

Leadership Styles and their Influence on Employees' Job Motivation in Ludewa District Council

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<https://dx.doi.org/10.4314/ajasss.v6i2.6>

Abstract

The purpose of this paper is to look into how Tanzania's Ludewa District Council employees feel about their jobs and the impact of leadership styles. In today's society, it is difficult for firms to make the necessary investments to develop their leadership capabilities. This study aims to ascertain how Ludewa District Council employees' job motivation is impacted by the leadership styles used by the organization. Few researches are done in rural locations like Ludewa District. Studies from more urbanized locations may not fully represent the manner in which the socioeconomic, cultural, and infrastructure aspects of Ludewa District influence leadership styles and their effect on employee performance. The study specifically looks at how employees' motivation for their jobs is affected by democratic, transformational, and laissez-faire leadership philosophies. Purposive sampling was used to select representatives from among the 80 respondents whose responses were obtained through questionnaires. The analysis section uses the Statistical Package for Social Sciences software to examine research goals. The dependent variable was in the nominal scale of measurement. The study demonstrates that a democratic style of a leader inspires more motivation among Ludewa District Council staff members. It illustrates how a democratic leadership style allows for group engagement and offers all employees an equal chance of conceiving the understanding and achievement of corporate goals. In order to better suit the work environment and boost employee motivation, which in turn increases job productivity, the study advises management and leaders at the Council to adopt certain leadership styles.

Keywords: Leadership Theory, Leadership styles, Employee Job Motivation, Human Resource Management

1.0 INTRODUCTION

A leader's conduct and style have long been important in accomplishing the objectives of an organization. Organizations require leaders who can successfully excite people and assist them in reaching both individual and organizational goals in today's highly competitive business climate (Yalçinkaya et al., 2021). The author goes on to explain that meeting employees' needs and making them feel satisfied is crucial to getting the most out of them at work, and that this is mostly dependent on the leadership style used in the company, which can have an impact on how motivated employees are.

Leadership styles are widely understood to be the consistent and noticeable behavioural patterns that define a leader and depicted through subordinates' feeling of motivation to accomplish predetermined goals (Mwesigwa and Ssekiziyivu, 2020). According to Bass & Avolio (1994; Suifan et al., 2018), transformational leadership is defined as a process in which leaders act as an idealized role model, inspire and motivate innovative work behaviour, and support and mentor followers to realize the organization's common vision and objectives. For the sake of this study, a leader who focuses on inspiring and encouraging staff to accomplish both individual and organizational goals is said to be practising transformational leadership.

Kumar (2018), defines democratic leadership style as that which allows subordinates to participate in decision-making, offer suggestions, have their needs and wants taken into consideration, and work together to complete tasks in a coordinated manner. This study supports the democratic leadership style, which encourages group members to participate more actively in decision-making (ibid). On the other hand, Kumar (2018), adds that followers of laissez-faire leaders are given the freedom to run their own desks and make their own judgments. When necessary, they provide support, direction, advice, and training to their team, but they rely on them to manage the specifics and carry out their assignments and projects. Within the framework of this research, a laissez-faire leadership style is characterized as one that empowers staff members to take initiative and own their job.

Autocratic, democratic, and laissez-faire were outlined in Lewin's model (1939), which was developed as a result of the industrial revolution in Western Europe and leadership theories underwent significant growth that divided leadership styles into transformational and transactional (Burns, 1978). The Commonwealth countries implemented the public sector reform program, the US implemented the national review of performance reform program, and the World Bank

seconded the civil service reform program, all of which exemplified transformational leadership (Ngaithe, 2015).

Because of the nature of leadership styles that organizations should adopt to influence employee motivation and performance, there have been issues with relationships between leaders and employees. For example, in Kenya, many public organization leaders have used poor leadership styles that have failed to engage their workforce and foster positive working relationships, which has resulted in employees becoming disengaged or demotivated (Akwayo, 2019). East African countries began implementing participative and transformational leadership philosophies in order to engage, inspire, and manage their workforces (Golyama, 2019).

Tanzania's rich historical, social, and economic background makes it an ideal place to investigate leadership styles and their effects on employee engagement. Ludewa District serves as a case study for this research because of the need to have employee motivation as there are leadership dynamics; hence the study tries to shed light on leadership philosophies. There is limited number of studies on employee motivation and leadership in Ludewa District, offering a chance to close the gap in the body of knowledge. There may be unique management or administrative issues in this district that merit further investigation.

Tanzania has had tremendous political, economic, and social shifts over the years, all of which have influenced the nature of leadership and how it affects worker motivation. Germany and Britain were among the European nations that conquered Tanzania, which was once known as Tanganyika and Zanzibar. Authoritarianism and hierarchical structures typified Tanzanian leadership throughout the colonial era, with colonial administrators and local chiefs wielding considerable power and influence over the populace (Apter et al., 1994). Tanzania was led by the late Mwalimu Julius Kambarage Nyerere, the first president, and achieved independence from British colonial authority in 1961 (under required protectorate). Socialist philosophy had a strong influence on Nyerere's leadership style, which prioritized group decision-making and communal development (Hyden, 1980).

Tanzania, like other African nations, started economic reforms in the 1980s and 1990s with the goal of opening up the economy and drawing in outside capital. Leadership styles shifted in economic structure from a centrally planned to market-based (Hyden & Bratton, 1992). As businesses looked to adjust to the demands of a competitive market environment, transformational leadership-

which is defined by vision-setting, empowerment, and staff development became more and more popular (Bass, 1985).

Tanzania's economy is still changing in the twenty-first century due to factors including globalization, technological development, and shifting demographics. In response to these shifting conditions, leadership philosophies have evolved, placing a greater focus on inclusive, flexible, and participatory leadership (Yukl, 2013). To effectively motivate and engage a diverse workforce, leaders are expected to demonstrate a range of abilities, such as emotional intelligence, communication, and cultural competency (Northouse, 2018). Furthermore, there has been a growing focus on the significance of gender and youth empowerment in leadership and motivation, which aligns with broader societal movements towards inclusivity and diversity (Bunderson & Thompson, 2009).

Notwithstanding advancements in comprehension of style of a leader to guide employees and motivate them, in Tanzania there exist some obstacles to maximizing organizational effectiveness. These difficulties include weak institutional frameworks, insufficient leadership development programs, and cultural hurdles that could prevent the adoption of successful leadership techniques (Mwamwenda, 2002). But there are other areas where things could be done better, like funding leadership development and training, advocating for youth and gender empowerment, and using technology to promote cooperation and communication inside businesses (Khamis, 2017).

Tanzania acknowledged the value of transformational leadership and launched a number of programs to improve employee engagement and public organization performance. These programs included the Public Service Reform Program in Phases One and Two, which were implemented in 2000 and 2008, respectively. Big Results Now (BRN) was introduced in 2014 by the then President Dr. Jakaya Mrisho Kikwete, as a revolutionary attempt to accomplish the National Vision 2025, the National Strategic Government Performance Reform, and direct Tanzania toward leadership advancement (Golyama, 2019).

This study is conducted because there is a growing body of knowledge and belief that, in today's dynamic environment, leaders must adjust to various leadership styles in order to manage their organizations effectively while taking the organizational culture, environment, and changing laws and policies into account.

According to Pancasila et al. (2020), job motivation is an internal state that drives and guides behavior under the control of a need satisfaction process. Contented

employees will go above and beyond to accomplish the goals of the company, which will boost productivity. The term 'job motivation' in this study refers to the internal or external driving force that forces an employee to perform in a particular way, either positively or negatively.

Transformational leadership, by Mufti et al. (2020), is that which encourages staff members to give their actions careful thought in order to help the organization's vision become a reality. Few academics have attempted to determine how transformative leadership affects workers' motivation for their jobs. According to Al-Awlaqi et al., (2021), a transformational leadership style fosters employee empowerment and helps people develop a sense of belief, motivation, morality, perceptions, and alignment with the goals of the firm. A study by Assenga showed that transformational leadership style enables managers to inspire, encourage, and motivate staff members to be creative in making revolutions that help develop and mould a business's future prosperity (Assenga, 2020).

As a result, executives who adopted an interpersonal leadership style prioritized communication among staff. Management was also able to further the network's common interests in the broadcast and communication industries and cultivate relationships with stakeholders thanks to the network-governance leadership style. A study on the impact of school principals' initiative and leadership styles on teacher motivation was carried out by Yalçinkaya (2021). Based on the research findings, it was shown that instructors with high levels of motivation generally have higher levels of dedication, which in turn improves teacher motivation and teaching quality.

According to a study by Mgozi in 2021 collaboration between administrators and subordinates, and the creation of an environment that is supportive of the teaching and learning process is very important (Mgozi, 2021).

Although, in theory, employee motivation is influenced by the actions and choices made by democratic leaders (Kanat-Maymon et al., 2020), Golyama (2019) conducted research on relationship between transformative leadership's motivation on regional commissioners' office performance (RCOP). Findings revealed positive partial impacts of transformational style of a leader. Additionally, participatory leadership styles involve leaders inviting subordinates to participate in the decision-making process, even though they ultimately make the final call.

In a study on the impact of leadership and reward systems on workers' motivation and job satisfaction, Leitão, Teixeira, and Campos (2022) examined how workers

in the textile sector perceived the relationship between motivation and leadership and reward systems. The findings showed that extrinsic and intrinsic motivation operate as mediators between leadership and incentive systems.

The effects of particular leadership philosophies in Songea Municipality public secondary schools were examined in a study conducted by Nisitwe (2021). The study's conclusions demonstrated that a democratic leadership style improved teacher job satisfaction, work dedication, and student involvement in the teaching and learning process. According to the report, school administrators should adopt a democratic leadership style in order to preserve harmony and enhance performance.

Ngozi (2020) conducted research using the National Aviation Service in Tanzania to examine how leadership style affects worker performance. Democratic leadership proved to aid information flow, employee morale, and quality of work. The study also found that leaders who practice laissez-faire avoid taking on accountability, making choices, and providing feedback, which eventually leads to subpar organizational and civic conduct.

As a result, the study advised institution administrators to embrace democratic leadership philosophies and involve every employee in the decision-making process because the data indicated that democratic leadership facilitated improved staff morale, team innovation, collaboration, creativity, and effective information flow.

Public service motivation (PSM) was studied by Dash, Gupta, and Jena in 2022 to determine how current and potential public sector workers are affected by leadership philosophies especially on workers' enthusiasm for public service, and how meeting employees' needs enhances productivity. They found out that the style of leadership has an influence.

Few researches are done in rural locations like Ludewa District; most studies on leadership styles and job performance are done in urban or well-developed regions. Studies from more urbanized locations may not fully represent the manner in which the socioeconomic, cultural, and infrastructure aspects of Ludewa District influence leadership styles and their effect on employee performance. Seldom do studies in rural settings like Ludewa look at how workers perceive various leadership philosophies and how this affects their motivation, engagement, and general performance. This is still a neglected topic since employee expectations in rural versus urban environments can vary.

1.1 Variables and Conceptual Framework

Svinicki (2010) defines a conceptual framework as an integrated set of concepts that describe how a certain occurrence functions or is connected to its component parts. A theory that directs this research distinguishes three leadership philosophies in companies that can improve employee motivation: transformational, democratic or participative, and laissez-faire.

The leadership philosophies of democratic/participative, transformational, and laissez-faire are depicted in the accompanying figure as independent factors that interact to determine the level of job motivation among employees at Ludewa District Council. Therefore, democratic leadership, laissez-faire leadership, and transformational leadership are separate variables that influence employees' motivation for their jobs.

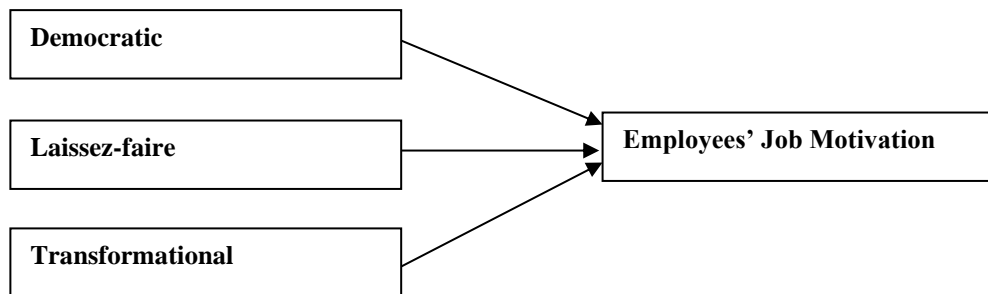


Figure 1: Conceptual Framework

1.1.1 Independent Variables (Leadership Styles)

Participatory or democratic Leadership Style: Positioned at the top, representing a leadership style characterized by participative decision-making and open communication with employees.

Laissez-faire Leadership Style: Positioned at the center, representing a hands-off leadership style where leaders provide minimal guidance and oversight to employees.

Transformational Leadership Style: Positioned at the bottom, representing a leadership style characterized by inspiring and motivating employees to achieve organizational goals.

1.1.2 Relationships of variables explained

Democratic Leadership Style: As seen by the arrow pointing toward the dependent variable, it is thought to positively impact employees' job motivation.

Laissez-faire Leadership Style: As seen by the arrow pointing toward the dependent variable, it is thought to have a detrimental impact on employees' job motivation.

Transformational Leadership Style: The arrow pointing toward the dependent variable suggests that it may have a favorable impact on workers' job motivation. The dependent variable, or employees' job motivation, is positioned to the right and is an indicator of the outcome variable that is impacted by various leadership philosophies.

1.2 Research Objectives

1.2.1 General objective

The study aims to investigate the influence that leadership styles have on employees' job motivation in Ludewa District Council.

1.2.2 Specific objectives

- i. To determine the influence of democratic leadership style on employees' job motivation.
- ii. To determine the influence of transformational leadership style on employees' job motivation.
- iii. To determine the influence of laissez-faire leadership style on employees' job motivation.

1.2.3 Hypothesis

H0₁: There is no significant difference between the influence of democratic leadership style and employees' job motivation

H0₂: There is no significant difference between the influence of transformational leadership style and employees' job motivation

H0₃: There is no significant difference between the influence of laissez-faire leadership style and employees' job motivation

2.0 METHODOLOGY

The Ludewa District Council served as the study's location because the district is more easily accessible to the researcher for the purpose of gathering data due to collaborations, personal relationships, and familiarity of leadership issues in the public sector as it frequently encounters distinct challenges than the private sector. Ludewa District is a pertinent location to investigate how different leadership philosophies affect worker engagement and overall productivity because the district is going through economic and infrastructure development. Ludewa District Council is a special or pertinent case study. Descriptive design

was employed to elucidate the impact of leadership styles on workers' job motivation. The 103 district employees who made up the study's population were used to pick a sample of 80 employees using Yamane's formula (1967), which Slovenes computed in 2008. The respondents were chosen using a purposeful sample strategy (Denscombe, 2008). Because it was convenient, a questionnaire was used to gather data (Kothari, 2004). Data on the four factors for each leadership style (explanatory variables) and employee motivation (explained variable) were gathered using a questionnaire that was designed with a Likert spectrum scoring system. The respondents were asked to rate the degree of agreeableness and disagreeableness associated with four statements that each of the three categories of leadership styles contained. Twelve questions made up the questionnaire, with items reflecting transformational leadership style measurements. These included instructions for following task rules and standards, total control over employees, less concern for maintaining relationships between employees, and the use of independent decision-making in Democratic Leadership Style. Group decision-making was used to assess the questionnaire, as well as questions about motivating employees, encouraging participation, and paying attention to establishing and maintaining relationships. Liaises-faire leadership is characterized by low concern for administrative accountability and a high degree of employee contact, autonomy in the workplace, and allowing employees to make decisions and solve problems without outside interference.

2.1 Data Analysis

The Ludewa District Council's human resources department participated in distributing the final versions of the self-administered questionnaires and the accompanying letter to each respondent after the study contacted all 80 of the targeted respondents in the sample size. Ever since the study's inception, it has clarified any ambiguities, controlled missing numbers, and increased response rates by explaining the respondents. Table 1 below provides comprehensive information.

Table 1: Respondents' demographic characteristics

Job Category	Number of Respondents	Percentage
WEOs	26	32.5
VEOs	50	62.5
HROs	4	5
Respondents' age		
20 – 29	22	27.5
30 – 39	18	22.5
40 – 49	27	33.75
50 – 59	13	16.25
Marital status		
Single	39	48.75
Married	41	51.25
Divorced	0	0
Widow/widower	0	0
Respondents' gender		
Gender	Number of respondents	Percentage
Male	47	58.75
Female	33	41.25

Source: Field data (2023)

The study constituted three job categories of Ward Executive Officers (WEOs), Village Executive Officers (VEOs), and Human Resources Officers (HROs). The VEOs constituted a larger percentage of all respondents (62.5%) as first line of management and administration due to the presence of many villages in the district whereas human resources officers has the least percentage of 5 since these are employed to work at the district level of management. There are more male respondents (58.75%) than female. In total there were 80 respondents who participated in the study.

Table 2: Respondents' Educational Qualifications and Work Experience

Education level		
Secondary school	30	37.5
Diploma Level	37	46.25
Bachelor Degree	11	13.75
Master's Degree	2	2.5
Work experience		
5-10 Years	29	36.25
11-15 Years	30	37.5
16-20 Years	10	12.5
21 and above	11	13.75

Source: Field data (2023)

Table 2 shows respondents' educational qualification and their work experiences. Respondents with Diploma level of education were the majority who constituted

46.25% of all respondents whereas those with Masters' level of education were only 2 (2.5%). The majority of respondents had a work experience between 11 and 15 years. These years of experience are expected to provide valuable inputs in the influence of leadership styles and job motivation.

3.0 RESULTS AND DISCUSSION

3.1 The effect of leadership styles on employees' job motivation correlation analysis

A correlation coefficient value of 'R' obtained from multiple regression analysis indicates how strongly independent variables and dependent variables are correlated. As per Ibrahim et al., (2006), the R values range from 0 to 1. Conversely, a strong correlation between independent and dependent variables is indicated by an R value close to 1 (ibid). By using multiple regression analysis, the correlation between the dependent variable (employee motivation) and the independent variables (three leadership styles) was intended to be questioned. The study outlines three objectives that need to be verified: (i) measuring the impact of transformational leadership, (ii) assessing the impact of democratic/participative leadership, and (iii) measuring the impact of laissez-faire leadership on workers' job motivation. The following assumptions of multiple regression model with results were taken into consideration: -

- R^2 value of 0.549 (Table 3) in a multiple regression model means that approximately 54.9% of the variability in the dependent variable is explained by the independent variables in the model indicating that the model has a moderate level of explanatory power signifying linearity assumption might be mostly met.
- Independence of errors assumption was met. The standard error of estimates is .19994 (Table 3) which indicates relatively low average prediction error, as it is small in the context of the dependent variable's scale. It depicts the model's credibility in explaining and predicting the dependent variable accurately.
- A Sum of Squares of Residual of 21.046 (Table 4) indicates the total unexplained variation left by the model, reflecting the model's fit.
- Linearity: - Since R square has a value of 0.549 (Table 3), this suggests that the model captures a good portion of the variance, thus aligns with the possibility of a linear relationship.

Tables 2 and 3 display the analysis's findings. A description of the model using the item of interest and R^2 statistics of 547 is shown in Table 2. This suggests that 54.7% of the difference in workers' job motivation can be attributed to leadership styles. R square is equivalent to 0.549 based on model Table 2. This indicates that the model (independent variables) has explained 54.9% of the

dependent variable. An estimate of the population rate was provided and the value was corrected with the help of the adjusted R² of 0.547.

Table 3: Multiple Regression Analysis

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.564 ^a	.549	.547	.19994

Source: From field data (2023)

a. Interpretation: (Constant), transformational leadership, democratic leadership, Laissez-faire leadership.

b. Dependent Variable: employees' motivation Score

Furthermore, Table 3 shows the results of an analysis of variance (ANOVA), sometimes referred to as model fit results. The study's current focus is on the F-statistic and the associated Sig. value. The findings show that the corresponding F-statistic is 6.671 ($p < 0.01$). These findings demonstrate the inability of the model to identify the underlying premise, which states that 'the model has no power to guess employees' motivation from leadership style scores.' According to the data, the model is able to predict employees' motivation based on the leadership style scores. An organization's culture and atmosphere can only be created with the help of its leadership (Alghazo & Al-Anazi, 2016). A strong leadership style can foster supremacy in the growth of the organization's followers (Hurzue, 2015).

Table 4: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	SIG
1	Regression	7.583	5	1.902	6.671	.000 ^b
	Residual	21.046	83	.284		
	Total	28.617	87			

Source: Field data (2023)

a. Dependent Variable: employees' job motivation Score

b. Interpreters: (Constant), Transformational Leadership, Democratic Leadership, Laissez-Faire Leadership

Regression Model

Table 4 below displays the findings of the regression model's coefficients. Democratic leadership is a favorable predictor of employees' motivation, according to the coefficients' results, which show standardized B = .621 ($p < 0.01$). The findings suggest that there was a substantial 62.1 percent improvement in the motivation of employees whose direct supervisor had democratic leadership qualities. Furthermore, the findings indicate that transformational leadership and laissez-faire leadership styles have no bearing on employee motivation.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients beta	t	Sig	Collinearity Statistics	
	b	Std. error				tolerance	VIF
constant	3.344	.529		6.359	.000		
Democratic leadership	.528	.109	.621	4.950	.000	.639	1.575
1 Transformational leadership	-.278	.106	-.345	2.669	.009	.606	1.662
Laissez-faire Leadership	-.056	.074	-.083	-.751	.460	.872	1.154

Source: Field data (2023)

Dependent Variable is the employees' motivation. The constants are the independent variables Democratic leadership, Transformational leadership, and Laissez-faire leadership styles.

Additionally, multicollinearity statistics show that while variance inflation factors ranged from 1.154 to 1.662, tolerance figures varied from 0.606 to 0.872. These figures recommend that multicollinearity is not suspected between the independent variables. When tolerance values are less than 0.10 or when VIF statistics are 10.0 or higher, multi-collinearity would be suspected (Field, 2005). According to research conducted in Malaysia, personnel of governmental organizations that adopt a transformational leadership style perform poorly, are rigid, incompetent, unaccountable, and heavily bureaucratized (Hofstede, 2001). Malaysia, better described as a demo, is governed by powerful leaders who impose laws and regulations and make decisions without consulting their workforce (Jayasingam & Cheng, 2009).

3.2 Hypothesis Testing

Hypothesis 1

From the results in Table 5, the sig. value =.000, whereby $p < .05$ the study fails to reject the null hypothesis which states '*There is no significant difference between the influence of democratic leadership style and employees' job motivation*'. Thus, democratic leadership has an influence on employee job motivation.

Hypothesis 2

There is no significant difference between the influence of transformational leadership style and employees' job motivation.

From the results in Table 5, the sig. value = .009 whereby $p < .05$, the study fails to reject the null hypothesis. Therefore, transformational leadership style has an influence on employees' job motivation.

Hypothesis 3

There is no significant difference between the influence of laissez-faire leadership style and employees' job motivation.

From the results in Table 5, sig. value = .460 whereby $p > .05$; the study fails to accept the null hypothesis. Therefore, laissez-faire leadership style has no influence on employees' job motivation.

The results of multiple regression analysis indicate that whereas transformational and laissez-faire leadership styles did not positively predict employees' motivation, democratic leadership style did. Implication of this finding is that when managers exercise more democratic leadership, staff members are probably more motivated; conversely, when managers exercise more transformational and laissez-faire leadership, staff members may be less motivated on an internal and external level. The findings that were showcased here aligned with the additional empirical data as a study on the effect of leadership styles on worker productivity in Lahore's banking industry was done by Bushra et al. (2011), and the results indicated a favourable relationship between worker performance and democratic leadership. Authors made it clear that a democratic leadership style involves subordinates in the process of making administrative decisions (ibid). Enhancing organizational performance brings about marketplace advantage. Research conducted on manufacturing organizations in Lagos State by Bushra et al., (2011) and Bunmi (2007) revealed the positive productivity impact due to a leader who is democratic.

Findings show that workers under a transformational leadership style feel less free than those under a democratic leadership style as shown in the values under Table 5. The implication of this finding is that although transformational leaders can inspire and motivate employees toward fulfilling a common vision, their approach might involve more directive or visionary influences that create perceptions that employees have less autonomy as the focus is often on aligning with the leader's vision. According to Anyango (2015), authoritative leadership styles have no discernible negative impact on workers' output at Boa Kenya Limited. This finding provides an explanation for why transformational and laissez-faire leadership styles may have a negative impact on workers' performance concurring with Hurzeu (2015) who carried extensive research in Singapore and discovered a favorable correlation between the institute's success and leadership behavior.

The results of this study indicate that effective leadership styles play a significant role in raising employee motivation in Ludewa District. Democratic and transformational leadership styles in the findings have shown to have a significant influence on employees' job motivation as shown in Table 5. Implication of this finding is that when employees are motivated, they become more productive, innovative, and even committed to the organization's success. Thus, adopting democratic or transformational leadership can lead to better overall performance and reduced turnover. Research on the impact of leadership behaviors on organizational performance in Pakistan was done by Akram et al., (2012). The results showed that there is a positive correlation between leadership actions and staff motivation. In the Klang Valley Area of Malaysia, Nasir et al., (2014) studied the association between IPTA academic leaders' leadership styles and organizational performance. The research came to the conclusion that consistent leadership styles promote the expansion of businesses. In determining how democratic leadership affects workers' motivation at work it becomes clear that workers' motivation for their jobs is influenced by democratic and transformational leadership styles. The study's finding is related to that of Ngozi (2020) who carried out research on how leadership style affects worker performance using the National Aviation Service (NAS) in Tanzania as a case study. The study specifically evaluated how the democratic leadership style at NAS affected worker performance in terms of output quality, worker morale, and information flow. Democratic leadership was found to have a substantial impact on staff performance in terms of information flow, employee morale, and quality of work, according to study findings. Since the data revealed that democratic leadership styles improved employee morale, firm and institution leaders are therefore obligated to embrace democratic leadership styles and involve all members of the company in the decision-making process. The study's results also align with the conceptual model that was developed, in which democratic leadership style was identified as a causal agent that links job motivation to one of its characteristics. It also demonstrates how important a democratic leadership style is decision-making because it allows workers to offer suggestions and carry out well-coordinated organizational duties.

Transformational leadership effects on workers' motivation for their jobs are studied. Study findings show that leader's style of transformation has beneficial impact to workers' motivation especially in their jobs as shown in Table 5. The implication of this finding is that transformational leadership style plays an important and significant role in motivating employees hence its adoption can lead to more committed, productive, satisfied and loyal workforce in Ludewa District. This finding aligns with a study by Magasi (2021) who studied on how transformative leadership affects worker performance lending credence to this

similar study. The study looked into how a transformational leader affects workers' performance in Dar es Salaam's banking industry and demonstrated that employees' performance in the banking industry was positively impacted by transformational leadership, which is regarded as having high influence and powerful role models. Al-Awlaqi et al., (2021) reached a similar conclusion to this study: a transformational leadership style fosters employee empowerment and empowers people to feel motivated, moral, and aligned with the goals of the firm.

A transformational leadership style typically fosters an atmosphere that motivates staff to take on difficult, non-routine activities and makes their work more engaging and pleasurable. The results of the study demonstrate the importance of a transformational leadership style in fostering employee potential for both the overall goals of the organization and the success and advancement of employees' careers. According to Jnaneswar and Ranjit's (2020) analysis, leaders have a profound effect on their staff members. Leaders that adopt a transformational leadership style attend to the needs of each individual and offer the guidance and assistance they require to complete their tasks. In addition, transformational leaders inspire innovation and creativity in their workforce, which raises performance levels. Transformational leadership styles have a significant impact in influencing individuals' attitudes and motivations and motivating them to work toward organizational objectives rather than just their own. Bilal and Waheed's (2018) study on the impact of transformational leadership on motivation lends credence to the idea that managers' transformational leadership qualities play a crucial role in fostering their staff members' creative work habits. Businesses should focus on fostering an environment that is conducive to innovation, encourage staff members to pick up new skills and knowledge, and give them chances to put that knowledge and expertise to use.

When evaluating how employees' motivation for their jobs was affected by a laissez-faire leadership style, study results show that this type of leadership style has no significant influence on employees' job motivation. The implication of this finding is that laissez-faire leadership is insufficient in positively influencing job motivation of workers in Ludewa, highlighting the need for leaders to adopt more engaging and supportive styles such as democratic and transformational in order to foster a more motivated and productive workforce. In other words, employees' job motivation is not impacted by a laissez-faire leadership style. This study's finding is consistent with research done both domestically and outside of Tanzania. For example, according to a study by Yalçinkaya (2021), teachers' motivation is impacted by the initiative behaviours of school principals, which in turn influence the effectiveness of leadership styles. Employees under laissez-

faire leadership are self-driven, goal-oriented, and highly motivated by their leaders' success, which fosters trust between the two groups. The research by Mumba (2020), which claims that a laissez-faire leadership style has the power to influence people to voluntarily commit to goal-oriented tasks, lends credence to this. Thus, in order for the organization to function effectively and reach its goals, someone needs to have the ability to persuade others to share their resolve and give them permission to complete their tasks.

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

From the findings, democratic and transformational leadership styles are seen to be the best ways of management to be used in Ludewa District Council because of the positive effects on employees' job motivation while laissez-faire leadership style has no influence on the employees' job motivation but depends on employees' competency and ability.

4.2 Recommendations

The researcher recommends that in order to improve the employees' job motivation in Ludewa District Council: -

Civil servants should work hard and fulfil their duties in order to improve efficiency and effectiveness of productivity due to the presence of democratic leadership style which gives them a chance to participate in decision making on work-related matters.

Top management must maintain the use of participatory leadership style. In addition, the researcher recommends that leaders should adopt and use effectively the other types of leadership styles like laissez-faire and transformation leadership style to be flexible and to have different treatment to their employees.

To the Government of Tanzania: - Training of leaders on management and leadership skills should be done regularly so that they can effectively apply different leadership philosophies to raise workers' levels of motivation at work. In the same vein, it is important to monitor and assess leadership styles in order to give employees a voice.

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