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Original Article

The Role of Transformational Leadership on Employees' Performance: A Case of Silverland Tanzania Limited in Iringa Region

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This study assessed the role of transformational Leadership on employees' performance at Silverland Tanzania Limited. Specifically, the study aimed to determine the role of idealized influence, inspirational motivation, and individualized and intellectual stimulation on employees' performance at Silverland Tanzania Limited. The study employed the case study research design since the study targeted a specific organization, Silverland Tanzania Limited. The target population of this study was 420 employees working at Silverland Tanzania Limited. The study population involved senior managers and subordinates at Silverland Tanzania Limited. From this population, a sample size of 205 was involved, which included 201 subordinate respondents and four senior managers. Simple random sampling and purposive sampling techniques were used to select the respondents, data collection was done by questionnaire, in-depth interview and secondary data obtained through annual reports, and newsletters, Data analysis was done by descriptive and Multiple regression analysis to understand the phenomena under study. Findings revealed that inspirational motivation and individualized consideration had a positive and significant role on employees' performance at Silverland Tanzania Limited. Also, idealized influence and intellectual stimulation had a positive but insignificant role on employees' performance at Silverland Tanzania Limited. The study recommended that since intellectual stimulation and idealized influence had insignificant roles in influencing employees' performance at Silverland Tanzania Limited, much effort should be taken to address factors hindering their effectiveness. In addition, the management should use inspirational motivation and individualized consideration to increase employees' performance.

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INTRODUCTION

Employees' performance refers to improving customers' needs through effective and efficient service provision (Rafia et al., 2020). Employees' performance also refers to how workers behave in the workplace and how well they perform the job duties obligated to them (Donohoe, 2019). Good performance is an optimal performance based on the Company's standards and supports the achievement of Company's goals (Astuty and Udin, 2020). Performance is influenced by three factors: First, individual factors consist of abilities and expertise, background, and demographics; Second, psychological factors consist of perceptions, attitudes, personalities, learning, and motivation; Third, the organizational factor which consists of resources, Leadership, rewards, structure, and design of work **Ahmed** (2014). Employees' performance is measured by six indicators: quality, quantity, timeliness, effectiveness, independence, work commitment, and efficiency (Rafia et al., 2020).

Among the factors that are known to influence employees' performance is the presence of effective Leadership within the Organization. Scholars such as Mohammad *et al.* (2011) argue that effective Leadership enhances employees' performance in any organization. Overstreet (2012) describes Leadership as recognizing the needs, establishing directions, motivating, inspiring, building a team, sharing decision making, and coaching subordinates within the society or Organization. Alahmad *et al.* (2014) describe Leadership as influencing and supporting subordinates through directions on achieving organizational objectives. Northouse (2010) notes that Leadership is an interactive process whereby

some individuals influence a group of individuals to achieve common goals within the Organization. Thus, Leadership contributes to employees' performance in any organization.

Transformational Leadership can be described as the process that changes and transforms individuals through an exceptional form of influence that moves followers to accomplish more than expected Burns (1978). Transformational Leadership under Silverland Tanzania Limited is concerned with emotions, values, ethics, standards, and long – term goals. Transformational Leadership at Silverland Tanzania Limited is practiced by the Head of units, Head of departments, etc. Transformational Leadership was initially introduced by leadership expert and presidential biographer James Macgregor Burns (1978). According to Burns (1978), transformational Leadership can be seen when leaders and followers make each other advance to a higher level of morality and motivation. Through the strength of their visions and personalities, transformational leaders can inspire followers to change expectations, perceptions, and motivations to work towards common goals. Later, the researcher Bernard M. Bass (1985) expanded Burns' original ideas to develop what is today referred to as the Bass Transformational Leadership Theory.

According to Bass (1985), transformational Leadership can be defined based on its impact on followers. He extended the theory of Transformational Leadership by adding four dimensions contributing to employee performance. The four dimensions are idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Using

the introduced transformational leadership dimensions is considered to have significant contribution to employees' performance at different levels and avenues.

Earlier in 2013, Silverland Tanzania Limited had introduced transformational Leadership in the hope of improving work performance. Initially, this objective appeared to have been achieved, but later, things did not go as well as had been anticipated. Therefore, there is a need to find out if Transformational Leadership Contributes to employees' performance at Silverland Tanzania Limited or if there are other factors that contribute to employees' poor performance. Despite Silverland Tanzania Limited being among the private Sector firms that adopted the use of transformational Leadership, its contribution is still questionable since initially, performance increased from 2014 to 2018 and after that dropped from 2020 to 2023. In addition to that currently, several employees' contracts at Silverland Tanzania Limited have been terminated. Termination is because the company's production and sales levels have drastically dropped to the extent that it is unable to pay employees' salaries, *Source (The Silverland Tanzania Company HR Report, 2023)*.

Furthermore, to have a clear understanding of what caused performance to drop down, the study attempted to determine the influence of transformational Leadership on employees' performance at Silverland Tanzania Limited.

LITERATURE REVIEW

Theoretical Review

The Transformational Leadership Theory

The transformational leadership theory has been used to study the contribution of transformational Leadership on employees' performance. The theory was developed by Burns (1978) and assumed that the applicability of transformational Leadership contributes to employees' performance. According to Burns (1978), transformational Leadership is a leadership style where leaders and followers help each other to

attain higher levels of motivation and morality, which contributes to the organizational performance. Bass (1985) extended the theory of transformational Leadership by adding four dimensions that contribute to employees' performance. These four dimensions are idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. The introduced transformational leadership dimensions are considered to have significant contribution to employees' performance. This study adopted four dimensions to examine their contribution to employees' performance at Silverland Tanzania Limited. This is because transformational Leadership is important for employees' performance. Hence, this study adopted this theory to study the contribution of transformational Leadership towards employees' performance at Silverland Tanzania Limited.

Empirical Literature Review

The Contribution of Idealized Influence and Employees' Performance

Sundi (2013) examined the "Effect of Idealized Influence and Inspirational Motivational on Staff Performance in State Enterprises in Kenya." The stratified random sampling technique was used to select a sample of 163 Senior Managers from the targeted population of 275 senior managers. Structured questionnaires were used to collect data from the selected members of top management teams in the SOEs. The study used factor analysis to reduce data, correlation analysis to establish the relationship between staff performance and transformational Leadership, Chi-square test, Analysis of variance (ANOVA), and multiple linear regression model to test the Hypothesis. The study found that Idealized Influence was positively and significantly correlated with staff performance. The study recommended that the top management teams in the SOEs should work towards encouraging delegation of tasks, career mentoring and coaching, and creation of new learning opportunities alongside a supportive climate for their employees.

Likewise, Geoffrey *et al.* (2019) examined the "Influence of Idealized Influence on Employee Job Performance in the Insurance Industry in Kenya". The objectives of this study were: first, to determine the influence of Idealized influence on employees' performance; and second, to determine if employees' work value congruence moderated the relationship between transformational Leadership style and employees' Job Performance. The study adopted the positivism research philosophy and correlation research design. The study's target population was 676 lower-level managers from 52 insurance companies operating in Kenya as of 2017. A sample size of 245 was drawn using a stratified random and systematic sampling technique. 245 questionnaires were distributed, out of which 211 were completed and returned, representing a response rate of 86%, which was deemed adequate for a correlation research design. The analysis of variance was used to test the Hypothesis. The study concluded that Idealized Influence significantly predicted employees' job performance. The study recommended that leaders observe values that are congruent with those of their organizations and socialize their employees on the same so that there is enhanced transformational leadership effectiveness.

The Contribution of Inspirational Motivation and Employees' Performance

Mohammad *et al.* (2011) conducted an empirical study to examine "The Relationship between Transformational Leadership and Employees' Satisfaction at Jordanian private Hospitals". The study targeted 200 registered nurses at private hospitals located in Aman, the capital city of Jordan. Regression analysis was used to get a significant relationship of variables. Findings revealed that inspirational motivation showed a statistically significant relationship with job satisfaction. Likewise, Emu and Umeh (2014) examined the quantitative correlation study on the relationship between leadership styles and job satisfaction and performance in the Central Bank of Nigeria. A sample size of 85 participants from a target population of 400 customers relationship officers was used for the study. The study revealed

a positive relationship between inspirational motivation and job satisfaction in the bank.

Benta (2018) examined "The Effect of Inspirational Motivation on Employees' Performance in the Regulatory State Corporations in Kenya." Descriptive correlation design was employed to establish the relationship between Inspirational, motivational leadership behavior and employees' performance in the regulatory State Corporation in Kenya. The proportionate stratified random sampling method was used to select a sample size of 130 out of the target population of 195 senior-level managers who reported directly to the Chief Executive Officers. Pearson's correlation and regression techniques were used to analyse the data. The study revealed a positive and significant correlation between Inspirational motivation and employees' performance. The study recommends that leaders should be committed to the organizations' vision by talking optimistically about the goals to be achieved in the future.

The Contribution of Individualized Consideration and Employees' Performance

Pradeep and Prabhu (2011) examined "The Relationship between Transformational leadership and Employees' Performance," whereby correlation and regression analysis were done. The study employed 43 middle-level managers and 156 subordinates intending to explore the relationship of variables under study. The results indicated that transformational Leadership through individualized consideration style had significant relationships with performance outcomes. Further, the individual consideration offered to every subordinate by the leaders tended to increase the effectiveness and satisfaction levels of employees at a 1% percent significance level. Recognition has been found to be one of the policies the Organization can adopt to increase their workers' performance.

Uyzimaz (2015) examined "The Relationship between Transformational Leadership and Employees' Performance" using individualized consideration and inspirational motivation. The

sample size of the study was 247 employees, and data analysis was done using the structural equation model. Findings revealed that individualized consideration contributed to employees' performance. Based on these findings, it was suggested that employees should be involved in decision making to enhance their performance.

The Contribution of Intellectual Stimulation on Employees' Performance

Gitu *et al.* (2020) examined the effect of charismatic Leadership and intellectual stimulation on organizational performance. The study used the descriptive research design and a target population of 103 management-level employees of the KPC Limited. The researcher used stratified random sampling to select a sample of 87 respondents. Data was obtained using questionnaires. A Pilot study was conducted to test the instrument's validity and reliability. Data analysis involved the use of descriptive statistics and inferential analysis. The Ordinary Least Squares regression analysis was done to test the relationship between independent and dependent variables. The results indicated that charismatic Leadership and intellectual stimulation influence the organizational performance at KPC limited. The result also indicated that charismatic Leadership and intellectual stimulation were key recipes for organizational development. Regression results indicated that charismatic Leadership and intellectual stimulation, when not employed, lead to a decrease in organizational performance by 6.93. Similarly, a unit increase in charismatic Leadership and intellectual stimulation led to 0.219 and 0.108 increase in organizational performance, respectively.

Kennedy *et al.* (2018) examined the influence of intellectual stimulation on the performance of commercial banks in Kenya. The study employed a mixed research design, that included qualitative and quantitative methods. The study covered a target population of 24,244 employees working in the seven banks. A sample size of 384 was selected from all seven banks using stratified random sampling. Primary data was collected

using well-structured questionnaires. A multiple linear regression model was used to estimate the coefficients using the Statistical Package for Social Sciences (SPSS version 23). Descriptive and inferential analyses were used to analyse the data. The findings indicated that intellectual stimulation affected the performance of commercial banks in Kenya. This can be explained by the regression results, which showed that the effect was positive and the magnitude by which intellectual stimulation influenced the performance of commercial banks. The regression results showed that intellectual stimulation influenced the performance of banks by 0.596 units.

Knowledge Gap

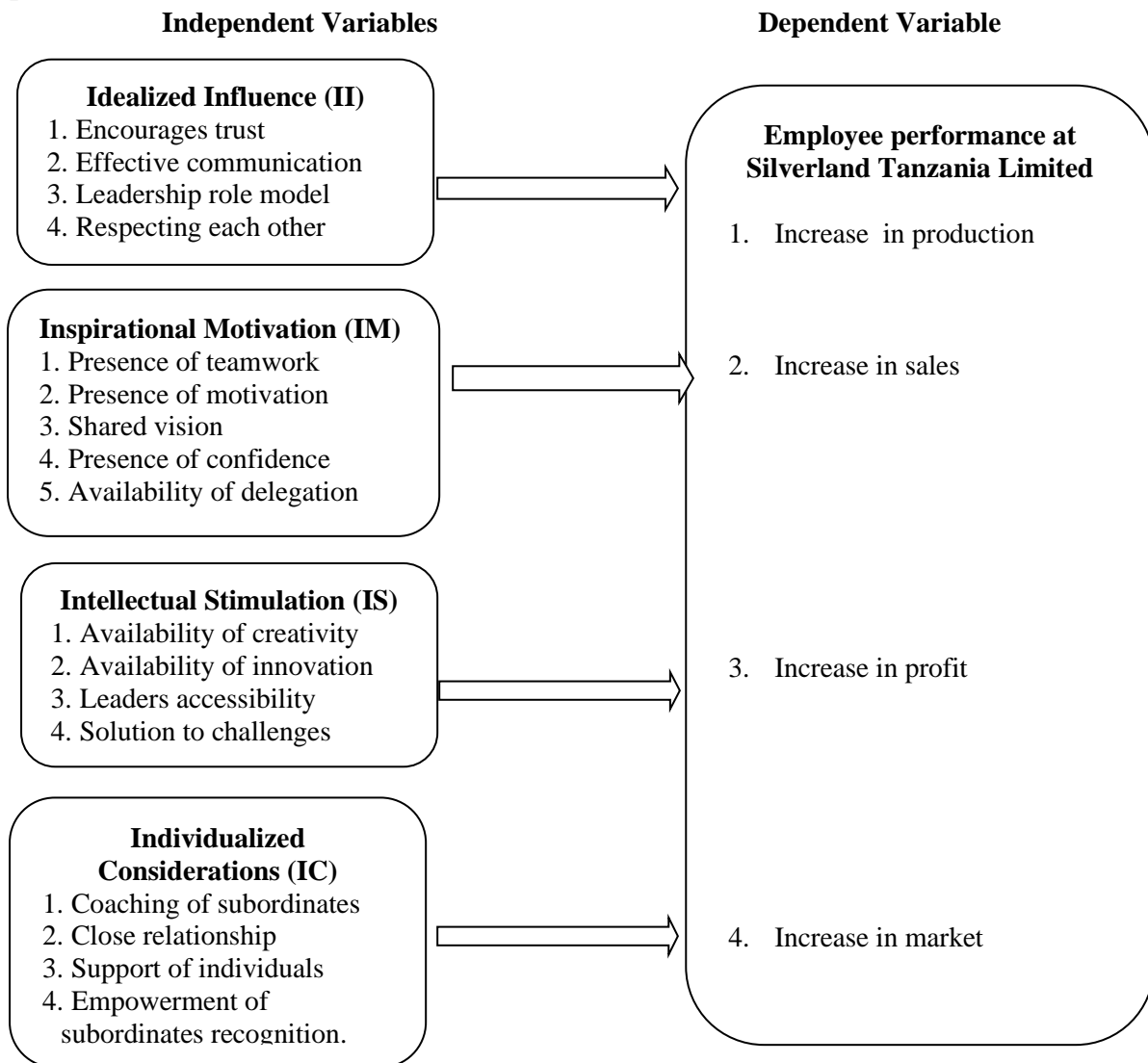
There are a number of studies worldwide that have been done focusing on transformational Leadership and employee' performance. The studies done by Thamrin (2012), Jing & Yingquian (2011), Caillier (2014), Mwangeli & Juma (2016), Ndirangu (2018), Israel (2016), Aunga & Masare (2017), Nyenyembe (2016) & Abimbola (2017), have shown the contribution of transformational Leadership on employees' performance. In these areas where study was done on the role of Transformational Leadership on employees performance was explored and documented. Therefore STL since established in 2013 to service Tanzanians growing demand for quality poultry products was among the organizations which adopted the use of transformational leadership (STL, 2013) should be explored and documented as well for further reference. However, through the literature review, despite the numerous studies on transformational Leadership and employees' performance in Tanzania, a similar study having been done at Silverland Tanzania Limited to study the role of transformational Leadership on employee' performance was hard to find. Therefore, this study examined the role of transformational Leadership on employees' performance at Silverland Tanzania Limited, located at Ihemi-Ifunda, to fill the existing research gap.

CONCEPTUAL FRAMEWORK

Conceptual framework is the way ideas are organized to achieve the research objectives. Moreover, conceptual framework means a researcher's perception about the research problem; it is an arranged and self-explanatory method drafted for the leaders. Conceptual frameworks are used in research to explain the key concepts or variables and their relationships that need to be studied Magigi (2015). The conceptual framework is also a plane of linked concepts formulated based on the theory (Alban *et al.*, 2006). We get various dimensions from the theories. These dimensions are extracted and adopted, which are used to study its influence or impacts on the dependent variable. In this study, the theory used to construct the conceptual framework was Transformational Leadership Theory. In the context of this study, the conceptual framework has independent and dependent variables. The independent variables involved four dimensions of transformational Leadership, which were Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration. Meanwhile, the dependent variable was employees' performance at Silverland Tanzania Limited. The conceptual framework is illustrated in *Figure 1*.

Conceptual frameworks are used in research to explain the key concepts or variables and the relationships between them that need to be studied Magigi (2015). The conceptual framework is also a plane of linked concepts which has been formulated based on the theory (Alban *et al.*, 2006). We get various dimensions from the theories. These dimensions are extracted and adopted which are used to study their influences or impacts on the dependent variable. In this study, the theory which was used to construct the conceptual framework was Transformational Leadership Theory. In the context of this study, the conceptual framework has independent and dependent variables. The independent variables involved four dimensions of transformational leadership which were: Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration. Therefore, these independent variables be considered influencing the employees' performance in Tanzania whereby Silverland Tanzania was taken as the case study area. *Figure 1* shows the conceptual framework of this study.

Figure 1: The Conceptual Framework on the role of Transformational Leadership on employees' performance.



Source: Researcher, (2023)

RESEARCH METHODOLOGY

This study was conducted at the Silverland Tanzania Limited in Iringa region at the Ihemi village. This study employed mixed research approach. Bryman *et al.* (2005) argued that research approaches can be mixed, qualitative or quantitative in nature. This study used mixed method which was quantitative research approach as well as qualitative to accomplish the objectives under the study. The research design employed under this study was a case study research design. The targeted organization was the Silverland Tanzania Limited due to the fact that since STL established in 2013 to service Tanzanians growing demand for quality poultry products was among

the organizations which adopted the use of transformational leadership (STL, 2013). Therefore, STL was selected in order to explore the role of transformational leadership on employees' performance. Verissimo and Lacerda (2015) Pointed that a case study is an appropriate research design when you want to gain concrete, contextual and in-depth knowledge about a specific real-world subject. The target population of this study was 420 employees of Silverland Tanzania Limited which provide the sample size of 205 respondents of silverland Tanzania Limited whereby 201 were the subordinates in qualitative research while 4 senior managers were purposively selected in qualitative part of the

research. Primary data were collected from the subordinates of Silverland Tanzania Limited in qualitative party while in qualitative primary data were collected from 4 senior managers of Silverlands Tanzania Limited. In this study, the researcher gathered secondary data through documentary review. Analysis was done by Descriptive statistics which shows frequencies of data value and percentages and Multiple regression analysis to assess the significant relationship which might exist between independent variables and dependent variables. The data was analysed and presented in accordance with the common theme or words provided by the interviewees.

The target population of this study was 420 employees working at Silverland Tanzania Limited. The study population involved senior managers and subordinates at Silverland Tanzania Limited. From this population, a sample size of 205 was involved, which included 201 subordinate respondents and four senior managers. Simple random sampling and purposive sampling techniques were used to select the respondents. Data analysis was done by comparing documentary information against descriptive and multiple regressions to understand the phenomena under study.

Validity and Reliability

Table 1: the KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.679
Bartlett's Test of Approx. Chi-Square	544.250
Sphericity Df	300
Sig.	.000

Source: Researcher, (2023)

Reliability

In this study Cronbach's Alpha was used to test the reliability of the findings. The test was based on

Validity

Validity refers to the extent to which results generated during the measurement procedure reflect the results in the studied or measured elements; (Kothari, 2004). Validity shows how a specific test is suitable for a particular solution. If the results are accurate according to the researches situation, explanation and prediction, then the result is valid. According to Chally (2019) Validity is also the extent to which a test measures what it claims to measure. It is vital for a test to be valid in order for the results to be accurately applied and interpreted. To ensure accuracy of the study, instruments which were the questionnaire comprised the main measurement variables for main constructs of the study. Moreover, statistical computation using the Kaiser-Meyer-Olkin under exploratory factor analysis examined the construct validity of the study. The Kaiser-Meyer-Olkin's was used to measure the sampling adequacy prior to the extraction of the factors during exploratory factor analysis. Kaiser (1974) recommends a bare minimum of 0.5 and that values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are super. The findings revealed the KMO values of 0.679 which was found in range of mediocre as shown in Table 1 which is accepted for assurance of validity.

the fact provided by Goforth (2015) that the alpha value is acceptable when above 0.7 and rejected when below 0.5. Table 2 hereunder shows the results.

Table 2: The Cronbach's Alpha Results of Variables

Items	No of Item	Cronbach's Alpha
II	5	0.780
IM	5	0.678
IC	5	0.789
IS	5	0.832
EP	6	0.747

Ethical Issues

Ethics are standards of behaviour that are used in research to guide and supervise moral choices about our behaviour and our relationships with others. Granty (2012) defines ethics as a code of conduct that has been involved in conducting research, which assists in making harmony as well as respect and confidentiality of the respondents and researchers. This study was ethically considerate as initially the researcher sought permission from the director of Silverland Tanzania Limited through an official meeting in his office asking to conduct this study in his Company. After the permission was granted, the researcher also asked for the voluntary participation of the respondents in the study. Therefore, the permission from the director and all other respondents enabled them to freely and willingly respond to the questions being asked. Likewise, privacy was observed, and confidentiality of their answers in the questionnaires was observed as every respondent was given and completed the questionnaires independently. Though, prior general face-to-face instructions were given in groups while distributing questionnaires on how to fill and where to return them. Respondents were also told not to write their names in the questionnaire and that the information provided would be used for study purposes only.

FINDINGS AND DISCUSSIONS

Demographic Data

The findings in this section give a general picture of the research population distribution and description. The findings are represented in the forms of Tables showing frequencies and percentages.

The result on respondents' gender *Table 3* shows that 57.1% of the respondents were male while 42.9% of the respondents were female. This means that at Silverland Tanzania Limited, the proportion of male employees is higher than female employee which implies that males are the one who provides more workforces effectively

compared to females who have more family responsibilities.

Facts from Francesco Pace and Giulia Sciotto, (2022). *Examine Gender Differences in the Relationship between Work–Life Balance, Career Opportunities and General Health Perception*. Although gender equality is increasingly promoted both in the workplace and in society, and women have now fully entered the workforce, the issue of gender differences in relation to career advancement still seems open. Although gender roles no longer clearly define who is responsible for home care and who is responsible for job duties, some research shows that the conflict between family and work life appears to be a greater problem for women than for men. The aim of this study was to examine the relationship between career opportunities, work–life balance, and well-being perception separately in both female ($n = 499$) and male ($n = 557$) respondents in order to shed light on the role of gender. A multi-group analysis showed that the structural paths of the models differ by gender. For women, the relationships between career opportunities and work–life balance and between career opportunities and the perception of general health have significantly lower values compared to results from the group of men, while the perception of work–life balance affects well-being more significantly when compared to the male counterpart. Implications on the importance of the connection between career and the valorization of personal life duties are further discussed.

The results on respondents' education qualification showed that the majority of respondents were secondary level 33.1%, followed by diploma level of education 22.4%, and certificate level of education 17.1%. In addition, 14.6% were degree holders, 10.2% were primary certificate level, and only 2.4% were postgraduate education holders. This means that employees with degrees are few at Silverland Tanzania Limited compared to secondary and diploma level because these degree holders are only for managerial work while the primary, secondary, certificate, and diploma workers are

for productivity *Source (The Silverland Tanzania Company HR Report, 2023).*

The result on respondents' ages shows that 44.4% were between 18-30, 40.5% their age was between 31-40 years old, 12.7% their age was between 41-50, and only 2.4% their age was above. These findings indicates that most of the employees were youth with age between 18-40 years. Thus, this group of workers is are active in production, which is why they are employed for active productivity.

The result on respondents' experience indicates that about 48.1% of their experience at work is

less than 10 years, and about 47.8% of workers experience ranges between 10-13 years. In addition, 1.9% have experienced between 14-17 years, while 1.9% of workers have experience of more than 18 years. These findings indicate that most employees have enough experience at work, which increases production.

The results on the departments involved show that 22.9% of employees were from feed mill departments, followed by 19.5% of employees from breeder departments, and 15.6% were from training centres.

Table 3: Demographics of the respondents

	Variable	Frequency	Percent
Gender	Female	88	42.9
	Male	117	57.1
	Total	205	100.0
Education Level	Primary Level	21	10.2
	Secondary level	68	33.1
	Certificate level	35	17.1
	Diploma level	46	22.4
	Graduate Level	30	14.6
	Post graduate level	5	2.4
	Total	205	100.0
Age of Respondent	18-30 years	91	44.4
	31-40 years	83	40.5
	41-50 years	26	12.7
	More than 50 years	5	2.4
	Total	205	100.0
Experience of Respondent	Less Than 10 years	99	48.1
	10-13 years	98	47.8
	14-17 years	4	1.9
	Above 18 years	4	1.9
	Total	205	100.0
Department involved	Feed mill	47	22.9
	Hatchery	25	12.2
	Training Centre	32	15.6
	Breeder	40	19.5
	Compliance	14	6.8
	Laboratory	19	9.2
	Finance	23	11.2
	Human resource	5	2.4
	Total	205	100.0

Source: Field data (2023)

The Presentation of Descriptive Statistics

This chapter presents and discusses the findings of the study. The presentation and discussion of the findings are based on the objectives of the study.

The study assessed the role of transformational Leadership on employees' performance at Silverland Tanzania Limited. Four specific objectives were developed to answer the research

questions, which were to assess the role of idealized influence on employees' performance at Silverland Tanzania Limited, to examine the role of inspirational motivation on employees' performance at Silverland Tanzania Limited; to assess the role of individualized consideration on employees' performance at Silverland Tanzania Limited; and to assess the role of intellectual stimulation on employees' performance at Silverland Tanzania Limited. In the following sub-sections, the descriptive result for each objective has been presented, followed by the interpretation and discussion of the results.

Role of Idealized Influence on Employee's Performance

The researcher listed some of the basic questions, and the respondents pinpointed their views by cycling their right choices against the answers where they had to agree or disagree. The questions given to the respondents were as follows: do leaders at Silverland Tanzania Limited encourage being trustful all the time? Is there effective communication at Silverland Tanzania Limited? Do leaders at Silverland Tanzania Limited encourage working by work ethics? Do Silverland Tanzania Limited leaders act as role models in implementing organizational duties? Do leaders and employees at Silverland Tanzania Limited respect each other? Responses to these guiding questions are illustrated in *Table 4* below as follows;

Table 4: Descriptive Statistics on the Role of Idealized Influence on EP

Item	Strong disagree		Disagree		Cummul Disagree		Neutral		Agree		Strong agree		Cummul Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Trustfully	0	0.0	0	0.0	0	0.0	5	2.5	80	39.9	116	57.7	196	97.5
Communication	0	0.0	0	0.0	0	0.0	6	3.0	75	37.3	120	59.7	195	97.0
Work Ethics	0	0.0	2	1.0	2	1.0	13	6.5	102	50.7	84	41.8	186	92.7
Role Model	0	0.0	3	1.5	3	1.5	7	3.5	80	39.8	111	55.2	191	95.0
Respect	0	0.0	2	1.0	2	1.0	11	5.5	78	38.8	110	54.7	188	93.5

Agree = 191(95.0%), Neutral = 8(4.0%), Disagreed = 2(1.0%)

Source: Field data (2023)

From *Table 4*, findings indicate out of 201 respondents, about 191(95%) of them agreed about the big role of idealized influence on employee performance at Silverland Tanzania Limited, while 8(4%) were neutral and only 2(1%) disagreed. This result means that idealized influence contributes to employee's performance at Silverland Tanzania Limited. Hence, much effort should be made to increase the applicability of idealized influence to enhance employee performance at Silverland Tanzania Limited.

In addition, out of 201 respondents, 97.5% agreed that at Silverland Tanzania Limited, leaders encourage being trustful all the time, while 2.5% were neutral. This means that trust is the foundation for successfulness of Silverland Tanzania Limited in terms of productivity and sales increases. Also, out of 201 respondent,s 97% agreed that there is effective communication at Silverland Tanzania Limited, while 3% were

neutral. The statements state that Silverland Tanzania Limited, Leaders encourage working by work ethics, 92.7% of the respondents agreed about these statements, and 6.5% were neutral, and only 1% disagreed. Likewise, 95% of respondent agreed that at Silverland Tanzania Limited, Leaders acts as role model in implementing organizational duties, while 3.5% were neutral, and 1.5% disagreed. Lastly, about 93.5% of respondents agreed that at Silverland Tanzania Limited, Leaders and employees respect each other, while 5.5% are neutral, and 1% disagree. All items under idealized influence confirm that idealized influence contributed to employee's performance at Silverland Tanzania.

The results from descriptive are related to result from interviews. Most of the key informants who were senior managers agreed that the role of idealized influence enhanced employees'

performance. For instance, a senior manager said that

"At Silverland, communication as part of idealized influence is taken as a serious part to enhance our performance. All correspondences are well received and directed to the responsible departments for handling and operation. Because Silverland handles customers, our employees are responsible for handling our customers well. Thus, availability of clear communication to all staff assists working on each order properly" (Senior Manager 1. 13/6/2023).

In addition to that another key informant cemented that

"I normally communicate horizontally and vertically to ensure employees performance are well achieved. Horizontal communication is where the same level of staff communicates for assisting each other towards developments while vertical communication is where we give orders our subordinates or we receive advices from subordinates which enhance employee's performance and Silverland at Large. In addition, there are special staff who assist receiving orders from customers and these staff have given directives to be very effective in handling customers' orders and making close follow up on providing the required product to customers" (Senior manager 2. 17/6/2023).

Furthermore, another senior manager explained that;

"At Silverland, we provide various services to attract and maintain our customers. Among the services is an advertisement which is properly communicated to our customers. Apart from customers within our organization communication channel is well established from director, Head of departments up to subordinate's staff. These channels of communication assist handling all orders and fulfilling the need of our customers. Thus, we communicate effectively which helps

employees performing better" (Senior Manager20/6/2023)"

From the findings, this implies that large numbers of employees agreed that idealized influence helps to increase employees' job performance at Silverland. Thus, idealized influence through effective communication within the Organization especially between employees themselves and management is important as it creates a wide range of timely action during the implementation of various tasks which results in higher performance.

Also, a large number of employees agreed that all measurements of idealized influence have a greater role in enhancing employee performance. For example, employees were found working by respecting each other, were found to be true, worked by following work ethics, and their leaders were found to be their role models. This behaviour of idealized influence enhanced employee performance. Moreover, the study shows that to a large extent, management did effectively communicate to employees. Also, management did not provide the horizontal kind of communication where employees have a chance to share their experience during operation at Silverland Tanzania Limited. This kind of communication increased employee's commitment towards handling their duties.

In addition, the results are in line with the study conducted by Ngaither (2016), which assessed the contribution of idealized influence on employee performance in Kenya. The study was quantitative, whereby a survey strategy was employed during data collection. The sample size of the study was 163 respondents who were organizational managers. Stratified random sampling was employed, and after data collection, findings revealed that idealized influence has a negative contribution to employee's performance in Kenya.

Generally, the researcher observed that Organization provided enough time to handle all items of idealized influence to enhance employee performance at Silverland Tanzania. Thus,

management should continue using idealized influence to enhance their subordinate's performance at Silverland Tanzania.

Role of Inspirational Motivation on EP

The researcher listed some basic statements, and the respondents pinpointed their views by rounding their right choices against the right answers if they agree or disagree. The results were as shown in the *Table 5*. The given statements were as follows: Leaders and subordinates work

as a team at this Organization; workers are motivated after accomplishing their duties at Silverland Tanzania Limited; leaders and employees work based on Silverland Tanzania Limited vision; at Silverland Tanzania Limited Organization Leaders encourage presence of confidence in taking actions; and at Silverland Tanzania Limited Leaders' delegate's power to subordinates. Responses from these guiding questions are illustrated in *Table*.

Table 5: Descriptive statistics on the role of inspirational motivation on EP

Item	Strong disagree		Disagree		Cummul Disagree		Neutral		Agree		Strong agree		Cummul Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Teamwork	0	0.0	3	1.5	3	1.5	7	3.5	97	48.3	94	46.8	191	95.0
Motivation	0	0.0	2	1.0	2	1.0	6	3.0	96	47.8	97	48.3	193	96.0
Common vision	0	0.0	1	0.5	1	0.5	13	6.5	118	58.7	69	34.3	186	93.0
Confidence	0	0.0	6	3.0	6	3.0	10	5.0	68	33.8	117	58.2	185	92.0
Delegation	0	0.0	6	3.0	6	3.0	14	7.0	83	41.3	98	48.8	181	90.0

Agree = 187(93.0%), Neutral = 10(5.0%), Disagreed = 4(2.0%)

Source: Field data (2023)

From *Table 5*, findings indicate out of 201 respondents, about 187(93.0%) of them agreed about the big role of inspirational motivation on enhancing employee performance at Silverland, while 10(5.0%) were neutral and only 4(2.0%) disagreed. This result depicts that inspirational motivation again contributes much to employee's performance at Silverland Tanzania Limited. Also, inspirational motivation should be used more for the purpose of employee's performance at Silverland Tanzania Limited.

In addition, out of 201 respondents, 95% agreed that at Silverland Tanzania Limited, leaders and subordinates work as a team while 3.5% were neutral, and 1.5% disagreed. This means that staff at Silverland were working as a team. Also, out of 201 respondent,s 96% agreed that workers are motivated after accomplishing their duties at Silverland Tanzania Limited, while 3% were neutral, and 1% disagreed. About 93% of the respondents agreed that leaders and employees work based on Silverland Tanzania Limited vision, while 6.5% were neutral, and only 0.5% disagreed. Likewise, 92% of respondent agreed

that Silverland Tanzania Limited Leaders encourages the presence of confidence in taking actions, while 5% were neutral, and 3% disagreed. Lastly, about 90% of respondents agreed that at Silverland Tanzania Limited, Leaders delegate power to subordinates, while 7% were neutral, and 3% disagreed. The findings in this study indicate that all item under inspirational motivation has a role in enhancing employees' performance. These findings from the descriptive part were also supported by interview results as one of the key informants, who was Senior manager at Silverland, asserted that quotation: Under inspirational motivation, common vision is important to drive employee's performance. On interview, the senior manager was asked how do you create the environment to ensure that the Organizations' mission and vision are achieved?

"I have been in this company for five years now and our mission is achieved because leaders and subordinates work as team which creates since of ownership. Also, as the industry team we motivate our staff to enhance their performance. Motivating that

increases morale of working hard. Also, we train our staff on what we expect to achieve during the calendar years all these are important to achieve our mission and vision"

Also, another staff explained how Silverland Tanzania Limited achieved its mission and vision. The senior staff explained that;

"According to our organizational structure it allows delegation of power to other staff which build others to become leaders. Even if it happens senior staff are not around, delegation is allowed which assure availability of activities all the time. This situation increases performance and hence achievements of our vision" (Senior manager 4, 25/6/2023).

In addition to that, another key informant cemented that;

""Silverland have good working environment in terms of Modern technological equipment's which enhance performance quickly and timely. The managements consider working environments as an important factor to achieve organizational mission; hence each staff have important working tools to facilitate better with quality performance"" (Senior manager 2, 20/6/2023).

This implies that inspirational motivation at Silverland has a big role in enhancing employee's performance. The availability of common vision and teamwork increases the commitments of employees to achieve their activities. Moreover, employees have been motivated, which increases morale and performance.

Findings are also similar to arguments made by Ha and Nguyen (2014), who explained that the behaviours in inspirational motivation, such as talking optimistically about the future or articulating a compelling vision of the future contribute to employee's performance. This means that inspiring employees is important to increase and achieve the organizational objectives.

In addition, the findings corroborate with Kirui *et al.* (2015), who conducted a study on the relationship between inspirational motivation and performance. Findings revealed a positive and significant relationship between inspirational motivation and organizational performance in state-owned banks in Kenya. The studies suggested that moong the transformational leadership behaviours, inspirational motivation was the second most important. These findings and discussion conclude that inspirational motivation is important to enhance employee's performance at Silverland Tanzania limited.

The Role of Individualized Consideration on Employee's Performance

The researcher assessed the role of individualized consideration on employee's performance at Silverland Tanzania Limited. The researcher listed some of the basic questions, and the respondents pinpointed their views by rounding their right choices against the right answers if they agree or disagree. The given statements were as follows: at Silverland Tanzania Limited, coaching of subordinates is a continuous process; at Silverland Tanzania Limited, there is a close relationship between leaders and employees; at Silverland Tanzania Limited, supporting each other is encouraged; at Silverland Tanzania Limited, Subordinates are empowered in terms of resources to undertake their activities; and employees who perform better are recognized at Silverland Tanzania Limited.

Table 6 above findings shows that out of 201 respondents, 189(93.4%) agreed about the big role of individualized consideration in enhancing employee's performance at Silverland Tanzania Limited, while 10(4.9%) were neutral and only 3(1.4%) disagreed. This result indicates that individualized consideration, from general point of view, has greater role in enhancing employee's performance at Silverland Tanzania Limited. Hence, much individualized consideration should be employed for stimulating employee's performance at Silverland Tanzania Limited.

Table 6: Descriptive Statistics on the Role of Individualized consideration on EP

Item	Strong disagree		Disagree		Cummul Disagree		Neutral		Agree		Strong agree		Cummul Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Coaching	0	0.0	4	2.0	4	2.0	10	5.0	93	46.3	94	46.8	191	93.0
Relationship	0	0.0	3	1.5	3	1.5	7	3.5	101	50.2	90	44.8	191	95.0
Support	0	0.0	2	1.0	2	1.0	8	4.0	87	43.3	104	51.7	191	95.0
Empowerment	0	0.0	2	1.0	2	1.0	15	7.5	81	40.3	103	51.2	184	91.5
Recognition	0	0.0	3	1.5	3	1.5	12	6.0	94	46.8	92	45.8	186	92.5

Agree = 189(93.4%), Neutral = 10(4.9%), Disagreed = 3(1.4%)

Source: Field data (2023)

In addition, each item of individualized consideration was analysed for its role in employee's performance. For instance, 93% of respondents agreed that at Silverland Tanzania Limited, coaching of subordinates has been conducted and is a continuous process, while 5% were neutral and only 2% disagreed. This means that coaching is important, and Silverland management views coaching as a crucial item to increase employee's performance. Also, 95% of respondents agreed that at Silverland Tanzania Limited, there is a close relationship between leaders and employees, while 3.5% were neutral, and 1.5% disagreed. This shows that the majority of respondents said that at silver land, there is a close relationship horizontally and vertically, which increases the sharing of experience and solutions for challenges while implementing their duties. In addition, 95% of the respondents agreed that Silverland Tanzania Limited employees support each other, while 4% are neutral, and only 1% disagreed.

Furthermore, 91.5% of respondent agreed that at Silverland Tanzania Limited, Subordinates are empowered in terms of resources to undertake their activities, while 7.5% were neutral, and 1% disagreed. Lastly, about 92.5% of respondents agreed that employees who perform better are recognized at Silverland Tanzania Limited, while 6% were neutral, and 1.5% disagreed. These result,s findings show that all items of individualized consideration enhanced employee's performance because a majority of respondents agreed on all items. The result from descriptive statistical analysis is also related to result from interviews. Most of the key informants who were senior manager agreed that considering

staff in various part of their duties are important to increase employee's performance. For example, a senior manager said that

"Employees have been considered much at Silverland Tanzania limited by providing them equipment that help employees to perform their activities. Employees are given working material such as computers and special clothes for supporting them to handle their activities well. Those employees better are recognized by giving them financial incentives. For example, in May this year 10 staff were recognized by giving them 1,000,000/= each as part of recognizing their better and attractive work which they performed previously. This kind of recognition affects their performance positively".

In addition to that, another key informant added that;

"Silverland Tanzania limited policy direct managements to support and help subordinates aiming achieving more. Therefore, all senior managers work close with subordinate staff and they assist wherever needed. But also, managers we always we make assessments to understand the behaviour and strength of employees which enables as to work with each one based on their strength and weakness" (Senior manager 3, 18/6/2023).

Furthermore, another senior manager explained that;

"The biggest support given to employees at Siliverland Tanzania Limited is provision of working tools and skills for machine

operation. Some employees they join here without enough skills of operating machine, as managements our role is to capacitate all employees to be aware with our working tools" (senior manager 4, 20/6/2023)"

These results indicate that individualized consideration has a great role in enhancing employee's performance at Silverland Tanzania limited. Thus, supporting employees, coaching, close relationships, and recognition are important to enhance employee's performance. Silverland Tanzania Limited management has to use these items towards increasing employees' performance as well as organizational performance. Idealized influence through effective communication within the Organization especially between employees themselves and with management is important as it creates a wide range of action during the implementation of various tasks, which results in higher performance.

Likewise, the study result agrees with Agola et al. (2019), who investigated the influence of individualized consideration leadership behaviour on employee performance in Small and Medium Enterprises in Kenya. The results showed that Individualized Consideration leadership behavior and Employee Performance in SMEs in Kenya

had a strong positive and significant correlation ($r(194) = .925, p < .000$) and a positive and significant relationship ($\beta = .925, t(194) = 33.669, p < .000$). The study concluded that high performance is achieved when the leader recognizes employees' efforts, creates confidence, encourage self-development practices, effective communication as well as mentoring and coaching.

The Role of Intellectual Stimulation on Employees' Performance

The researcher assessed the role of intellectual stimulation on employee's performance at Silverland Tanzania Limited. The researcher listed some of the basic questions, and the respondents were supposed to pinpoint their views by rounding their right choices against the right answers if they agree or disagree. The results were as shown in *Table 7*. The given statements were as follows: at Silverland Tanzania limited, Leaders promotes creativity during daily operations; at Silverland Tanzania Limited, Innovation is encouraged to all Employees; at Silverland Tanzania Limited, leaders are accessible all the time; and permanent solution to challenges is obtained at Silverland Tanzania Limited.

Table 7: Descriptive Statistics on the Role of Intellectual Stimulation on EP

Item	Strong disagree		Disagree		Cummul Disagree		Neutral		Agree		Strong agree		Cummul Agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Creativity	0	0.0	4	2.0	4	2.0	15	7.5	88	43.8	94	46.8	182	90.5
Innovation	0	0.0	5	2.5	5	2.5	13	6.5	93	46.3	90	44.8	183	91.0
Accessibility	0	0.0	0	2.5	5	2.5	11	5.5	96	45.3	93	46.3	189	94.5
Solution	0	0.0	1	0.5	1	0.5	16	8.0	87	43.3	97	48.3	184	91.5

Agree = 186(93%), Neutral = 14(7.0%), Disagreed = 4(1.8%)

Source: Field data (2023)

Table 7 findings indicate that, out of 201 respondents, 183(91.2%) of them agreed about the big role of intellectual stimulation in enhancing employee's performance at Silverland Tanzania Limited, while 14(7%) were neutral, and only 4(1.8%) disagreed. This result means that intellectual stimulation influences employee's performance at Silverland Tanzania Limited. Hence, much effort should be taken to implement

intellectual stimulation to increase employee's performance at Silverland Tanzania Limited.

In addition, out of 201 respondents, 90.5% agreed that at Silverland Tanzania limited, Leaders promote creativity during daily operations, while 7.5% were neutral, and only 2% disagreed. This means that creativity is important for Business Companies like Silverland Tanzania Limited for successfulness, productivity, and sales operations.

Also, out of 201 respondents, 91% agreed that at Silverland Tanzania Limited, innovation is encouraged to all Employees, while 6.5% were neutral, and 2.5% disagreed. Also, findings revealed that 91% of the respondents agreed that at Silverland Tanzania Limited, leaders are accessible all the time, while 5.5% were neutral, and only 2.5% disagreed. Likewise, 91.5% of respondents agreed that a permanent solution to the challenge is obtained at Silverland Tanzania Limited, while 8% were neutral, and 0.5% disagreed. The results from descriptive are also related to result from interviews. Most of the key informants agreed that intellectual stimulation enhanced employee's performance through creativity and innovation. The key informant said that asserted the quotation

"I have been working with my staff at this Industry for long period of time. Since I started working here, some employees joined here were not confidence enough, due to that we lacked their creative power and innovation. To make them being creative and innovative, management were building close relationship with such king of employees, supported them and with time creativity and innovation was well encouraged to them. Apart, from encouraging creativity and innovation, also we provide motivation to employees especially staff promotion which increases their wages, training, and some few tour" (Senior Manager 1, 26/6/2023).

During the interview, the key informant said that

"Within the Organization, employees are given training and are capacitated in terms of skills and new knowledge related to technological advancements. Training increases their capability of being creative and innovative all the time. Doing so it is an intellectual stimulation behaviour which increases their performance. The Organization also higher some expatriate who works with local employees whereby they learn from expatriate how to work with creative spirit. On view of motivation, organization policy and strategy direct senior

manager to cognize and motivate employees and always we are to motivate employees because they assist the company in achieving its objectives" (Senior manager 3, 22/6/2023).

Furthermore, the senior manager explained that;

"At Silverland, managers are accessible easily by employees and based on committed that permanent solution to each problem is attained. Working together between leaders and subordinates increases handling challenges timely with effective solution for the raised challenge. As managers our door is open to each employee and customers, we receive advice, comments and we accept challenges fro employees. We always become competent and work fully to employees and our Organization is doing better. In addition, we normally motivate employees to through training and financial incentives to make them being more committed at work" (Senior manager 4, 26/6/2023)"

This finding implies that at Silverland, the role of creativity is encouraged. Employee's increase their competence during daily operations through creativity and innovation. Leaders are accessible all the time without protocol, which increases the sharing of experience and helping each other. Also, sharing experience with employees enhances having permanent solutions to all challenges within the Organization during the operation. The staff creativity and innovation increases are important to increase the employees' output, and competence in the Organization. Thus, for Silverland to gain much profit and achieve its objectives, senior management should inspire and motivate its followers to increase performance through inspirational motivation.

The results are supported by Ngaither (2016), who examined the effect of intellectual stimulation and Individualized Consideration on the performance of staff in State Owned Enterprises in Kenya. The study found that intellectual stimulation was positively and significantly related to staff performance, $r(139) = .73$, $p < .00$, and significantly predicted staff performance, $\beta = .78$,

$t(145) = 3.38, p < .001$. The study concluded that Intellectual Stimulation and Individualized Consideration positively and significantly increased the performance of staff in SOEs in Kenya.

From the findings and discussion above, a key Driver of Performance and productivity is the applicability of intellectual stimulation. They provide a platform in which employees become innovative and creative, which increases effectiveness in performance. Management should employ intellectual stimulation to increase their performance in terms of productivity and sales.

The Significant Relationships of Variables: Multiple Regression Analysis

Multiple Regression analysis aimed at testing the study questions on what was the role of idealized influence on employees' performance at Silverland Tanzania Limited?; what was the role of inspirational motivation on employees' performance at Silverland Tanzania Limited?; what is the role of individualized consideration on employees, performance at Silverland Tanzania Limited?; and what is the role of intellectual

stimulation on employee's performance at Silverland Tanzania Limited? The focus of using multiple regression analysis was to establish the magnitude and significance of the regression coefficient from idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation as independent variables towards employees' performance at Silverland Tanzania as dependent variable. The relationship between the independent and dependent variables was based on the significant (p-values) of the variables.

Table 9 shows the summary model of regression analysis. The findings show that the coefficient of determination, which is an R square of 0.237, indicates that 23.7% of employees' performance was influenced by idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Findings in the model summary also show that the R coefficient is 0.487, meaning that there was a correlation of 48.7% between the independent and the dependent variables. This result indicates that the independent variables significantly influenced the dependent variable.

Table 8: The Model Summary of Objectives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 ^a	.237	.222	1.76246

a. Predictors: (Constant), IS, IC, IM, II

Source: Researcher, (2023)

In Table 9, the results also indicate that the dependent variable can be explained by the model to the extent of 23% (189.567 out of 798.398). This means that there are other variables that were not included in this study that can explain 76.3% (608.831 out of 798.398) of employees' performance at Silverland Tanzania Limited. The F value of 15.257 of the models produces a p-value of 0.000, which is less than the set significance level of 0.05 for normally distributed data. This means that the model was significant in explaining the relationship between transformational Leadership based on its four constructs, namely, idealized influence, inspirational motivation, individualized

consideration, and intellectual stimulation as independent variables towards employees' performance as dependent variable.

The result in Table 10 indicates that idealized influence had a positive role but was insignificant on employees' performance at Silverland Tanzania limited with ($\beta = 0.164, p = .0516$). The idealized influence had an insignificant role because the p value was greater than the p value threshold level, which is 0.05. Therefore, to answer the study question; what is the role of idealized influence on employee performance at Silverland Tanzania Limited? The study concluded that the role of idealized influence was positive but insignificant on employees'

performance at Silverland Tanzania Limited. In addition, the findings indicate that inspirational motivation had a positive and significant result on employees' performance at Silverland Tanzania limited. This is because ($\beta = .340, p = .000$) whereby β is positive with 0.340 and since the p value is less than 0.05. From this result, the study concluded that inspirational motivation had a positive and significant role in employees' performance at Silverland Tanzania limited.

Results also demonstrate that individualized consideration had a positive and significant contribution to employees' performance at Silverland Tanzania limited with ($\beta = 0.390, p = .000$). Individualized consideration had a significant role on employees' performance because p-value is less than p-value threshold level which is 0.05. Therefore, to answer the study question, which states that what is the role of individualized consideration on employees' performance at Silverland Tanzania Limited? The study concluded that the role of individualized consideration was positive and significant on

employees' performance at Silverland Tanzania Limited.

Furthermore, the findings indicate that intellectual stimulation had a positive but insignificant role on employees' performance at Silverland Tanzania limited with ($\beta = 0.30, p = .428$). Intellectual stimulation has an insignificant role because the p value is greater than the p value threshold level, which is 0.05. But the level of positivity role is also low. Therefore, to answer the study question; what is the role of intellectual stimulation on employees' performance at Silverland Tanzania Limited? The study concluded that the role of intellectual stimulation was positive but insignificant. Much work is required for intellectual stimulation to be positive. The result shows that currently, intellectual stimulation has low explanatory power to influence employees' performance at Silverland Tanzania Limited. That means the level of creativity, innovation, leaders' accessibility, and handling challenges was very low, which is why the findings show insignificant results.

Table 10: Coefficients Relationship of Objectives

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.757	2.649		2.551	.012
II	.164	.084	.127	1.967	.051
IM	.340	.075	.291	4.530	.000
IC	.390	.084	.296	4.665	.000
IS	.030	.038	.050	.795	.428

a. Dependent Variable: EP

Source: Researcher, (2023)

The dependent and independent variables were measured by using a 5-point Likert scale, which was found to be appropriate for regression analysis. The study constructed multiple linear models that were well-suited to this study. The functions which show the relationships were:

$$EP = 6.757 - 0.164II_i + 0.340IM_i + 0.390IC_i + 0.030IS_i + E_i$$

Where; EP = Employees' Performance, II = Intellectual Simulation, IM = Inspirational Motivation, IC = Individualized Consideration, IS = Intellectual Stimulation, E = Error term, i= Respondents

These findings entail that a unit change (1%) in the level of idealized influence led to a positive change of 0.164(16.4%) on employees' performance with p-values of 0.051, which is insignificant. Also, a unit change in inspirational motivation led to a positive change of 0.340(34%) in employees' performance at Silverland Tanzania Limited with a p-value of 0.000, which is significant. A unit change in individualized consideration led to a positive change of 0.390(39%) in employees' performance at Silverland Tanzania limited with a p-value of 0.000, which is significant. Lastly, a unit change (1%) in the level of intellectual stimulation led to

a positive change of 0.030(3%) in employees' performance at Silverland Tanzania Limited with a p-value of 0.428 which is insignificant since the p-value was above 0.05.

CONCLUSION

Multiple regression analysis was done and the result revealed that Inspirational Motivation and individualized consideration has positive and significant role on employees performance at Silverland Tanzania Limited. Inspirational Motivation with ($\beta = .340, p = .000$) and individualized consideration with ($\beta = 0.390, p = .000$). This study concluded that the use of inspirational motivation and individualized consideration influenced employees performance at Silverland Tanzania Limited. In-depth interview also confirmed that inspirational motivation and individualized consideration has influence on employee performance. While Idealized Influence and intellectual stimulation was seen to have positive role but insignificant on employee performance at Silverland Tanzania limited. Idealized influence with ($\beta = 0.164, p = .0516$) and intellectual stimulation with ($\beta = 0.30, p = .428$).

Recommendations

This study found that inspirational motivation and Individualized Consideration has significant role on employee's performance at Silverland Tanzania limited, therefore, silverland management should promote the use of all Individualized consideration and inspirational motivation elements so as to improve performance and increase productivity at Silverland Tanzania Limited. In addition, for items of intellectual stimulation and idealizes Influence which does not work to the influence employee's performance; therefore, Silverland Tanzania limited management should take initiatives to address all obstacles hindering the effectiveness of these items.

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