

IMPACT OF LEADERSHIP STYLES ON THE PERFORMANCE OF PUBLIC SECTOR EMPLOYEES IN ZANZIBAR

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Abstract—The focus of the research is on how different types of leadership affect the productivity of public sector workers. The purpose of this study is to analyze the relationship between leadership styles and the productivity of chosen public sector organizations. The study had three main goals: to catalog the different types of leadership used to affect worker productivity, to analyze the efficacy of management policies in this regard, and to assess the impact of leadership style routines on productivity in government agencies. The researchers used an exploratory approach to the investigation. Respondents in Zanzibar provided the data used to develop fresh understanding of the island. The information was collected from the 200 employees who took part in the corresponding case study by means of questionnaires. SPSS was used to analyze the data collected. Employee performance in the public sector is influenced by a combination of leadership styles, including democratic, authoritarian, paternalistic, and transformational, with the Laissez-faire style dominating. In addition, the leadership practices and policies of public agencies have an effect on worker productivity. As things now stand, it's clear that a leader's approach to management has a significant impact on the output of public sector workers. For significant change to occur that has an effect on employee performance in public organizations, the study suggests that laissez-faire leadership, which have previously dominated practice and established the pattern of actions among employees, must be eradicated and fought.

Keywords—Leadership Styles, Administration Efficiency, Employees Performance, Public Sector, Zanzibar.

I. INTRODUCTION

The concept of leadership style refers to the consistent pattern of behavior exhibited by a leader, and in some cases, by the management as the governing body within an organizational context [1]. This pertains to the leadership framework encompassing decision-making processes, provision of guidance, plan implementation and execution, as well as the motivating of individuals towards the attainment of specific goals and objectives. There are various styles that are

applicable in diverse situations and environments, including politics, business, military, administration, management, and other relevant domains. The choice of style depends on the specific aims and objectives that need to be accomplished and attained [2]. The significance of leadership style in facilitating the attainment of goals and objectives within a specific context where leadership is necessary cannot be overstated. However, it is crucial to acknowledge the significance of leadership style in influencing employee performance inside businesses. This is because there exist numerous leadership styles that have demonstrated their effectiveness and efficiency in diverse contexts worldwide. The authoritarian leadership style, as exemplified by the aforementioned example, prioritizes the organization's vision exclusively, with a primary emphasis on the attainment of goals and no consideration for other factors [3]. The influence of leadership style on the functioning of organizations, regardless of their nature (public or private, commercial or non-business), is a notable factor that can either propel the institution towards success or lead to its decline [4]. In addition to this, it is also asserted that the performance of employees in any given context is likely to be influenced by the organizational leadership structure in effect. This also entails the necessity to conduct an investigation into the particular situation about employees' performance in relation to leadership style [5].

II. LITERATURE REVIEW

The term "leader" encompasses diverse interpretations among researchers, who view a leader as an individual who is either selected or designated by various methods to exert leadership within an organization, with the aim of facilitating the achievement of desired outcomes. The individual offers prominent service to the organization or establishment in order to provide formality and consistency, hence mitigating the risk of anarchy [6]. A leader is someone who possesses authority, whether it be political or non-political, within an organization and is responsible for guiding and directing the group towards a specific objective. This statement highlights the essential requirement for a leader to possess authority that is to be exerted within a structured context, characterized by certain objectives to be sought and achieved by said leader. Leadership style refers to the manner in which management



and authority are employed inside an organization with the aim of attaining specific goals and objectives for the purpose of obtaining particular benefits [7]. The term "comprises" refers to the inclusion of a management system that specifically pertains to the leadership of an entity, with the aim of enhancing the performance of the business. The concept of leadership style can be understood as the managerial framework that encompasses the methods by which an organization guides its members towards the achievement of goals and objectives [8].

This refers to a metric inside an organization that indicates the successful achievement and fulfillment of predetermined goals and objectives, often surpassing the anticipated parameters [9]. The significance and feasibility of this proposition lie in the correlation between organizational performance patterns and the attainment of the organization's goals and objectives. Given the circumstances, Richard also regards performance as the metric for attaining organizational goals and objectives. The study's attention is centered in the perception [10].

The notion on leadership model or style was created by Paul Hersey and Ken Blanchard in 1969. According to the theory, there is no definitive leadership style, form, or kind that can be deemed superior to other alternatives or specific categories. This suggests that leadership is a multifaceted concept that necessitates careful examination of various elements and considerations in order to effectively achieve desired goals and objectives [11]. The theory posits that leadership is enacted through a comprehensive examination of various factors, including the context in which leadership is exercised, the desired objectives, the characteristics and composition of the subordinates, the leader's position in relation to the subordinates, and other relevant considerations. This implies that conducting comprehensive research of many scenarios, including the one mentioned, can lead to the selection of an appropriate style or styles that align with the specific discourse and environment in order to achieve favorable outcomes, such as improved performance [12].

III. RESEARCH GAP

To better understand how different types of leadership influence the productivity of public sector workers in Zanzibar, researchers have expanded their analysis. It has been widely reported that public organizations in Zanzibar have underperformed private ones in a variety of fields for quite some time. This has led to the widespread and persistent belief that people in need of good service in fields like education, healthcare, and others would be better served by turning to private providers. Nonetheless, studies have shown that leadership styles that encourage employee performance have a positive effect on the firm as a whole, regardless of whether it is public or private [13]. Therefore, the purpose of the research

is to identify the ways in which different types of leadership affect productivity in government agencies.

IV. OBJECTIVES OF THE STUDY

The primary aim of this study is to assess the impact of different leadership styles on employee performance within public enterprises. Additional specific objectives include:

1. To determine the many leadership philosophies that public companies adopt to affect worker performance.
2. To analyze the policies related to leadership styles that have an impact on employee performance inside public companies.

V. METHODOLOGY OF THE STUDY

The present study was carried out in Zanzibar, which was chosen as the designated location for data collection. The research encompassed a total of 200 people who served as responders for the study. The process of determining the sample sizes was carried out by employing two distinct methodologies, namely random sampling and purposive sampling procedures. The employees were chosen in a random manner due to the large number of available participants for the survey. The study employed purposive sampling as a method of participant selection, ensuring that only those who possessed the necessary skills and knowledge were chosen from a larger pool. This approach was adopted to ensure the collection of trustworthy data. The research employed a combination of primary and secondary data sources. The primary data were gathered through field research, while the secondary data were obtained from various sources that were deemed reputable and suitable for referencing, including both electronic and non-electronic sources. The data that was gathered was subjected to analysis using the SPSS software in order to produce descriptive statistics, including percentages, frequency tables, charts, and graphs. The questionnaires were subjected to analysis using a software program in order to obtain basic descriptive statistics that may serve as the findings of the study. The collected variables were utilized to present the findings regarding the characteristics of the participants, while the research questions served as a guide for the study in producing novel insights. The study primarily employed a qualitative research approach, supplemented by a limited use of quantitative variables in the form of descriptive statistics.

VI. DATA ANALYSIS AND INTERPRETATION

Table-1 displays the demographic profile of the participants, providing valuable insights into the consequences of the study based on the data collected from the field.



Table - 1: Demographic Profile of Respondent

Variables		Respondent	%
Gender	Male	88	44%
	Female	112	56%
	Total	100	100%
Age	18-30 years	76	38%
	31-45 years	64	32%
	46-65years	52	26%
	Above 65 years	8	4%
	Total	100	100%
Education	Primary Level	52	26%
	Secondary Level	68	34%
	Honor's Level	48	24%
	Master's Level	32	16%
	Total	100	100%

Source: Field Data (2022-2023)

According to Table-1, 38% of respondents were between the ages of 18 and 30, 32% were between the ages of 31 and 45, 26% were between the ages of 46 and 65, and 4% were 65 and older. This suggests that the majority of current public sector practitioners in Zanzibar are young people and that as age increases, the number of employees tends to decrease, particularly among the elderly. Most practitioners are enthusiastic, and the young population is productive, active, and strong enough to create as per standards in most organizations throughout the world, both public and private. It is a well-documented fact that the number of people working in the public and private sectors inevitably declines with increasing age. This is the case for a variety of reasons, including natural attrition (as people age and retire), voluntary attrition (as people leave their jobs in search of self-

employment), and involuntary attrition (as people are forced to miss work due to serious illness, death, or other tragedies). There were 88 male responses (44% of the total) and 112 female participants (56% of the total). This means that, in most circumstances practitioners in public organizations can be either a man or a woman, as long as they meet the merit standards for the position. Most jobs in government can be done by anyone who meets the merit-based qualifications. Further data on respondents' educational backgrounds showed that 52 (26%) had completed elementary school, 68 (34%) had completed secondary school, 48 (24%) had completed college, and 32 (16%) had completed graduate school. A small fraction of public sector workers have advanced degrees, implying that the majority of workers have a relatively low level of education, which in turn affects performance outcomes.

Table - 2: Democratic Leadership Style

	Frequency	%
Strongly Agree	84	42%
Agree	112	56 %
Not sure	4	2 %
Total	200	100 %

Source: Field Data (2022-2023)

Table 2 demonstrates that nearly all respondents (98%), with 42% in strong agreement and 56% in agreement, think that democratic leadership style [14] is widely utilized and readily available in many different types of organizations. Given that the government's ideology endorses democratic leadership, it follows that this approach is widely adopted and practiced inside numerous public institutions. In Zanzibar, the majority

of government agencies, bureaus, and departments at both the national and regional levels follow a democratic leadership model. This is primarily because the government is a liberal democratic state with a written constitution, which mandates that all governmental agencies, including organizations and institutions, operate in accordance with the law.



Table - 3: Autocratic Leadership Style

	Frequency	%
Strongly Agree	20	10 %
Agree	32	16 %
Not sure	28	14 %
Strongly Disagree	56	28 %
Disagree	64	32 %
Total	200	100 %

Source: Field Data (2022-2023)

Sixty percent of respondents disapproved the existence of an autocratic leadership style [15] by indicating their disagreement or severe disagreement with the statement, "Autocratic leadership styles are visible in public organizations." However, 26% of evidence revealed that the fashion is in use, while 14% of respondents were unsure. This suggests that autocratic leadership in public organizations in Zanzibar is not open and legally permutable, but rather exists

as a practice within an individual in a certain sector as the leader where they can exert authority in such a fashion. Since liberal democracy is the antithesis of autocratic rule and a fierce critic of it, the country's constitution expressly forbids it. A leadership style exists in government organizations when an individual is given the responsibility of guiding others inside the organization at the level of a section, department, or other unit.

Table - 4: Paternalistic Leadership Style

	Frequency	%
Strongly Agree	68	34 %
Agree	100	50 %
Not sure	32	16 %
Total	200	100 %

Source: Field Data (2022-2023)

According to the data in Table 4, most respondents accept that government agencies employ paternalistic leadership styles [16] to ensure the efficiency of their employees. It's easy to recognize and adopt because its practices and beliefs have a lot in common with democratic style and liberal democratic principle. The findings are crystal clear: 84 percent of respondents believed that paternalistic leadership style is also practiced in the companies to assure employees' performance.

This means that aspects of the practice are in a similar view and may be easily enrolled since it is in keeping with democracy and liberal democratic principles in public organizations. If a society adopts liberal democracy or democracy as its guiding ideology, then its governing institutions will likely engage in paternalistic leadership styles that are nevertheless consistent with democratic values.

Table - 5: Transformational Leadership Style

	Frequency	%
Strongly Agree	52	26 %
Agree	84	42 %
Not sure	64	32 %
Total	200	100 %

Source: Field Data (2022-2023)

Table 5's results reveal that a transformational leadership style [17] is used to motivate workers by giving them the freedom to express their opinions and meet certain performance benchmarks. This is because 68% of respondents were unsure and 32% were unsure. Therefore, any method that contributes to organizational effectiveness and is consistent with liberal democratic principles will be supported by authorities and

administrations that share such values. Since transformational leadership necessitates an atmosphere conducive to openness, creativity, positive trials, and responses—a condition best provided by the presence of liberty as freedom in the exercise and practice—it is more likely to exist in societies where liberal democracy is widely practiced.



Table - 6: Laissez-Faire Leadership Style

	Frequency	%
Strongly Agree	76	38 %
Agree	88	44 %
Not sure	36	18 %
Total	200	100 %

Source: Field Data (2022-2023)

Compared to the private sector, government organizations' performance has been declining due to the pervasiveness of the Laissez-faire leadership style [18]. It's clear from the responses that 82% of people have the same general opinion. That Laissez-faire attitudes and practices have persisted despite not receiving positive reinforcement is implied. The laissez-faire approach to management and leadership is strongly discouraged because it inevitably leads to a decline in morale and productivity among workers. This is also seen in Zanzibar's public institutions, the vast majority of which have been underperforming due to Laissez faire policies.

This study examines the impact of leadership style policies on employees' performance in a range of public organizations. The findings are based on data collected from study participants, who provided valuable insights into the topic. The policies encompass various aspects, one of which is participatory decision-making. This approach involves involving employees in the decision-making process, either directly or indirectly through their representatives, particularly when it concerns employee-related matters.

Table - 7: Participatory Decision Making

	Frequency	%
Strongly Agree	48	24 %
Agree	64	32 %
Not sure	36	18 %
Strongly Disagree	52	26 %
Total	200	100 %

Source: Field Data (2022-2023)

The findings indicate that participatory decision-making is employed in public organizations as a policy tool to enhance employee performance. This is achieved through both direct participation and, in many instances, by involving representatives such as trade unions. This is clear as indicated by the agreement of 56% of the respondents, whereas 26%

expressed strong disagreement and 18% reported a lack of awareness. This suggests that due to the nature of liberal democracy as a governing philosophy, active engagement in decision-making processes inside government entities is inherently intertwined.

Table - 8: Top-Down Approach

	Frequency	Percent
Strongly Agree	92	46 %
Agree	108	54 %
Total	200	100 %

Source: Field Data (2022-2023)

The findings indicate that a predominant technique in decision-making within public enterprises is the top-down model, when management issues orders to subordinates for implementation. This is supported by the fact that 46% of the participants expressed strong agreement, while 54% of the

participants expressed agreement with the statement. This suggests that the majority of choices made by public organizational leaders are communicated to subordinates as instructions, reflecting a top-down style.



Table - 9: Representation Approach

	Frequency	Percent
Strongly Agree	60	30 %
Agree	112	56 %
Not sure	28	14 %
Total	200	100 %

Source: Field Data (2022-2023)

Table 9's results show that representation is widely used as a policy and tactic in public sector companies, especially in regards to performance worries and employee involvement. The statistics back up this viewpoint, showing that 86% of participants agreed with it. Since it is obviously impossible for

everyone to take part in the decision-making process as a whole, this argues that representation is the most important value and principle in free democracies. It is crucial to have representation in order to promote fair participation.

Table - 10: Direct Rule Approach

	Frequency	Percent
Strongly Agree	16	8 %
Agree	44	22 %
Not sure	12	6 %
Strongly Disagree	24	12 %
Disagree	104	52 %
Total	200	100 %

Source: Field Data (2022-2023)

Among those polled, 64 percent said they didn't believe such a strategy existed in governmental agencies to guarantee worker productivity. Fifteen percent of respondents, however, agreed that some executives do use direct rule to enforce particular decisions on employees in order to ensure that certain targets are met. This means that the decision was made for

performance reasons, such as the requirement to complete a specific course or accomplish a specific goal. This view is in line with that of Erben [19] who argue that direct enforcements are typically not permitted by the parameters of most arrangements inside an organization.

Table - 11: Indirect Rule Approach

	Frequency	Percent
Strongly Agree	64	32 %
Agree	92	46 %
Not sure	8	4 %
Strongly Disagree	12	6 %
Disagree	24	12 %
Total	200	100 %

Source: Field Data (2022-2023)

Eighty-two percent of respondents agreed that public enterprises use indirect rule as a policy to encourage the performance of their staff, while just eighteen percent disagreed. This means that in public organizations, there is a policy in place to handle monitoring in areas or departments where management lacks proper access to checks and monitoring due to preexisting structures and arrangements. This viewpoint is consistent with that of Harper [20], who argued that indirect rule has been crucial for performance in Zanzibar and other places across the world because it ensures

thorough monitoring of what is intended to be done and completed by practitioners.

VII. RECOMMENDATION

The study concludes that public organizations would benefit from adopting a business approach model, with contracts for newly hired employees that are short-term and renewable based on performance rather than being permanent. This could help ensure that Laissez-faire approaches to solving problems go the way of the dinosaurs. Together with other forms of leadership, this may also help cultivate novel patterns of



behavior that boost the efficiency of businesses. This approach is in line with the research finding that lax management and a lack of motivation are major impediments to improving the performance of public sector companies. That no leadership style, no matter how successful, can improve performance may be a result of changes to the system of hiring and holding public practitioners accountable for their activities. Unless the systems are altered, it's unlikely that any changes will occur on their own.

VIII. CONCLUSION

Leadership style is crucial in any company, whether public or private, for the success of the business, the satisfaction of its personnel, and the achievement of its goals. According to the findings, leadership styles are crucial, and they need to be established and implemented in accordance with the realities of the circumstances at hand and the cultural preferences of those involved. The reality is that all leadership styles and categories, whether official, in accordance with liberal democracy, or informal, are applied within public organizations [21]. In order to fill the enquired void, the study aimed to do three things: (1) identify the leadership styles used by public organizations; (2) demonstrate the impact of leadership style policies on organizational performance; and (3) demonstrate the impact of leadership style practices on public organization performance. All three goals were met, and more than enough information was learned about the issues raised by them, thus all five types of leadership—some official and some informal—were discovered to exist. Further, rules and practices in this area matter because they define norms for how people should act in order to achieve optimal performance. Government agencies in Zanzibar are characterized by a wide range of formal and informal rules and practices. Despite the existence of several procedures, the functioning of public entities in Zanzibar has been negatively impacted by the persistence of Laissez-faire policies and practices. In order to effectively combat this, it must be addressed.

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