably, global organizations across regions such as Europe, the US, Asian countries, and Africa have demonstrated the significance of strategic leadership in promoting sustainable growth and innovation as well as employee or organizational performance at large. Subsequently, employee performance is an attribute that contributes to an employee's high expectancy of employment.

Similarly, in a Tanzanian context, studies have shown that employees lack those educational skills despite the various training courses that stimulate employee performance (Mayala, 2020). This situation raises a concern on whether the managers or leaders work effectively to ensure that the employees are provided with opportunities to participate in professional development programs, which are offered within and outside the organization. Effective leadership and work environment greatly influence employee performance. Factors such as organizational culture, leadership styles, and workplace relationships can impact how motivated and productive employees are. Public sector organizations in Tanzania may need to review and update their performance management systems to ensure they are aligned with organizational goals and objectives.

Engaged employees are more likely to be motivated and productive. Public sector organizations in Tanzania should focus on initiatives to enhance employee engagement, such as involving employees in decision-making processes and recognizing their contributions. Public sector organizations in Tanzania should promote policies that support work-life balance, such as flexible work arrangements and paid time off. According to Gravina et al. (2021), employee performance involves factors such as quality, quantity, and effectiveness of work as well as the behaviors of your employees shown in the workplace henceforth, little attention has been paid especially to the influence of effective leadership on employee performance in public sector organizations in Tanzanian context, particularly the Tanga City Council. Thus, there is a need for more studies to be conducted to assess the practicality of the best leadership practices as a strategy used to manage employees to enhance employees' performance as well as organizational performance. While studies elsewhere have highlighted the positive relationship between effective leadership and organizational performance, particularly in Nigeria, where leadership effectiveness significantly influences organizational performance (Njoku & Nwakwuribe, 2024), there is limited empirical evidence within the Tanzanian context.

This research seeks to fill this gap by examining the contribution of effective organizational leadership to enhancing employee performance within the public sector, focusing on the unique dynamics of the Tanga City Council. By conducting a comprehensive analysis of leadership practices and their effects on employee performance within Tanga City Council, this study aims to provide valuable insights for both academia and practitioners. Understanding the role of leadership in enhancing employee performance is essential for informing strategic decision-making and enhancing organizational effectiveness. Moreover, by examining global contexts and drawing comparisons with successful leadership models in other regions, this research seeks to shed light on the broader implications of effective leadership for addressing real-world challenges in organizational performance at large. Through this exploration, the study aims to contribute to the advancement of knowledge in the fields of leadership and public sector management through Tanga City Council as a case study.



## 1.1 Statement of the Problem

The current business climate is one characterized by stiff competition, globalization, and rapid technological change. Organizations operating in such a context are faced with the challenge of ensuring that they remain alive and relevant in business (O'Brien, 2002). To survive in such an environment, organizations have to adopt sophisticated strategies geared towards improving employee performance, hence resulting in productivity. Based on most literature, shows clearly that private sector organizations seem to have registered significant success in getting their employees to perform by adopting the best mechanisms and strategies to boost employee performance. However, Public sector enterprises, including Tanga City Council, have been unable to adopt and smoothly implement these strategies, hence poor employee performance and productivity in most education organizations in Tanzania at large. According to many research studies, public sector organizations demonstrate bureaucratic norms and behavioral patterns that are at odds with the principles of modern organizations, which affect employees' performance and morale. Further still, there is too much emphasis on accountability and reporting relationships, and the existence of multiple interests inside and outside such organizations, which makes it and hence termed as too much bureaucracy.

Henceforth, the relationship between organizational leadership and employees' performance has been studied in different countries, and the results revealed the existence of a close relationship between the two. The performance of employees in organizations is significant to achieving organizational objectives. Leadership also plays an essential role in the employees' performance, resulting in the organization's effectiveness and efficiency. Therefore, it is logically understood that organizational leadership would have a significant relationship with employees' performance, though the nature of the relationship is not consistently the same across countries or organizations. According to many research, it also shows that the quality of leadership has a direct relationship with the attainment of organizational objectives. The most common parameter used to measure a leader's quality is how much influence the leader has on his/her subordinates to enhance their performance level and to accomplish overall organizational objectives. Thus, effective leadership enables greater participation of the entire workforce and can also influence both individual and corporate performance to achieve organizational goals (Mullins, 2010). For that reason, organizational goal achievement and failure are highly related to the quality of leadership. Leadership plays a vital role in change management by providing employees with direction, inspiration, and guidance. Successful leaders prioritize organizational design, cultivate a strong corporate culture, and communicate the vision and mission of the organization (Zainol et al., 2020).

Though the studies have shown that organizational leadership has a great influence on the employee performance among employees, there is still limited literature especially in the Tanzanian context, Tanga City Council in Tanga City Council, being a representation of other public organizations. Therefore, the current study will be conducted to assess the role of educational organizational leadership in employee performance in public Sector Organizations to fill the existing research gap.

## 1.2 Research Objective

The objective of the study was to examine the contribution of educational organizational leadership on employee performance in public sector organizations.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

The study is guided by the following two theories:

#### 2.1.1 Transformational Leadership Theory

The study will be guided by the Transformational Leadership Theory, which is a well-established and widely used theory in the field of organizational behavior and leadership studies. The Transformational Leadership Theory was developed by James MacGregor Burns in 1978 and expanded upon by Bernard Bass in 1985. This theory is relevant to the study because it focuses on the impact of effective leadership on employee performance and, hence, organizational performance, and how leaders can inspire and motivate their followers to achieve higher levels of performance. In the context of Tanga City Council, transformational leadership is particularly relevant because it emphasizes the importance of adapting effective leadership to different cultural contexts and promoting cross-cultural communication and collaboration.

This theory relates to the study as the study intends to examine the role of effective educational organizational leadership in employee performance in public sector organizations in Tanga City Council, where the theory corresponds as it suggests that effective educational leaders are those who can inspire and motivate their followers to



achieve higher levels of performance by appealing to their higher-order needs, such as self-esteem, self-actualization, and personal growth. Transformational leaders are characterized by their ability to create a shared vision, develop a sense of trust and respect among followers, and provide individualized support and recognition (Antonakis & Day, 2022)

The theory assumes that leaders can influence the behavior of their followers through their personal charisma, vision, and effective communication skills as one of the conceptualized independent variables. It also assumes that followers are willing to follow leaders who can inspire and motivate them to achieve higher levels of performance and initiate change within the organization. The justification for choosing the Transformational Leadership Theory for this study is based on its relevance to the research topic.

### 2.1.2 Contingency Theory

Also, the study is motivated by the Contingency theory, developed by Fiedler in 1967 and subsequently expanded by scholars such as Vroom and Yetton in 1973, which posits that the effectiveness of leadership depends on the situational context in which they are applied. According to this theory, there is no one-size-fits-all approach to leadership, and the most effective leadership style varies depending on factors such as the characteristics of the leader, the characteristics of the followers, and the nature of the task or situation (Bass, 1985).

Contingency theory suggests that leaders must adapt their leadership styles to fit the demands of different situations. For example, in situations where tasks are highly structured and followers are experienced and capable, a directive or task-oriented leadership style may be most effective. Conversely, in situations where tasks are ambiguous or complex and followers require guidance and support, a participation or relationship-oriented leadership style may be more appropriate.

In the context of employee performance, contingency theory suggests that leaders should assess the specific circumstances surrounding the change initiative and tailor their leadership approach accordingly to promote employee performance. Effective leaders are those who can accurately diagnose the situation, understand the needs and capabilities of their followers, and choose the most suitable leadership practice to facilitate successful organizational performance.

By incorporating contingency theory into the study, researchers can explore how different leadership practices interact with various situational factors to influence the outcomes of employee performance within the Tanga City Council, Tanzania. This theoretical perspective adds depth and nuance to the analysis of effective leadership in managing employee performance and provides valuable insights into the complex dynamics of leadership effectiveness in different contexts.

## 2.2 Empirical Review

The study by Kalsoom (2018) surveyed the impact of transactional leadership and transformational leadership on employee performance: A Case of the Fast-Moving Consumer Goods (FMCG) Industry of Pakistan. Data have been collected from 318 employees, and it has been resolved that though both leadership styles have a positive relation with employee performance, transactional leadership style has a strongly positive correlation with the performance of the employees. Lengthwise with Pearson correlation, Linear Regression Analysis has also been used to predict the predictor's contribution towards employees' performance. The study addresses an important issue by analyzing leadership styles contributing to both academic and practical discussions. However, the study mainly uses correlation and regression analysis, which only shows relationships but not causation. Alternative methods, such as longitudinal studies or mixed-method approaches, could provide deeper insights.

The study by Shah and Hamid (2015) carried out an empirical investigation on the influence of transactional leadership on job performance. The survey method was used to collect data from the middle managers of six large banks in Pakistan. Hence, using proportionate random sampling, a total of 500 questionnaires were mailed to the bank branches with self-addressed returned envelopes, out of which 297 useable questionnaires were received. The findings of the study reveal that transactional leadership has a significant relationship with job performance. However, the study used a convenience sampling method, which is highly vulnerable to selection bias.

The study by Asiimwe et al. (2016) explored the relationship between transactional leadership style and SMEs' Growth in the Top 100 SMEs in Kenya. This was a mixed-method study targeting top 100 Small and Micro Enterprises [SME's] of 2013. A causal research design was engaged. Stratified proportionate random sampling and purposive sampling techniques were used. Data was collected using a closed-ended questionnaire and a structured interview guide. Pearson's correlation, multiple regression, and Pearson's chi-square techniques were used to analyze the data. The analysis showed that transactional leadership style and SMEs growth had a strong positive and



significant correlation ( $r= 0.702$ ,  $p =0.007$ ), and a positive and significant relationship. However, the study uses purposive sampling, which is subject to sample bias.

The study by Samaitan (2014) observed the relationship between leadership styles and the performance of commercial banks in Kenya and found that leadership style behaviors jointly predict organizational performance. However, the study used a correlational research design which cannot give categorical findings. Also, the study dealt much with all leadership styles, neglecting the concentration of transactional leadership as a single leadership style.

The study by Rasool et al. (2015) scrutinized the effect of leadership styles on employees' performance and found that any style of leadership has a positive effect on the performance of employees. However, the study was carried out in the health sector of Pakistan.

The study by Muchiri and Hazel (2019) explored the effects of leadership styles on the organizational performance of listed Commercial Banks in the Nairobi Securities Exchange, and the study recognized a positive significant relationship between leadership styles and organizational performance. However, the study used an exploratory research design. Therefore, this study sought to examine the influence of the transactional leadership style on employee performance in selected commercial banks in Nairobi City County, Kenya.

The study by McGrath and MacMillan (2010) testified that there is a significant relationship between leadership styles and performance management systems. Effective leadership style is seen as a potent source of management development and sustained competitive advantage, Leadership style helps an organization to achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done.

A study was conducted by Ather (2022), which discovered that effective leadership is an important role in any organization. Leaders need to focus and pay attention to the organization's chart and workflow, which is crucial for implementing significant workforce transformation initiatives. Leadership is significantly important during change as it helps to ensure its successful implementation through guidance, support, and directing the organization towards the desired future.

In a study by Kleinbaum et al. (2008) focused on a big company of USA, it was discovered that those leaders who follow the bureaucratic model in the company, result in restricted interaction patterns where the social interaction between employees is very low, which indeed leads to low sharing. They go ahead and argue that social interaction is the core of any business, and there should be good interaction between the leaders and the employees.

The study by Hao and Yazdanifard (2015) discovered that effective leadership skills enable leaders to direct their team members toward the organization's vision and mission, leading to increased company performance, innovation, and employee commitment. Effective leadership plays a vital role in driving organizational change, and a lack of it can hinder any opportunity for change.

The study by Sun (2012) came up with the comparison between leadership style and the leadership performance management in schools and enterprises, and discovered that leadership style had a significantly positive correlation with the organizational performance management in both schools and enterprises. Broadly speaking, leadership performance is identical to organizational performance management.

The identified research gap underscores the absence of focused exploration into the intricate relationship between effective leadership and employee performance within the unique context of the Tanga City Council, Tanzania. The existing literature lacks in-depth insights specifically tailored to this organizational setting, failing to elucidate how distinct leadership practices and communication approaches play a role in navigating employee performance within Tanga City Council. By undertaking this study, the researcher aims to bridge this gap by delving into the nuanced dynamics at play within the Tanga City Council and offering targeted insights into the contributions of effective leadership in driving successful organizational performance initiatives at large. Through empirical investigation and analysis, the current research endeavors to fill this void in the literature, providing valuable knowledge that can inform both theory and practice in the field of leadership and employee performance, particularly within the public sector context in Tanzania.

### III. METHODOLOGY

#### 3.1 Research Design

This study applied a convergent design. According to Creswell and Creswell (2023), this design allows the researcher to collect both qualitative and quantitative data simultaneously and analyze them separately. The mixed approach method allows researchers to leverage the strengths of both qualitative and quantitative methods, enabling the researcher to gain a comprehensive understanding of the research problem.



### 3.2 Study Location

The researcher chose to conduct this study in Tanga City Council because it serves many people from the public sector across different departments, sections, and units around the city.

### 3.3 Target Population

The targeted population for this study included employees working at the headquarters of Tanga City Council. Specifically, the population included Principal Staff, Heads of Department staff, Senior Staff, and Junior Staff. The total population was 86 employees.

### 3.4 Sample Size and Sampling Technique

The study had a sample size of 68 respondents. Employees were stratified based on their working experience and randomly sampled from each stratum to ensure representation across job roles. A total of 50 respondents completed questionnaires, and 18 respondents participated in in-depth interviews.

### 3.5 Data Collection Instrument

This study used questionnaires to collect quantitative data from 50 respondents and conducted 18 in-depth interviews to collect qualitative data. A pilot study involving 10 participants representative of Principal Staff, Heads of Department, and regular staff was conducted to validate the questionnaire. The questionnaires were adjusted based on feedback from the pilot testing to capture relevant data accurately.

### 3.6 Data Analysis

Both qualitative and quantitative data were analyzed effectively. According to Kothari (2004), data analysis refers to the process of editing, classifying, and tabulating collected data. The Statistical Package for Social Sciences Version 23 (SPSS) software was utilized for quantitative data analysis. Quantitative data were analyzed using descriptive statistics, including numbers, frequencies, means, standard deviations, and percentages. Results were presented using tables and figures. Qualitative data were analyzed using thematic or content analysis, involving transcription, coding, and developing themes aligned with the research questions.

### 3.7 Ethical Considerations

All ethical considerations were adhered to in this study, including ensuring confidentiality and the proper use of collected data strictly for this research. Participants were informed clearly about the study's objectives, and their consent was obtained before participation.

**Table 1**

*Distribution of Respondents*

Categories of Population	Number of Respondents	Data Collection Methods
Principal Staff	10	Interview
HOD staff	8	Interview
Senior Staff	20	Questionnaire
Junior Staff	30	Questionnaire
<b>Total</b>	<b>68</b>	

## IV. FINDINGS & DISCUSSION

### 4.1 Findings

The study included 68 respondents who took an active part in both the interviews and the questionnaires administered to them. Henceforth, therefore, there were 100% response rate highlights an outstanding level of participation and commitment in this study. A high response rate in social studies reduces the chance of having biased data. This indicates that the questions used to collect information from both quantitative and qualitative data were well understood and, hence, can be applicable for further action in the Tanga City Council as the case study and other areas with similar characteristics.

The main purpose of the study was to assess the relationship between organizational leadership and employee performance in public education organizations in Tanzania, Tanga City Council being a case study. The finding of this study has theoretical and practical implications. This result confirms that management or leadership styles greatly influence employees' performance in the organization. This is because in the cultural setting of the study area, leaders generally believed a certain level of power, authority, and strategic focus needs to be exerted on employees' to work.



The importance of various management or leadership styles, especially transformational, charismatic, paternalistic, leadership styles, show strong resilience to quality as they exhibit kindness, virtue, authoritarian, discipline, fatherliness, care, strategic emphasis, and vision in the management of humans resources or employees available in these public organizations particularly Tanga City Council. It is evident that in the organizations such as Tanga City Council the public sector may face frequent challenges in regards to employees' performance with the quality of work, and this demands an effective demonstration of different leadership styles that would plan and implement strategies to curb and motivate employees to always be present at their best performance in a different situation within the organization.

The findings of this study indicate that transformational leadership can influence employee performance. Transformational leadership is very significant in increasing employees' values and self-confidence so that they can identify various opportunities and new ideas to realize the expected performance within the organization. Transformational leaders, using intellectual stimulation and inspirational motivation, can inspire and inspire employees to perform certain pleasant tasks so that they work harder to achieve common goals and the organization. For example, during the interviews held with the top management staff as the key informants, they stated that:-

*“.....when transformational leaders use idealized influence and individualized consideration to inspire and care for employees, employees becomes increasingly enthusiastic to learn well and continuously to recognize their potential and higher performance. In addition, transformational leaders are also able to inspire and stimulate employees to appear more creative in completing their work successfully.....”*

This finding aligns with the literature by Denny (2023) also affirms that when leaders show concern, care, and respect for employees, it increases their work interest and job satisfaction, thereby enhancing performance. Moreover, Hao and Yazdanifard (2015) found that effective leadership skills not only drive employee performance but also foster innovation and commitment. This underscores the importance of leadership that nurtures and motivates, particularly in public sector organizations like Tanga City Council, where employee morale and performance are critical for service delivery.

The study revealed that leadership training is scarce, and many leaders rely on traditional authoritative methods. There is a need for capacity-building programs that promote modern leadership practices such as mentorship, collaboration, and emotional intelligence.

*“Most of the leaders here haven't received proper training in leadership. They manage people like they were managed before, with strict instructions and no room for dialogue.”* Source: (Interviewer, 2025)

Ather (2022) argued that effective leadership development is essential for workforce transformation. The lack of structured leadership training at Tanga City Council undermines the potential for transformational change, a gap that needs to be addressed through targeted leadership capacity-building programs.

Several interviewees highlighted that there is a lack of clear and consistent communication from leadership regarding organizational goals and employee expectations. This was seen to create confusion and reduce motivation among employees, particularly junior staff, who feel excluded from key decision-making processes.

*“Most of the time, we are just told what to do without understanding the purpose or being part of the process. This affects how we perform and our commitment to the tasks”* (Interviewee, 2025)

This supports the findings by Kleinbaum et al. (2008), who discovered that bureaucratic leadership limits social interaction and knowledge sharing, leading to poor performance. The lack of communication and involvement at Tanga City Council mirrors this, indicating a need for more participative leadership as emphasized in Contingency Theory, which advocates for adapting leadership styles to situational needs.

The quantitative data provided a broad overview of employee perceptions regarding leadership effectiveness, highlighting gaps in the application of transformational leadership, communication, and feedback mechanisms. Table 2 below illustrates more about these findings

**Table 2: Respondents' views on educational leadership and employee performance in Tanga City Council**

SN	Statements	Strongly Disagree	Disagree	I Do Not Know	Agree	Strongly Agree
1	The Tanga City Council applies a transformational leadership style when managing employees in the organization	14.0% (N=7)	30.0% (N=15)	20.0% (N=10)	22.0% (N=11)	23.0% (N=7)
2	The Tanga City Council applies a charismatic leadership style when managing employees in the organization	8.0% (N=4)	38.0% (N=19)	16.0% (N=8)	16.0% (N=8)	23.0% (N=11)
3	The management of Tanga City Council promotes an organizational learning culture to its workforce	28.0% (N=14)	46.0% (N=23)	2.0% (N=1)	8.0% (N=4)	16.0% (N=8)
4	The working environment of Tanga City Council has been improved and is good, and hence the employees have been satisfied and encouraged to perform well	14.0% (N=7)	18.0% (N=9)	28.0% (N=14)	36.0% (N=18)	42.0% (N=21)
5	The education leaders of Tanga City Council inspire their employees to perform various tasks in the organization	12.0% (N=6)	30.0% (N=15)	20.0% (N=10)	24% (N=12)	14.0% (N=7)
6	Leaders at Tanga City Council provide individualized support to employees to help improve their performance	4.0% (N=2)	10.0% (N=5)	14.0% (N=7)	42.0% (N=21)	30.0% (N=15)
7	Tanga City Council encourages creativity and innovation among its employees	12.0% (N=6)	18.0% (N=9)	14.0% (N=7)	26.0% (N=13)	30% (N=15)
8	Management at Tanga City Council effectively communicates the organizational goals to employees	10% (N=5)	22.0% (N=11)	20.0% (N=10)	40.0% (N=20)	8.0% (N=4)
9	Employees at Tanga City Council receive regular feedback on their performance from leadership	12.0% (N=6)	16.0% (N=8)	12.0% (N=6)	38.0% (N=19)	22.0% (N=11)
10	Tanga City Council provides training and development opportunities to the employees	8.0% (N=4)	26.0% (N=13)	16.0% (N=8)	22.0% (N=11)	28.0% (N=14)
11	Transformational leadership motivates employees effectively.	8.0% (N=4)	38% (N=19)	12% (N=6)	22% (N=11)	20% (N=10)
12	Charismatic leadership improves employee performance.	6.0% (N=3)	36% (N=18)	14% (N=7)	24% (N=12)	20% (N=10)

#### 4.2 Discussion

The findings presented in Table 2 reveal critical insights into leadership practices and their impact on employee performance within Tanga City Council (N=50). The data shows that the transformational leadership style is recognized as present to some degree, with 45% (N=18 agree and N=7 strongly agree) of respondents confirming its application. However, a significant proportion, 44% (N=15 disagree and N=7 strongly disagree), perceives the absence or limited presence of transformational leadership. This finding aligns with Kalsoom (2018), who identified transformational leadership as having a positive relationship with employee performance, highlighting the importance of effectively applying this style to enhance organizational outcomes. Charismatic leadership similarly demonstrates a mixed perception among respondents, with 39% (N=8 agree and N=11 strongly agree) positively affirming its presence but a substantial 46% (N=19 disagree and N=4 strongly disagree) expressing disagreement or strong disagreement regarding its effective application. This aligns with Shah and Hamid's (2015) assertion of significant relationships between effective leadership and employee performance, suggesting that the limited practical application of charismatic leadership could negatively impact employee motivation and organizational efficiency.

These statistics suggest that although these leadership styles are recognized in theory, their practical implementation is limited within the organization. Many respondents expressed that employee performance could be improved exponentially if these leadership styles were effectively adopted. Specifically, it was highlighted that transformational leaders who utilize idealized influence and individualized consideration inspire employees to engage more fully, discover their potential, and deliver higher levels of performance, as captured in the qualitative data:

*"When transformational leaders use idealized influence and individualized consideration to inspire and care for employees, employees become increasingly enthusiastic to learn well and continuously to recognize their potential and higher performance..."* (Field Data, 2025).





This finding aligns with the Transformational Leadership Theory (Burns, 1978; Bass, 1985), which emphasizes inspirational motivation and individualized support as key mechanisms for enhancing employee engagement and performance. Similarly, Hao and Yazdanifard (2015) emphasized that effective leadership skills foster innovation and commitment, key elements of improved employee outcomes.

Regarding organizational learning culture, a considerable majority (74%, N=23 disagree and N=14 strongly disagree) disagree or strongly disagree that it is effectively promoted within the council. This indicates a critical gap, as Gravina et al. (2021) assert that promoting organizational learning and demonstrating care for employees are essential for improving employee performance and satisfaction.

The findings indicate a positive perception of the working environment, with 78% of respondents (N=18 agree and N=21 strongly agree) agreeing or strongly agreeing that it has improved and positively impacts performance. This finding corroborates Hao and Yazdanifard (2015), who emphasize the importance of leadership in creating an enabling environment that fosters employee commitment and productivity.

Effective communication of organizational goals was positively perceived by nearly half of the respondents (48%, N=20 agree and N=4 strongly agree), but 32% (N=11 disagree and N=5 strongly disagree) indicated dissatisfaction with communication clarity. Kleinbaum et al. (2008) note that effective communication significantly impacts employee interactions and organizational performance; suggesting that improvements in this area could substantially enhance performance outcomes at Tanga City Council.

Furthermore, 60% of respondents (N=19 agree and N=11 strongly agree) affirmed regular feedback from leadership, highlighting an area of relative strength. However, improvements are still necessary, as 28% (N=8 disagree and N=6 strongly disagree) expressed dissatisfaction. This underscores McGrath and MacMillan's (2010) findings that effective feedback mechanisms are critical to sustained competitive advantage and employee productivity.

Lastly, the majority of respondents (50%, N=11 agree and N=14 strongly agree) affirmed that the council provides adequate training and development opportunities, reflecting a positive alignment with Ather (2022), who highlight the crucial role of structured training in workforce transformation and improved employee performance.

Overall, while Tanga City Council demonstrates strengths in some aspects of leadership and organizational practices, significant opportunities remain to enhance transformational and charismatic leadership applications, promote an organizational learning culture, and improve communication to optimize employee performance and satisfaction.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

Conclusively, the findings of the study depict a significant relationship between organizational leadership and employee performance in public education institutions. This research examines the relationship between leadership approaches and employee effectiveness within public sector education institutions in Tanzania, with a focus on the Tanga City Council. Employee performance is a key determinant of educational quality and institutional success. Effective and motivated educators and administrative staff contribute to improved learning outcomes, enhanced student engagement, and the overall reputation of educational institutions.

Based on previous research findings, it is evident that employee performance plays a crucial role in achieving institutional objectives. This performance is significantly influenced by strong and effective leadership, which fosters an environment conducive to productivity, innovation, and commitment among educational personnel. Therefore, public education institutions, including the Tanga City Council, must prioritize the management of employee performance by adopting leadership strategies that enhance productivity, efficiency, and the quality of education delivery.

### 5.2 Recommendations

Based on the study findings, the following recommendations are made to enhance job satisfaction and improve employee performance in public education institutions such as Tanga City Council. Leadership plays a vital role in shaping employee performance in education; therefore, education leaders should adopt transformational and charismatic leadership styles to motivate and inspire educators and staff. Effective leadership styles that emphasize inclusivity, mentorship, and professional development should be prioritized to enhance institutional effectiveness and efficiency in education. Leaders in educational institutions should actively support and guide teachers and administrative staff, encouraging best practices that lead to improved teaching quality and overall institutional performance. Targeted leadership training programs should be developed and implemented within Tanga City Council's education sector to strengthen the leadership skills of school administrators and education officers. Since



focusing only on Tanga City Council may limit the generalizability of findings, future research should expand its scope to include other public education institutions in Tanzania for a more comprehensive understanding of the relationship between leadership and employee performance. Increasing sample sizes in future studies will provide deeper insights into the connection between educational organizational leadership and employee performance in Tanzania's public education institutions, ensuring more data-driven policy and management recommendations.

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