MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

AUTHENTIC LEADERSHIP, MOTIVATION AND EMPLOYEE PERFORMANCE IN KIGOMA/UJIJI MUNICIPAL IN TANZANIA

BY

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PLAN A

JULY, 2023

DECLARATION

I Bartazary Daud, declare that this work- "Authentic Leadership, Motivation and employee performance" is my original work and to the best of my knowledge, it has never been submitted to any University or Institution for any academic award.

Signed: _____ Date: 17/7/2023

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2019/HD10/21720T

APPROVAL

This is to certify that the research report on the topic; "**Authentic Leadership, Motivation and Employee performance**" has been under our supervision and is now ready for submission.

Signed: _____ Date: 17/07/2023

PROFESSOR NGOMA MUHAMMED

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ABSTRACT

This study examined the relationship between authentic leadership, motivation and employee performance in Kigoma/Ujiji municipal. The objective of study was to examine the relationship between: Authentic leadership and employee performance; motivation and employee performance; authentic leadership, motivation and employee performance.

A cross-sectional research design was applied along with a quantitative research approach. The study sampled 260 public servants selected sample random sampling from a total of 800 employees. The public servants were actual participants. Data was obtained using structured questionnaire, tested for validity by pre-testing and principle component analysis. Reliability was using Cronbach's Alpha Coefficient. Data was analyzed using SPSS (v.20) to obtain the descriptive and inferential statistics used to interpret finding.

The findings obtained a positive relationship between authentic leadership and employee performance. The findings found out that motivation and employee performance are positively related. More study, the findings found out that authentic leadership, motivation and employee performance are significant related.

This study provides evidence that authentic leadership is fundamental in stimulating employee performance. The study also concludes that motivation significantly explains variations in employee performance. This will make employees becomes loyal and determined to execute their responsibilities as expected.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter entails the background, statement of the problem, purpose of study, objectives of the study, research questions, significance of the study, and conceptual framework.

1.2 Background of study

Employee performance is a key for any institute to success or failure. Many organizations are now focusing on employee performance as a major winning strategy for ensuring that their business thrives (Rajalingam & Jauhar, 2015). The changing working environment has even made it increasingly necessary for organizations to seek employee who are highly dependable, policy compliant and employees who can easily adapt to change (Gul, 2015). As such, it is important for employers, managers and directors to know how best they can get out of their employees. From a number of empirical studies, factors such as authentic leadership, motivation and employee performance have attracted much attention (Gul, 2015; Osei & Ackah, 2015; Pourbarkhorkhardari, Zhoul & Pourkarim, 2016; setyaningdyah, Kertahadi & Thoyib, 2013).

Osei and Ackah (2015) indicate that authentic leadership is able to overcome the employee deficiency which increases potential to meet their expectations. Authentic leadership facilitates innovation and creativity necessary for enhancing employee productivity (Setyaningdyah., et al, 2016). Authentic leadership also enables employees to make decisions which they perceive important in enhancing their efficiency and effectiveness. Motivated employees further exhibit spirit of accountability to stimulate individual performance (Awamleh, 2013). Jafri and Lhamo (2013) also reveal that motivated employees` psychologically attachment and a sense of belonging and performance towards organizational goals. Employee behavioral tendencies such as lateness, absenteeism and turnover also reduce with increase in commitment to stimulate individual employee performance (Snyder & Burke, 2012).

However, many civil servants in Kigoma/Ujiji Municipal are not meeting their expectations (Ssenkabirwa, 2014). Investigations by the central government under ministry of labor, youth and people with the special needs indicate that most civil servants within Kigoma/Ujiji Municipal dodge their responsibilities, moreover the rate of absenteeism among civil servants

without clear reason has also intensified. In 2017 stood at 20.3 %, although this increased to 22.4% to an end of 2018 (Kigoma/Ujiji Local Government report, 2019). In 2015, it is reported that in most of the target in service delivery and internal revenue were not met due to the poor employee performance and lack to motivation and poor visionary leadership in transforming the civil servants (Kigoma/Ujiji Local Government report, 2015).

2015, Kigoma/Ujiji municipal ranked the most poor performing municipal in Tanzania in service delivery compared to the other Municipals in Tanzania, this is due to the poor leadership of the civil servant that focus on political affiliation rather than service delivery to the citizens (President Office, Regional Administrative and Local Government report, 2015). The report addressed that Kigoma/Ujiji municipal should increase and improve service delivery through applying and be authentic leaders to make sure they motivate the employees that will improve job performance.

1.3 Problem statement

The employee performance within Kigoma/Ujiji municipal is continuing to decline, this has manifested in the low-level dependability, adaptability and policy compliance which has characterized within the civil servant in Kigoma/Ujiji municipal. It is evident that most of the civil servants do not attend well their responsibilities, neither do not complete their task on time. Moreover, frequent absenteeism has increased within Kigoma/Ujiji municipal, President Office, Regional Administrative and Local Government report, (2017). It is also observed that there is lack of commitment, interpersonal conflicts, failure to follow municipal rules and regulations Mwesiga, (2005). It is likely that the deteriorating civil servant performance may be attributed to inadequacy to meet target goals where they are unable to deliver accordingly to the policy due to the inadequate authentic leaders, lack to motivation which results to the poor job performance.

1.4 Purpose of the study

The purpose of the study is to examine the relationship between authentic leadership, motivation and employee performance**.**

1.5 Objectives of the study

i. To examine the relationship between authentic leadership and employee performance.
ii. To examine relationship between motivation and employee performance.

iii. To examine the extent to which authentic leadership and motivation predict employee performance.

1.6 Research questions

i. What is the relationship between authentic leadership and employee performance?
ii. What is the relationship between motivation and employee performance?
iii. What is the extent to which authentic leadership and motivation predict employee performance?

1.7. Scope of the study

1.7.1. Subject Scope

The content scope for the research proposal is the relationship between authentical leadership, motivation and employee performance in Kigoma/Ujiji Municipal in Tanzania.

1.7.2 Geographical Scope

The geographical scope of the study is selective and focused on a cross section of Kigoma/Ujiji Municipal because it is the local government and administrative unit of the country (United Republic of Tanzania).

1.8 Significance of the study

i. This study could be used by the ministry of labor, youth and special needs in Tanzania and Uganda to establish the influence of variables of authentic leadership, motivation and employee performance. This could guide to revising labor laws of the country.
ii. Civil servants in municipalities may benefit from the finding herein when policies and practices for boosting authentic leadership, motivation and employee performance could be adopted among the municipalities.
iii. Future research may use the findings herein as a source of references where they conduct similar study or where they conduct a study containing one of the variables tacked herein.

1.9 Justification of the study

The study investigated the relationship between authentic leadership, motivation and employee performance among higher and lower management within the municipality. This will help to find out whether authentic leadership and motivation has any influence on employee performance in municipalities level. This showed importance to improve on the employee performance in municipalities in the local government worldwide.

1.10 Conceptual framework

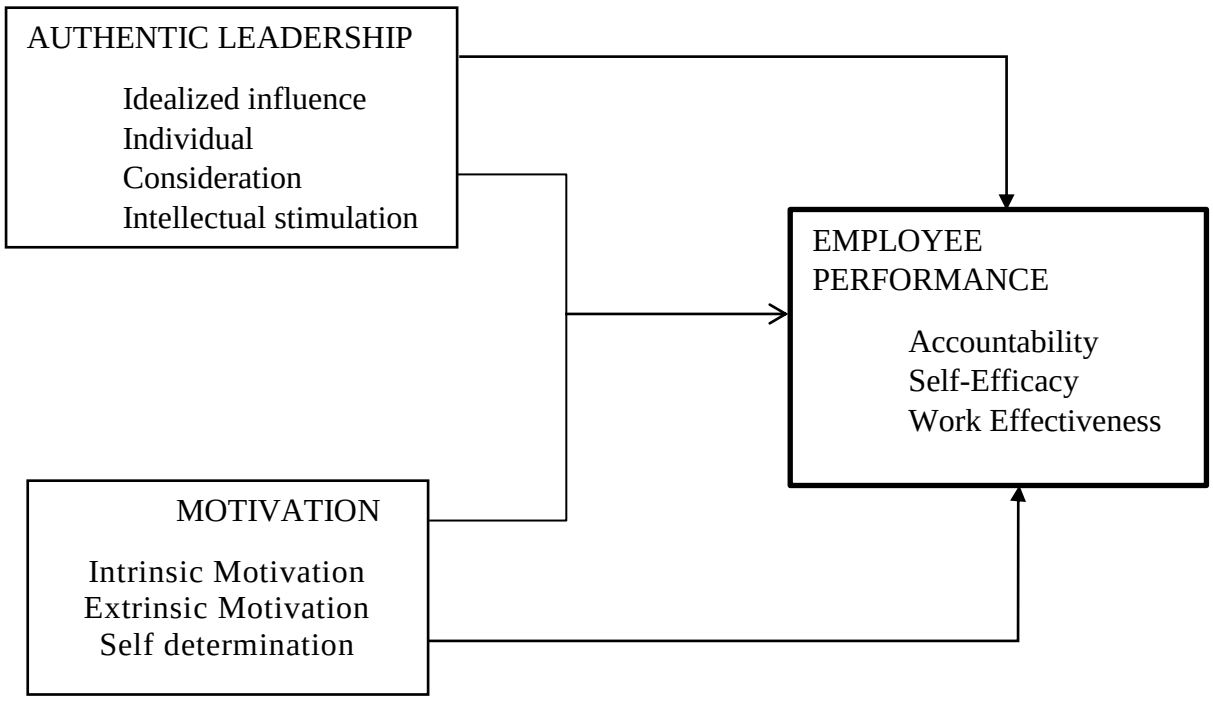

Figure 1: The conceptual framework

Source: modified from literature review (Gardner et al., 2011; Joo & Lim, 2013; Craig, 2008; Awamleh, 2013).

The conceptual framework (Figure1) above reveals that employee performance can be influenced by variables such as authentic leadership and motivation. The model postulates that authentic leadership can directly determine employee performance. Also, the model indicates that motivation has the ability to influence employee performance directly. Further, the conceptual framework postulates employee performance as well as relationship between authentic leadership, motivation and employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of literature in relation to the objectives in order to identify the agreement and disagreements therein. The objectives of this study are examined the relationship between; authentic leadership and employee performance; motivation and employee performance. The study further examined the joint effect of authentic leadership, and motivation towards job performance. A review of theoretical and empirical literature is also covered in this chapter.

2.2 Theoretical Review

The Great Man Theory

The Great Man Theory hypothesizes that true leaders are born and not made. Leaders have an inherent capacity to rise to the occasion when needed either through charisma, intelligence, wisdom or some other parameter. The theory was given prominence by Scottish writer named Thomas Carlyle in the 1840`s. He felt that heroes used their personal attributes or divine intervention to shape history. His most famous quote "The history of the world is but the biography of great men", reflected his belief concerning leaders being born not made (Carlyle, 1888).

The Great Man Theory was popular with professional historians in the 1900`s. The term Great Man was used in this era because of the association of male to Authentic leadership roles. The mythology behind some of the world`s great leaders helped support the thought that great leaders are born not made. After all, leaders such as Abraham Lincoln, Julius Caesar, Mahatma Gandhi, and Alexander the Great could not have been taught to lead in the way that they did. As a research and study of personalities and behavior progressed this theoretical thought fell out of favor with historians after World War II.

Good Authentic leadership plays a number of different roles in employee performance, all of which require trust and good working relationships with local people and professionals. In order to establish good support leaders, need time, resource and authority to guide the employee performance. Flexibility is critical in the way leaders interpret their own and others` roles and in the activities they undertake. Authentic leadership offer management and

the inter-community to ensures employee performance. However, most municipalities faced poor accountabilities thereby depicting a challenge in Authentic leadership. This threatens survival of the job performance. Some Municipals are trapped in mismanagement which hinders the natural development of the service delivering. Poor Authentic leadership has led to over dependence on whom you know in service delivering in to a dependency syndrome which is threatening the employee performance.

Transformational leadership Theory

The theory needs a leader who works with teams or followers beyond their immediate self-interests to identify needed change, creating a vision to guide the change through influence, inspiration, and executing the change in tandem with committed members of a group; This change in self-interests elevates the follower's levels of maturity and ideals, as well as their concerns for the achievement (Odumeru and Ogbonna, 2013). Transformational leadership theory encourages leader behaviors influence followers and inspire them to perform beyond their perceived capabilities, inspires people to achieve unexpected or remarkable results. It gives workers autonomy over specific jobs, as well as the authority to make decisions once they have been trained. This induces a positive change in the followers' attitudes and the organization as a whole. Transformational leaders typically perform four distinct behaviors, also known as the four I's. These behaviors are inspirational motivation, idealized influence, intellectual stimulation, individualized consideration.

Transformational leadership theory serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms, these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project, challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, which allows the leader to align followers with tasks that enhance their performance. The theory also explains the importance to understand the qualities of transformational leadership which can help to bring and motivate the workers in the organization (Bass, 1996). It enhances commitment, involvement, loyalty, and performance of followers. Followers exert extra effort to show support to the leader, emulate the leader to emotionally identify with him/her, maintain obedience without losing any sense of self esteem

Agency theory

Agency theory extends the analysis of the firm to include separation of ownership and control, and managerial motivation. In the field of corporate risk management agency issues have been shown to influence managerial attitudes toward risk taking and hedging (Smith and Stulz, 1985). Theory also explains a possible mismatch of interest between shareholders, management and debt holder due to asymmetries in earning distribution, which can result in the firm taking too much risk or not engaging in positive net value project (Mayers and Smith, 1987). Consequently, agency theory implies that defined hedging policies can have important influence on firm value (Fite and Pfleiderer, 1995). The latter hypotheses are associated with financing structure, and give predictions similar to financial theory.

Managerial motivation factors in implementation of risk management have been empirically investigated in few studies with negative effect (Faff and Nguyen, 2002; MacCrimmon and Wehrung, 1990; Geczy et al., 1997). Notably, positive evidence was found however by Tufano (1996) in his analysis of the mineral mining industry in the US. Financial policy hypotheses were tested in studies of the financial theory, since both theories gives similar predictions in this aspect. However, the bulk of empirical evidence seems to be against agency theory hypotheses however. Agency theory provides strong support for a response to mismatch between managerial incentives and stakeholder interests.

2.3 Authentic leadership and employee performance

The description how the aspect of the situation moderates the effect of leader`s behaviors on the employee performance of an individual or group from contingency theories brings out the need to have Authentic leadership Bass, (2018). According to McMillan (2020), argues adoptability and complexity management is the ability to modify ones thinking, attitudes, or behavior to be better suited to current or future environment and the ability to handle multiple goals, task and inputs while understanding and adhering to constraints of time, resource and systems for example organizational technology. The need of adoptability Authentic leadership has been critical in ensuring that there is organizational learning of the current and future requirement (Yukly, 2009). Adopt systems inculcate flexibility in an organization which makes it easy for employees to open up and share their ideas freely with top management and other colleagues (Gardner et al., 2011). The removal of barriers and constant interaction allows for accumulation of knowledge, people meaningfully explore

issues and quickly formulate solutions creating stability in an organization that enhance progress (McMillan, 2020).

In what is responsible global Authentic leadership and how can it be developed? Gardner, *et al.,* (2011). Hinted that adaptive Authentic leadership is an iterative process involving three key activities observing events and patterns around you, interpreting what you are observing developing multiples hypotheses about what is really going on and designing intervention based on observation and interpretations to address the adaptive challenge you have identified. Drawing from McCallum and O`Connell, (2009) study, there are ten leader qualities, from most critical to least, included passion for results, brings out the best in people, adoptability, authenticity, culture fit, conceptual thinking, negatives ambiguity, learning agility, receptive to feedback, and motivation to lead.

Developing change through authentic leadership response skill can enhance competitive advantage and organizational sustainability with employee engagement in the Centre of it (Zaccaro & Banks, 2015). Additionally, developing a change Authentic leadership capacity can be a significant undertaking for an organization therefore differentiating between change roles is required like to minimize workplace anxiety (King & Wriht, 2017). Leaders' responses to employee have studied to show that employee engagement is a form stakeholder management and there is need for an Authentic leadership response with the employee expectation (Foster & Kaplan, 2019).

Leaders have succeeded in navigating complexity by choosing to look at their challenging situations honestly and appreciatively. They have adopted themselves to letting go of what no longer serves them and encouraging what is good for the new order to flourish. A study conducted by economist Intelligence Unit (2018), showed that the top three Authentic leadership qualities that will be important over the years ahead include: the ability to motivate staff, the ability to work well across cultures and the ability to facilitate change. The least important were technical expertise and bringing in numbers. As a leader, it is therefore crucial to make concerted effort to understand people of different cultures, and cultural adaptability has become an Authentic leadership imperative.

McDade (2014) indicated that individuals with good management skills are considered to be good leader and therefore, through their Authentic leadership organizations are steered to prosperity. Precise nature of Authentic leadership and its relationship to key criterion variables such as subordinate satisfaction, commitment, and performance is still uncertain,

Authentic leadership does remain pretty much of a `Black box` or unexplainable concept. However, not all leaders are good managers. Therefore, in the guest to establish effect of management skills on municipal civil servants, Authentic leadership should be distinguished from management. Chemers & Mahar, (2014) indicated that management involves planning, organizing, staffing, directing, and controlling, and a manager is the one who performs these functions. A manager has formal authority by virtue of his or her position or office. Authentic leader, by contrast, primarily deals with influence, Gilson and Harter (2014). A manager may or may not be an effective leader. A leader`s ability to influence others may be based on a variety of factors other than his or her formal authority or position Andriessen & Drenth, (2012).

2.4 Motivation and employee performance

The relationship between motivation and employee performance has attracted a lot of attention. Notable, empirical study by Nzuve and Bakari (2012) carried out from Kenya obtained that motivation stimulates employee`s willingness whenever employees are motivated. This is because employee`s are provided with the opportunities to make own decisions which they consider as appropriate for stimulating individual performance, this is consistent with Awamleh (2016) who noted that employee motivation enables employees to understand his or her job and autonomy for employees to take own decisions based on analysis of institutions without necessarily having to rely on the decisions by immediate supervisors. This improves employee performance in the long term. In the same context, Appelbaum *et al.,* (2014) emphases employee empowerment increases a spirit for accountability, along with the freedom to make decisions. Besides, employee who are allowed to engage in decision making develop a positive attitude towards their work, which increases their willingness to meet goals and objectives timely.

Several scholars such as Awamleh, (2013) and Shajari, (2013) consistently highlight that motivated employees are able to find solution to difficult task and responsibilities which increases on their possibilities of performing in accordance to their expectations. However, empirical study by Pourbarkhordar *et al.,*(2016) established that motivation especially within its initial stages of implementation would have a negative impact on employee performance. Nevertheless, Caastellano, (2015) postulate that motivation is a key practice which cannot be sidelined when it comes to boosting employee performance. From the aforementioned literature, there is a general consensus that motivation enhances employee performance. While this is the case, none of the above studies ably addresses the relationship between the

two variables within the performance set up Armstrong, (2014). As such, there is need to understand whether motivation which been hailed in other sector is equally important when it comes to the municipal performance. However, few studies seem to reject that there is a positive relationship between motivation and employee performance.

2.5 Authentic Leadership, Motivation and Employee Performance

Authentic leadership and motivation are considered vital factors in enhancing employee engagement (Spector, 2015). Although much of the literature highlights the direct relationship between employee performance and motivation, the role of motivation is the joint effect in the relationship between teamwork and employee engagements seems to have been ignored.

Whereas studies have indicated that authentic leadership leads to employee performance, often times, motivation is required to play a mediating role for instance, Salau et al., (2014) find that teamwork cannot be enough to have a successful employee engagement because each fills the gap of the other and this closed the blame from each side and helps them to work towards their mistakes and improve the engagement.

Majority of scholars seems to see a positive relationship between the authentic leadership, motivation and employee engagement, Jenica, (2017), Tahir et al., (2011), conducted a study on public and private banks of Zimbabwe. The results indicate positive relationship among teamwork, task autonomy, task involvement and recognition towards employee engagement. Employee from public sector service organization is not satisfied with chances and opportunities to learn more, whereas, employee from private sector service organizations is more satisfied. A survey on American workers investigated 16 aspects of team work and worker's motivation respondents chose inter work, interesting work and enjoying an opportunity to learn new skills. Armstrong, (2006).

Another study examined the importance of job security in organization by selecting a sample of 104 employees from the central personnel office of a large state agency. Job security was found as an important factor related to both intrinsic as well as extrinsic motivation (Awadh and Saad, 2013). Job security was considered a fundamental requirement as compared to other factors especially in banking sector but was being mediated by motivation.

Extrinsic rewards such as cash bonus can therefore, increase intrinsic motivation Jenica, (2014). Increase interest of researchers in the field of team work and motivation has proved that most employers communicate job appreciation very poorly. According to Jenica, 80% of

supervisors stated that they frequently express appreciation to their subordinates. Whereas, 20% of the employees declare that, supervisor express appreciation occasionally. It is also evident that hard workers employees at daily operation unit are rarely recognized by supervisors. Therefore, managers must recognize the importance of appreciation and recognition in term for better engagement in their job.

Khan, Farooq and Khan (2010) analyzed the role of teamwork in motivation employees in commercial banks of Kohat, Pakistan which later leads to employee's engagement. Four predictor variables (payment, promotion, benefits and recognition) were used to analyze variance in employee engagement. A sample of 200 commercial banks employees was surveyed. The results of the study indicated 71% variance explained by predictor variable in employee engagement. Promotion and recognition when applied by leaders in teamwork showed greater effect an employee engagement as compared to payment and benefits. Tahir et al (2011) worked on the compensation instruments in teams which were use as the factors for motivation in the banking sector of Zimbabwe. Qualitative research was carried out interviewing 50 employees from National Bank of Zimbabwe, the results show that employees were motivated both by the intrinsic as well as extrinsic factors and direct relationship were found between compensation management and employee motivation. In another study Tahir et al (2010) tried to find out the comparison between intrinsic and extrinsic factors of motivation in banking sector of Zimbabwe. Teamwork, Intrinsic and extrinsic factors were considered as independent variables and employee engagement as dependent variables. An unstructured interview was conducted from 20 officers of banks in Pakistan. The research identified positive direct relationship between dependent and independent variables he results added that teamwork (such as sharing vision, communication and leadership), extrinsic factors (such as basic salary, bonus) and intrinsic motivation factors (such as work environment, training and development) pay role of engaging employees in banking sector of Zimbabwe.

Few studies have examined the negative relationship about antecedent, predictors and outcome variables of teamwork, motivation and employee engagement. Studies show that employee engagement shares an important relation with organization out comes and overall performance Deci, and Ryan, (2012). Four out of every five employees worldwide are not delivering their full potentials to help their organization even when teamwork and motivation are employed Baker, (2011). Study of Christian, Garza and Slaughter (2011) clarifies the role of teamwork as a motivational construct which is related to contextual and individual factors.

The study also suggests that there is some alignment between work engagement and motivational factors of the work context. Kahn (2010) and Tak HJ, et al., (2017). Also relate employee engagement to motivation. Fair lie (2011) also suggest that meaningfulness of work motivation and employee engagement is overlooked in the relationship between teamwork and employee engagement in organizations, engagement has been associated with intrinsic aspects of motivation from organizational and contextual factors, but there is very little empirical research exists that make use of motivational factors along with engagement, whereas in study by Mohamed and Abukar (2013) on the impact of organizational culture on employee performance and productivity, there result showed a positive association between Authentic leadership, motivation and employee performance.

2.6 Summary of the Literature and Empirical Gaps

Employee performance has been observed as a major aspect in organizational behavior. It is evident that employees are regarded as one of the major resource and key determinant for achieving organizational goals and objectives. Accordingly, scholars are seeking ascendants which organizations should capitalize to stimulate employee performance. Herein, factors of Authentic leadership and motivation, have received a lot of attention. Available literature emphasizes that for employees to perform, they must have the necessary skills, abilities and knowledge. At the same time, scholars express that motivation matter in stimulating employee performance as a result of boosting employees` involvement in decision making. Further, scholars highlight the need to focus on increasing motivation of employees. They reveal that once Authentic leadership is associated with high determination and aggressiveness to cause an impact within an organization. Nevertheless, it appears like the relevance of motivation, Authentic leadership in causing significant variations in employee performance is ignored in most developing countries. Most of the articles available are for studies which have been conducted in other countries other than Tanzania. One would therefore wonder if the findings in empirical rich areas apply to a country like Tanzania. This empirical gap is what the current study focused.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focuses on the research design, study population, sample size and sampling procedures, data sources, data analysis tool and ethical considerations.

3.2 Research design

The study used a cross sectional and quantitative survey design to answer all research questions and examine the impact of authentic leadership and motivation on employee performance in Kigoma/Ujiji Municipal in Tanzania. A cross sectional design was chosen because it investigated a phenomenon at one point in time and helped in this study because of the limited time (William, 2014).

The conceptual framework served as an organizing model for the research question/hypotheses and the enter data collection procedure (Cooper, Schindler, & Sun, 2006).

3.3 Study Population

The study population was referred to civil servants and public government agencies within Kigoma Municipal (Abaho, Aarakit, Ntayi, & Kisubi, 2017). The study population consisting 10 agencies in a various subsector within Kigom (Abaho, Aarakit, Ntayi, & Kisubi, 2016).

The unit of analysis was selected wards office, division and Municipal office, Tanzania Electricity Supply Company

3.4 Sample size

In this study, a sample size of 260 Kigoma/Ujiji municipality was selected using the Krejcie & Morgan (1970 sampling table (appendix 2) with an employee for estimated sample size of 800 employee.

3.5 Sampling Procedure

This involved multistage sampling, the study area was stratified into divisions. From each division a list of agencies was obtained. A total of 10 agencies were then selected using simple randomly sampling. Out of each agency, 26 individuals were selected using sample randomly.

3.6 Data Sources

Primary data was obtained by survey; self-administered questionnaires to the respondents following systematic procedures. This was preferred method owing to its ease-of-use and quickness in collection data. In addition, it was relatively inexpensive, and provided ease of data analysis across a wider population size. These were administered directly with respondents. Secondary data was obtained from articles, journals, books and reports.

3.7 Data Analysis Tools.

3.7.1 Data Collection Instrument

A self-administered questionnaire will be used to collect data from the respondents. All variables were measured using a five-point Likert scale. The same data was analyzed using descriptive statistic, correlation to establish relationship between the variables and regression to establish degree of predictive power upon the independent variable.

3.7.2 Measurement of the Variables

The variables covered in this study are Authentic leadership, Motivation and Employee performance in Kigoma/Ujiji Municipal.

Authentical leadership was measured by three constructs; Idealized influence, Individual Consideration and Intellectual stimulation of care of basing on the Authentic leadership Scale (ALS) were developed by Brown, Trevino, & Harrisson (2005) and Kalshoven, Den Hartog, & De Hoogh (2011). This was secured on the 5-point Likert scale strongly Disagree (1) to Agree (5)

Motivation was measured by three constructs; Intrinsic motivation, Extrinsic motivation and Self-determination band on (Northhouse, 2011) and secure on 5-Point Likert ranged from strongly disagree (1) to strongly agree (5).

Job performance was measured using three constructs; Accountability, Self-efficacy and Work effectiveness basing on the scale developed by Murphy, Trailer, & Hill (1996) and adopted for relevance of this study, anchored on the 5-point Likert scale ranged from strongly disagree (1) to strongly agree (5).

3.7.3 Reliability of the Research Instrument

The reliability (internal consistency and stability) of the instruments was measured using Cronbach's Alpha Coefficient that all will exceed the minimum acceptable alpha coefficient of 0.6 (Dennick & Tavakol, 2011)

Case Processing Summary			
		N	%
Cases	Valid	229	88.1
	Excluded a	31	11.9
	Total	260	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.959	81

Questionnaires were developed in harmony with the guidelines from Boynton & Greenhalgh (2004) regarding using existing instruments, approvals presentation of the questions, sample selection etc.

The validity of the instrument was further measure using face validity by the supervisors' comments on the questions developed.

3.7.4 Data Processing and Presentation

Statistical treatment of the captured primary data involved prior sorted, edited, classified, and code into a coded sheet.

Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 20 for descriptive and inferential analysis of measurable relationship between the study variables.

The 5point Likert scale was collapsed into 3 outcomes as follows: 1 Strong Disagree (SD) and 2. Disagree (D) were collapsed into Disagree, whereas 3 Not Sure (NS) and 4. Agree (A) and 5 Strong Agree (SA) into Agree.

SD	D	NS	A	SA
1	2	3	4	5

Descriptive statistics were obtained for each of the 3 constructs of Authentic Leadership, Motivation and employee performance.

Total score was also calculated for each variable, then a linear regression analysis was used to establish the relationship between the outcome (performance) and the prediction (Authentic leadership, Motivation) statistical significance was declared at

$$\frac{P < 0.05}{95\% \text{ Coefficient level}}$$

3.8 Ethical considerations

The major ethical consideration anticipate in this study was ensured privacy of the subjects and confidentiality of their information. To ensure privacy; the subject was informed upfront that indeed their names will not be required and they have right to leave questions unanswered for which they do not offer the requisite information, and the researcher did not put the respondent under pressure, and the purposes of this research is for the academic matters and was treated confidential.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDING

4.1 Introduction

This chapter presents the empirical finding based on themes generated from the study objectives. The chapter focuses on the background information of respondents, characteristics of the variables, and the relationship between the variables of authentic leadership, motivation and employee performance in Kigoma/Ujiji municipal in Tanzania.

4.2 Demographic Characteristics of the Respondents

This section presents respondents` background which included gender, age, education, marital status, duration of employment working at Kigoma/Ujiji Municipal experiences in Institution.

4.2.1 Sex/Gender of respondents

The results in the table below show the distribution of respondents based on their sex/gender.

Table 4.1: Demographic Respondents

Demographic Characteristic	**Category**	**Frequency**	**Percent**
Gender of respondent	Male	155	59.6
	Female	105	40.4
	Total	**260**	**100**

Source: Primary data (2020)

The table indicated that 59.6% of the respondents who participated in the study were males and 40.4% of the respondents were females. This shows that Kigoma/Ujiji Municipal more males than females. This may imply that finding employment may be harder for women that it is for men. This may be explained in social roles women play in their homes but needs further research to establish cause and hopefully increase the engagement of women in Kigoma/Ujiji Municipal.

4.2.2 Age of respondents

The results in table below show the distribution of respondents based on their age.

Table 4.2: Age of respondents

Demographic Characteristic	Category	Frequency	Percent
Age	24-34	118	45.4
	35-45	104	40
	46-55	38	14.6
	Total	**260**	**100**

The table depicts that 45.4% of the respondents are in the age group between 24-34 years, 40% fall between 35-45 years, while the lowest proportion of the age group are above 46-55 years, reflects only 14.6 years of the employee of Kigoma/Ujiji Municipal. This implies that people aged between 24-45 account for the majority (85.4%) of the civil servants may be ideal group to aim toward employee performance. This is however also a concern for the retirements, other demographic factors and further research could reveal why have such low representation in Kigoma/Ujiji municipal level.

4.2.3 Highest Level of Respondents` Education

The results in the table below show the distribution of respondents based on their level of education.

Table 4.3: Highest Level of Respondents` Education

Demographic Characteristic	Category	Frequency	Percent
Education of respondent	Certificate	12	4.6
	Diploma	55	21.2
	Bachelor	141	54.2
	Masters	45	17.3
	PhD	7	2.7
	Total	**260**	**100.0**

Source: Primary data (2020)

According to the measure of highest education, majority of civil servants in Kigoma/Ujiji municipal are led by bachelor degree holders (54.2%). However, this implies that despite having this positive academic status, there exist a practical competence gap that hinders academic theory from translating as a high advantage in actual performance in Kigoma/Ujiji municipal.

4.2.4 Marital Status of respondents

The results table below show the distribution of respondents based on their marital status

Table 4.4: Marital status of respondents

Demographic Characteristic	**Category**	**Frequency**	**Percent**
Marital of status	Single	93	35.8
	Married	149	57.3
	Divorced	11	4.2
	Widowed	7	2.7
	Total	**260**	**100.0**

Source: Primary data (2020)

The table depicts that 57.3% of respondents are married, 35.8% are single, 4.2% are divorced and 2.7% are widowed. The majority representation suggests that Kigoma/Ujiji municipal a led by married and unmarried employee, which in one way or the other impacts on their performance.

4.2.5 Duration of respondents` employment at Kigoma/Ujiji municipal

The results in this table below show the distribution of respondent on their duration of employment at this municipal.

Table 4.5: Duration of respondents` employment at Kigoma/Ujiji municipal

Demographic Characteristic	Category	Frequency	Percent
Duration of employment at Kigoma/Ujiji Municipal respondent	5-9	136	52.3
	10-15	45	17.3
	16-20	23	8.8
	21- above	56	21.5
	Total	**260**	**100.0**

Source: Primary data 2020

The highest percentage (52.3) of respondents have been employed in Municipal in the range of 5-9 years, these results reflect that the highest percentage of employee are likely learning on the job and building from their limited work experience in the field, which may serve to explain the current of poor employee performance in Kigoma/Ujiji Municipal.

4.3 Authentic leadership

Under this section, the independent variable (Authentic Leadership) was examined using a range as per section B of the instrument (Appendix I). Authentic Leadership was conceptualized according to Idealized influence, Individual consideration and Intellectual stimulation. The 5point Likert scale was collapsed into 3 outcomes as follows: 1 (Strongly Disagree) and 2 (Disagree) were collapsed into Disagree (1) whereas (2) into Not sure, 4 (Agree) and 5 (Strongly Agree) into Agree (3).

Table 4.6: Descriptive statistics on Authentic Leadership

No	Statement	Disagree N (%)	Not Sure N (%)	Agree N (%)
	Idealized influence			
1	He/ She is viewed as a symbol of success and accomplishes	53(20.4)	13(5)	194(74.6)
2	Are trustworthy takes decisions based on moral and ethical principles?	46(17.7)	21(8.5)	193(74.2)
3	Decisive when required, prepared to talk difficult decision, self-confident and resilient to set back	66(25.4)	23(8.8)	169(65.0)
4	Accessible to staff at all levels	38(14.6)	22(8.5)	200(76.9)
5	Has a wide network of links with other institutions and stakeholders	42(16.2)	20(7.7)	198(76.2)
6	Sensitive to political pressure that members face, understands the political dynamics of leading group and can work well with elected member to achieve results.	46(17.7)	26(10.0)	188(72.3)
7	Keeps people informed of what is going on	47(18.1)	194(74.6)	19(7.3)
8	Keeps in touch using face to face communication	31(11.9)	24(9.2)	205(78.8)
9	I have complete faith in his/ her ability	55(21.2)	25(9.6)	180(69.2)
10	Make me proud to be associated with him/ her	50(20.2)	22(8.5)	183(70.4)
	Individual Consideration			
1.	I can talk openly with Vice Chancellor, Director General, Mayor, Human Resource, Head of Department or my immediate supervisor	32(13.1)	15(6.8)	226(86.9)
2.	He/ She treat me with respect	49(18.8)	3(1.2)	208(80.0)
3.	He/ She provide advice to me when I need it.	35(13.5)	7(2.7)	215(82.7)
4.	He/ She is ready to instruct or coach me whenever I need it	43(16.5)	7(2.7)	207(79.6)
5.	He/ She supports me in matters of discipline unreasonable demands from parents	49(18.8)	12(4.6)	199(76.5)
6	He/ She express appreciation when I do a good job	38(14.6)	8(3.1)	211(81.2)
7	He/ She I let me know what is expected and provides feedback on job performance	49(18.8)	11(4.2)	200(76.9)
8	He/ She trusts me to take decisions/initiatives on important issues	56(21.5)	8(3.1)	195(75.0)

9	There are institutional procedures to orient new staff	58(22.3)	10(3.8)	192(73.8)
10	New staff get helped from colleagues	46(17.7)	14(5.4)	200(76.9)
	Intellectual stimulation			
1.	He/ She encourage me to come with new ideas	65(25.0)	13(5.4)	182(70.0)
2.	Encourages people to think of wholly new approaches/ solutions problems and encourages strategic rather than short term thinking	53(20.4)	13(5.0)	194(74.6)
3.	Makes an effort to involve me in decision affecting my work	66(25.4)	17(6.5)	177(68.1)
4.	Staff are involved in decision making that affects their work	76(29.2(	15(5.8)	169(65.0)
5.	He/ She requires that I bark up my opinions with good reasoning	52(20.0)	10(3.8)	195(75.0)
6.	Places strong emphasis on careful problem solving before taking action	62(23.8)	18(6.9)	174(66.9)
7.	Gets me to look at problem as learning opportunities	47(18.1)	15(5.8)	198(76.2)
8.	Enables me to think about old problems in new ways	44(16.9)	11(4.2)	199(76.5)
9.	Makes it easy for me to admit mistake	45(17.3)	18(6.9)	197(75.8)
10.	Provides me with reasons to change the way I think about problems	42(16.2)	18(6.92)	199(76.5)

Source: Primary data 2020

4.3.1 Authentic leadership score

Out of the 10 questions in each construct for authentic leadership, the maximum possible score being 50, the maximum score obtained by the respondents was 40 for all of them whereas the least score was 10 with an average of 28.56, 27.75 and 27.5 for a b and c respectively as shown in the table 2 below. Overall, the maximum possible score was 150 for authentic leadership as a whole.

Table 4.7: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Idealized influence score	260	10	40	28.5538	5.84492
Individual consideration score	260	12	40	27.75	5.09552
Intellectual stimulation score	260	10	40	27.5269	5.86489
Authentic leadership	260	35	112	83.8308	15.68987
Valid N (listwise)	260				

Source: Primary Data 2020

4.4 The relationship between Authentic Leadership and employee performance

The first objective was to assess the relationship between Authentic Leadership and Employee performance, the results below show there was a positive correlation between authentic leadership and employee's performance (r=0.666) as shown in table 3a. The results showed also showed that 44.1% of the variations in employee performance were as a result of authentic leadership (table 3b). Every unit increase in authentic leadership resulted into a 0.315 change in employee performance (table 3c). However, the highest contribution was given by individual consideration (table 3d)

Table 3a)

Correlations			
		employee performance	authentic leadership
Pearson Correlation	employee performance	1	0.666
	authentic leadership	0.666	1
Sig. (1-tailed)	employee performance	.	0
	authentic leadership	0	.
N	employee performance	260	260
	authentic leadership	260	260

Table 3b)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666a	0.443	0.441	5.53997
a Predictors: (Constant), authentic leadership				

Table 3c)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.945	1.871		10.659	0
	authentic leadership	0.315	0.022	0.666	14.336	0
a Dependent Variable: employee performance						

Table 3d)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.459	1.911		9.662	0
	idealized influence score	0.236	0.107	0.186	2.219	0.027
	individual consideration score	0.683	0.125	0.47	5.475	0
	intellectual stimulation score	0.078	0.116	0.062	0.671	0.503
a Dependent Variable: employee performance						

4.5 Motivation

Under this section, the independent variable (Motivation) was Motivation levels of the employees studied and examined using a range as per instrument (Appendix I). Motivation was conceptualized according to Intrinsic motivation, Extrinsic Motivation and Self-determination. The 5point Likert scale was collapsed into 3 outcomes as follows: 1 (Strongly Disagree) and 2 (Disagree) were collapsed into Disagree (1) whereas (2) into Not sure, 4 (Agree) and 5 (Strongly Agree) into Agree (3).

Table 4.8: Descriptive statistics on Motivation

	Intrinsic Motivation	Disagree N (%)	Not Sure N (%)	Agree N (%)
1	I always work for the sake of making difference in society	38(14.6)	19(7.3)	210(80.8)
2	The salary and benefit I get from the workplace are not very important	141(54.2)	7(2.7)	112(43.1)
3	I always seek a better way of performing my tasks	33(12.7)	14(5.4)	210(80.8)
4	I am enthusiastic about my job	47	17(6.2)	194(74.6)
5	I am proud of the work that I do	45(17.3)	17(6.5)	198(76.2)
6	I find pleasure in going the extra mile and exceeding work expectation	59(22.7)	10(3.8)	191(73.5)
7	I look forward to working the staff member for a long time	46(17.7)	5(1.9)	206(79.2)
8	My jobs allow me the freedom to choose to how best to perform a given task	62(23.8)	10(3.8)	185(71.2)
9	I find the work I do full of meaning and purpose	57(21.9)	2(0.8)	198(76.2)
10	It is difficult to detach myself from my work	61(23.5)	6(2.3)	187(71.9)
	Extrinsic Motivation			
1	I believe my salary matches my efforts at work	101(38.8)	4(1.6)	152(58.5)
2	The work conditions are favorable and that's why I continue working here	84(32.3)	5(1.9)	168(64.6)
3	The rewards I receive are always appropriate for the work I complete	97(37.3)	1(0.4)	159(61.2)
4	The rewards I receive always reflect what I have contributed to the organization	92(35.4)	1(0.4)	164(63.1)

5	The rewards I always receive are justified, given my performance	93(34.6)	8(7.2)	160(60.5)
6	I always get promoted whenever the chance appears given give my competence at each time	55(20.4)	15(7.8)	189(67.8)
7	The position I hold reflect my competence	61(23.5)	9(6.3)	190(70.3)
8	I always work in the hope of getting recognition from the organization	64(24.6)	2(0.8)	194(74.6)
9	I always think of staying with the organization because they provide good pay for my work	91(35.0)	2(0.8)	165(63.5)
10	If I got a better pay opportunity, I would leave the organization service.	85(32.7)	2(0.8)	173(66.5)
	Self determination			
1	I feel that I owe this organization quite a bit because of what it has done for me	82(31.5)	3(1.2)	175(67.3)
2	My organization deserves my loyalty because of its treatment towards me	76(29.2)	3(1.2)	181(69.6)
3	I feel I would be letting my co-workers down if leave this organization	88(33.8)	2(0.8)	167(64.2)
4	The organization shows cooperation's when I need of its.	63(24.2)	1(0.4)	193(74.2)
5	The organization makes my personal and career grow	54(20.8)	2(0.8)	204(78.5)
6.	The organization shows cooperation to understand others situation at working place	60(23.1)	1(0.4)	199(76.5)
7	I am loyal to this organization because my values are largely its values	51	3(1.2)	206(79.6)
8	This organization has mission and vision that I believe in and am committed to mission and vision	43(16.5)	2(0.8)	212(82.5)
9	I feel it is morally correct to dedicate myself to this organization	48(18.5)	6(2.3)	206(79.2)
10	I feel more secure and happy to continue to work with this organization	59(22.7)	10(3.8)	191(73.5)

Source: Primary data 2020

4.5.1 Motivation score

Out of the 10 questions in each construct for motivation, the maximum possible score being 50, the maximum score obtained by the respondents was 40 for all of them whereas the least score was 10 with an average of 27.14, 24.47 and 26.45 for a b and c respectively as shown in the table below. Overall, the maximum possible score was 150 for motivation as a whole.

Table 4.9: Motivation score

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Intrinsic motivation score	260	12	38	27.1423	4.20137
Extrinsic motivation score	260	10	38	24.4654	6.37584
Self-determination score	260	12	37	26.4577	5.3237
Motivation	260	44	107	78.0654	14.23247
Valid N (listwise)	260				

4.6 The relationship between Motivation and employee performance

The second objective was to assess the relationship between Authentic Leadership and Employee performance, the results below show there was a positive correlation motivation and employee's performance (r=0.672) as shown in table 4a. the results showed also showed that 49%% of the variations in employee performance was as a result of motivation (table 4b). every unit increase in motivation resulted into a 0.35 change in employee performance (table 4c).

Table 4a)

Correlations			
		Employee performance	**Motivation**
Pearson Correlation	employee performance	1	0.672
	motivation	0.672	1
Sig. (1-tailed)	employee performance	.	0
	motivation	0	.
N	employee performance	260	260
	motivation	260	260

Table 4b)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.672a	0.451	0.449	5.50067
a Predictors: (Constant), motivation				

Table 4c)

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	19.005	1.906		9.973	0
	motivation	0.35	0.024	0.672	14.566	0
a Dependent Variable: employee performance						

4.7 Employee performance

Under this section, the dependent variable was employee performance studied and examined using a range as per instrument (Appendix I). Employee performance was conceptualized according to work effectiveness, work efficacy and accountability. The 5point Likert scale was collapsed into 3 outcomes as follows: 1 (Strongly Disagree) and 2 (Disagree) were collapsed into Disagree (1) whereas (2) into Not sure, 4 (Agree) and 5 (Strongly Agree) into Agree (3).

Table 4.10: Employee performance

	Work effectiveness	**Disagree N (%)**	**Not sure N (%)**	**Agree N (%)**
1	Employee perform as expected	11(4.2)	57(21.9)	192(73.8)
2	Each staff has realist targets in place	54(20.8)	17(6.5)	186(71.5)
3	Staff are meet the targets	11(4.2)	52(20.0)	191(73.5)
4	The right approach is used to meet employee performance	51(19.6)	15(5.8)	194(74.6)
5	Individual performance adds value to the overall activities of the organization	34(13.1)	20(7.7)	259(99.6)
6	Performance of staff is managed by a highly skilled team of staff	42(16.2)	16(6.2)	199(76.5)
	Work Efficacy	**Disagree N (%)**	**Not sure N (%)**	**Agree N (%)**
1	The organization keeps tracks of all activities	40(15.4)	22(8.5)	198(76.2)
2	Staff activities are carried out in time	49(18.8)	16(6.2)	192(73.8)
3	Human resource is being put to good use	48(18.5)	17(6.5)	192(73.8)
4	Any shortfalls in staff performance are promptly addressed	44(16.9)	18(6.8)	257(98.8)
5	There is value realized for the resources invested in the staff	48(18.5)	27(10.4)	185(71.2)

	Accountability	Disagree N (%)	Not Sure N (%)	Agree N (%)
1	I really accept organization problem are my own	27(10.4)	24(9.2)	209(80.4)
2	I focus on organization obligation to achieve mission and vision	27(10.4)	25(9.6)	205(78.8)
3	I feel accountable to Organization values and culture	31(11.9)	14(5.4)	212(81.5)
4	I am willing to exert more effort to ensure my tasks are executed timely	26(10.0)	25(9.6)	209(80.4)
5	I am committed to perform other duty for the purpose of organization to flourish	30(11.5)	32(12.3)	198(76.2)

Source: Primary Data 20

Employee performance Score

Out of the 8,5,5 questions in each construct for employee performance, the maximum possible score being 27, the maximum score obtained by the respondents was 40 for all of them whereas the least score was 10 with an average of 17.2, 14.3 and 14.10 for a b and c respectively as shown in the table below. Overall, the maximum possible score was 79 for employee performance as a whole.

Table 4.11: Performance score

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
work effectiveness score	260	8	47	17.0231	3.7969
work efficacy score	260	5	21	14.3	2.90559
accountability score	260	5	23	14.9885	2.59266
employee performance	260	26	79	46.3115	7.41119
Valid N (listwise)	260				

4.8 The relationship between Authentic leadership, Motivation and employee performance

The final objective of the study was to investigate the joint relationship between Authentic Leadership, Motivation and Employee performance, the results below show there was a positive correlation in authentic leadership (0.382), motivation (0.402) and employee's performance as shown in table 4a. the results showed also showed that 51.2% of the variations in employee performance was as a result of authentic leadership and motivation (table 4b). Every unit increase in motivation resulted into a 0.35 change in employee performance (table 4c).

Table 4.12: The relationship between Authentic leadership, Motivation and employee performance

Table 5a)

Correlations				
		employee performance	**authentic leadership**	**motivation**
Pearson Correlation	employee performance	1	0.666	0.672
	authentic leadership	0.666	1	0.704
	Motivation	0.672	0.704	1
Sig. (1-tailed)	employee performance	.	0	0
	authentic leadership	0	.	0
	Motivation	0	0	.
N	employee performance	260	260	260
	authentic leadership	260	260	260
	Motivation	260	260	260

Table 5b)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.725a	0.525	0.521	5.12782
a Predictors: (Constant), motivation, authentic leadership				

Table 5c)

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	14.81	1.896		7.809	0
	authentic leadership	0.181	0.029	0.382	6.315	0
	motivation	0.21	0.032	0.402	6.644	0
a Dependent Variable: employee performance						

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the overall a discussion of findings, conclusions and recommendations of the study based on the objectives of the study highlighted in the previous chapters. The chapter also indicates gaps and subsequently, area that necessitate further empirical investigation.

5.2 Discussion of findings

In this area, the researcher compared and contrasted the findings with the available literature and is presented in an objective manner.

5.2.1 Authentic leadership and employee performance in Kigoma/Ujiji Municipal

The findings herein obtained a positive relationship between Authentic leadership and employee performance. This result reveals that improvement in authentic leadership is associated with improvement in employee performance. This can be explained by the fact that when employees are engaged, and leader considering their contributions and skills which they applied when executing responsibilities and tasks. As a consequence, it is possible that employees will be able to complete task and responsibilities in time. This study suggests that municipal directors and mayors should ensure that they enhance authentic leadership system to their employees in order to perform better their duties. These findings are in line with numerous studies such as that of Gardner, Cogliser, Davis & Dickens, (2011). Who revealed that highly authentic leadership in an organization exercise efficiency in task execution which allows them to fulfill expectation and reach to the goals.

Further, the study obtained that consideration of leaders to their employees and employee performance are positively correlated. This finding finds that Day, Fleenor, Atwater, Sturm, & McKee, (2014). Employees enhance their skills and being considered they become more likely to perform as expected by their employer. In this regard, the study informs policy makers to always be considerate of the skills possessed by the employee when making the decision to recruit them as civil servants and part of their workforce. This is because when employees are considered in their skills, they feel confident when handing tasks and responsibilities in service delivering which are likely to improve completion of tasks in time as well as accepting multiple tasks from their supervisors.

Overall, the results express that authentic leadership is indispensable in facilitating employee performance, Lemoine, Hartnell, & Leroy, (2019). The study further unleashes that skills, knowledge and abilities matter in ensuring employee performance, therefore, policy makers, specifically government through the ministry of labor, youth and special needs need to ensure that they allocate employees basing on their professionalism. This would further result in positive organization outcomes such as improvement in service delivering to the citizens.

5.2.2 The relationship between motivation and employee performance in Kigoma/Ujiji municipal.

A positive relationship between motivation and employee performance was established in this study. The result signifies that enhancement in motivation of employees improve employee's performance. This could due to the fact that motivation is associated with engaging and involving employees to participate in decision making and to increase the spirit of belonging which makes them perceive that they are important to the institution. This study therefore reveals the relevance of embracing motivation as organization tussle with employee performance the study contributes to the literature on organization behavior by establishing the linkage between motivation and employee performance among local governments, Shahzadi, Pirzada, Nasreen, & Khanam, (2014). This study unveils that it is the time that policy makers within local government to enhance their employees though motivation to enable employees to determine what they do without supervision of their employers.

Additionally, the findings established a positive relationship between motivation and employee performance. An examination of this finding postulates that enhancing the level to which employees are motivated encourages them to work harder hence facilitating performance. Therefore, the current study suggests that an atmosphere where the employee feel very confident about the skills possessed by employers. This is because institution would be able to take into consideration opinion of employees in making decisions which would turn out as favorable to facilitate performance, Kuswati, (2020). Based on the aforementioned, it is conclusive that one of the aspects that institutions seeking to motivate employees should focus in building trust towards employee.

Furthermore, the findings established a positive relationship between effectiveness of motivation and employee performance. The findings emphasize that the more institutions stick to motivate, the more employees are likely to perform. Therefore, the findings find that when organization set an environment which support motivation, employee would be able to

perform. The finding further demonstrates that adopting the motivation as one of the core values and training employees in different fields would enhance employee performance. Indeed, when employees are motivated and trained in different fields for instance, they build capacity to be delegated with different tasks and responsibilities hence increases employee performance, Fomenky, (2015).

5.2.3 The Joint effect of Authentic leadership, motivation and employee performance in Kigoma/Ujiji Municipal.

The findings herein obtained that jointly Authentic leadership; motivations are significant predictor of employee performance. From this finding, the researcher draws specific lessons. First and foremost, the findings suggest that any positive change in organization through Authentic leadership results in significant variation in employee performance. This is consistence with previous scholars such as Novitasari *et al.*, D., (2020) who emphasized that Authentic leadership matters significantly in increasing efficiency among the employee. Similarly, the findings were found to concur with Mira and Odeh (2019) who postulated that highly Authentic leadership are more dependable and compliant with whatever policies which are directed towards fulfilling organizational targets. Further, the findings postulate that any positive changes in performance is results in significant variations in employee performance.

The findings contribute significantly to existing literature in relation to authentic leadership, motivation and employee performance. Importantly, this study unleashes that organization must consider competence of employee when entrusting them with specific tasks and responsibilities. Similarly, the findings unearth why employees must be committed if really, they are to boost their performance. Moreover, the findings also acknowledge why motivation must not be excluded from the equation which seeks to stimulate employee performance. In literature, while several of studies about authentic leadership and motivation have carried out to indicate how they are important in employee performance. In literature, while several studies about authentic leadership, motivation have carried out to indicate how they are important in employee performance, there is almost no study which so far explained the magnitude to which these ascendants affect employee performance wholesomely. The researcher therefore adds knowledge which perhaps would appear unique within the scholarly world.

5.3 Conclusion

This study provides evidence that authentic and motivation is fundamental in stimulating employee performance. The managerial implication is that considerable measures to make sure that employee have the necessary skills, abilities and experience required to execute tasks is a must, if employee performance is able to elevated. It is also confirmed that authentic leadership is significantly explains variations in employee performance. This emphasized that it is high time that Municipalities implementing policy and procedures to increase employees` participation in decision making if they are to boost employee performance. Further, the study unveils that authentic leadership is indispensable in boosting employee performance. This provides justification why policies implemented by organization must focus towards increasing affective, normative and continuance engagement levels for a highly dependable, compliant and a team which can easily adopt.

What we learn from this is that much as Authentic leadership and motivation are vital in boosting employee performance, the epitome of their influence require employees who are highly motivated. It further proposes that authentic leadership and motivation enhancers should not be sidelined when seeking to boost employee performance. Importantly, the comparative analysis suggests that the most significant predictor of employee performance are authentic leadership and motivation. This sent signals to human resource managers, policy makers and parties that interventions of employee must take top spot compared to authentic leadership and motivation enhancement for the best performance.

Based on the findings, the following are proposed;

1) Authentic leadership should be enhanced such that employees are equipped with the necessary skills, knowledge and abilities necessary for executing tasks and responsibilities as expected by municipals. Government should therefore support employees to go for further education and set up employee development programs where employees can be trained.
2) Motivation should be enhanced in order to enhance Intrinsic, Extrinsic and Self-determination. This could be achieved through increasing incentives to worker and offer challenging tasks and responsibilities and make the civil servant to work effectively.
3) Municipals should engage employee in order to increase performance. This should be implemented through delegation of tasks and responsibilities, provide employees with

some autonomy where they can make personal decisions and listening to concerns raised by employees prior to making good decisions.

5.4 Limitations of the study

Like other study, this study is no without limitations, it applied a structured questionnaire where respondents strictly answered based on the scale provided. Any views and opinions which respondents would have provided remain unknown herein, yet these would provide a more understanding of subject matter. Secondly, the study only focuses on public servants seeking to establish whether they are performing or not, and applicability of Authentic leadership and motivation in their performances. It is very likely that the responses obtained in relation to employee performance were somehow biased in that regard. The study was also conducted in a small scope covering Kigoma/Ujiji Municipal with only related offices to municipal. As such, these results are likely to face overgeneralization. Last but not least, the study does not therefore reflect the changes overtime that occurs to the studies variables.

5.5 Area of further inquiry

Scholars should investigate the authentic leadership attributes which influence employee performance since this study provides evidence that constructs of knowledge, skills and abilities do not matter.

There is need to conduct a longitudinal study about a similar subject about Authentic leadership, motivation and employee performance to clearly indicate the trend for better conclusions and recommendations.

It is advised that a study about authentic leadership, motivation and employee performance should be conducted across all local government, rather that concentrating on a specific area of Kigoma/Ujiji municipal.

This study suggest further research on the employment of female should take place since the percentage is not equally to male in employment performance.

5.6 Recommendations

Based on the study findings, the following recommendations can be made;

Authorities should develop better strategies aimed at empowering female youth so that they are able to actively participate in performance,

Future interventions should identify and train individuals who will take up the leadership roles in such poverty alleviation interventions. These will be able to identify their team members' abilities and assign duties according to individual expertise.

While Kigoma/Ujiji municipal should regularly organize a training to the civil servants at the beginning of the financial year, there is need for refresher trainings to equip the group leaders so that they are able to continue supporting the other civil servants.

The concerned authorities need to put in place a basic code of conduct across the recipient groups. So that civil servant has a clear understanding of their expectations, program mission, organizational hierarchy, and more. With a thorough knowledge of the group culture, there would be better communication and collaboration between the team civil servants, which will help in avoiding conflicts.

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APPENDICES

Research Questionnaire

A RESEARCH SURVEY IN AUTHENTIC LEADERSHIP, MOTIVATION AND EMPLOYEE PERFORMANCE.

DEAR RESPONDENT,

The researcher is a student of master of Science in Leadership and Governance at MAKERERE UNIVERSITY, IN KAMPALA UGANDA. Is administering these questionnaires to collect data on the above-named topic. Kindly requested to answer all questions correctly by ticking the appropriate box or space that best represent your feelings. The research is intended to be used for academic purpose only and results of this study will be treated with utmost confidentiality, thus you do not need to write you name on the questionnaire nor should you disclose your answer to other respondents. May God bless and reward you for your service.

SECTION A: BACK GROUND INFORMATION

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

1. Your gender a) Male ☐ b) Female ☐
2. What is your age range?

Below 24 years	26-35 years	36-45 Years	46-55 Years	Above 55 Years

3. What is your highest qualification? (Please tick the highest only)

Certificate	Diploma	Bachelor's degree	Master degree	PhD	Any other Professional course

4. Marital status

   A) Single ☐ b) Married ☐ c)Divorced ☐ d) Separated ☐ e) Widowed ☐

5. How long have worked (Know) this Institution?

   0-1 Year ☐ 2-5years ☐ 6-10years ☐ 11-15years ☐ Above20 years ☐

SECTION B: AUTHENTIC LEADERSHIP

In this section we seek to establish the authentic leadership exhibited by the Municipal leadership, Chancellor, Director, Head of Department or your immediate supervisor. Please respond by ticking the box that represents your feeling/Opinion/View according to the scale of 1=Strongly disagree 2=Disagree 3=Somehow disagree 4=Somehow agree 5 Agree

No	STATEMENT	SD n(%)	2	3		
	Idealized influence					
1	He/ She is viewed as a symbol of success and accomplishes	27(10.4)	26(10)	194(74.6)		
2	Are trustworthy takes decisions based on moral and ethical principles?	1	2	3		
3	Decisive when required, prepared to talk difficult decision, self-confident and resilient to set back	1	2	3		
4	Accessible to staff at all levels	1	2	3		
5	Has a wide network of links with other institutions and stakeholders	1	2	3		
6	Sensitive to political pressure that members face, understands the political dynamics of leading group and can work well with elected member to achieve results.	1	2	3		
7	Keeps people informed of what is going on	1	2	3		
8	Keeps in touch using face to face communication	1	2	3		
9	I have complete faith in his/ her ability	1	2	3		
10	Make me proud to be associated with him/ her	1	2	3		
	Individual Consideration					
1.	I can talk openly with Vice Chancellor, Director General, Mayor, Human Resource, Head of Department or my immediate supervisor	1	2	3		
2.	He/ She treat me with respect	1	2	3		
3.	He/ She provide advice to me when I need it.	1	2	3		
4.	He/ She is ready to instruct or coach me whenever I need it	1	2	3		
5.	He/ She supports me in matters of discipline unreasonable demands from parents	1	2	3	4	5
6.	He/ She express appreciation when I do a good job	1	2	3	4	5

7.	He/ She I let me know what is expected and provides feedback on job performance	1	2	3	4	5
8.	He/ She trusts me to take decisions/initiatives on important issues	1	2	3	4	5
9.	There are institutional procedures to orient new staff	1	2	3	4	5
10.	New staff get helped from colleagues	1	2	3	4	5
	Intellectual stimulation					
1.	He/ She encourage me to come with new ideas	1	2	3	4	5
2.	Encourages people to think of wholly new approaches/ solutions problems and encourages strategic rather than short term thinking	1	2	3	4	5
3.	Makes an effort to involve me in decision affecting my work	1	2	3	4	5
4.	Staff are involved in decision making that affects their work	1	2	3	4	5
5.	He/ She requires that I bark up my opinions with good reasoning	1	2	3	4	5
6.	Places strong emphasis on careful problem solving before taking action	1	2	3	4	5
7.	Gets me to look at problem as learning opportunities	1	2	3	4	5
8.	Enables me to think about old problems in new ways	1	2	3	4	5
9.	Makes it easy for me to admit mistake	1	2	3	4	5
10.	Provides me with reasons to change the way I think about problems	1	2	3	4	5

SECTION C: MOTIVATION

In this section we seek to establish the motivation exhibited by the Municipal leadership, Chancellor, Moyer, Director, Head of Department or your immediate supervisor. Please respond by ticking the box that represents your feeling/Opinion/View according to the scale of 1=Strongly disagree 2=Disagree 3=Somehow disagree 4=Somehow agree 5=Agree

No;	STATEMENT	1	2	3	4	5
	Intrinsic Motivation					
1	I always work for the sake of making difference in society	1	2	3	4	5
2	The salary and benefit I get from the workplace are not very important	1	2	3	4	5
3	I always seek a better way of performing my tasks	1	2	3	4	5
4	I am enthusiastic about my job	1	2	3	4	5
5	I am proud of the work that I do	1	2	3	4	5
6	I find pleasure in going the extra mile and exceeding work expectation	1	2	3	4	5
7	I look forward to working the staff member for a long time	1	2	3	4	5
8	My jobs allow me the freedom to choose to how best to perform a given task	1	2	3	4	5
9	I find the work I do full of meaning and purpose	1	2	3	4	5
10	It is difficult to detach myself from my work	1	2	3	4	5
	Extrinsic Motivation					
1	I believe my salary matches my efforts at work	1	2	3	4	5
2	The work conditions are favorable and that's why I continue working here	1	2	3	4	5
3	The rewards I receive are always appropriate for the work I complete	1	2	3	4	5
4	The rewards I receive always reflect what I have contributed to the organization	1	2	3	4	5
5	The rewards I always receive are justified, given my performance	1	2	3	4	5
6	I always get promoted whenever the chance appears given give my competence at each time	1	2	3	4	5
7	The position I hold reflect my competence	1	2	3	4	5
8	I always work in the hope of getting recognition from the organization	1	2	3	4	5
9	I always think of staying with the	1	2	3	4	5

	organization because they provide good pay for my work					
10	If I got a better pay opportunity, I would leave the organization service.	1	2	3	4	5
	Self determination					
1	I feel that I owe this organization quite a bit because of what it has done for me	1	2	3	4	5
2	My organization deserves my loyalty because of its treatment towards me	1	2	3	4	5
3	I feel I would be letting my co-workers down if leave this organization	1	2	3	4	5
4	The organization shows cooperation's when I need of its.	1	2	3	4	5
5	The organization makes my personal and career grow	1	2	3	4	5
6.	The organization shows cooperation to understand others situation at working place	1	2	3	4	5
7	I am loyal to this organization because my values are largely its values	1	2	3	4	5
8	This organization has mission and vision that I believe in and am committed to mission and vision	1	2	3	4	5
9	I feel it is morally correct to dedicate myself to this organization	1	2	3	4	5
10	I feel more secure and happy to continue to work with this organization	1	2	3	4	5

SECTION D: EMPLOYEE PERFORMANCE

In this section we seek to establish the employee performance exhibited by the Municipal leadership, Chancellor, Moyar, Director, Head of Department or your immediate supervisor. Please respond by ticking the box that represents your feeling/Opinion/View according to the scale of 1=Strongly disagree 2=Disagree 3=Somehow disagree 4=Somehow agree 5=Agree

No;	**STATEMENT**	1	2	3	4	5
	Work effectiveness					
1	Employee perform as expected	1	2	3	4	5
2	Each staff has realist targets in place	1	2	3	4	5
3	Staff are meet the targets	1	2	3	4	5
4	The right approach is used to meet employee performance	1	2	3	4	5
5	Individual performance adds value to the overall activities of the organization	1	2	3	4	5
6	Performance of staff is managed by a highly skilled team of staff	1	2	3	4	5
	Work Efficacy					
1	The organization keeps tracks of all activities	1	2	3	4	5
2	Staff activities are carried out in time	1	2	3	4	5
3	Human resource is being put to good use	1	2	3	4	5
4	Any shortfalls in staff performance are promptly addressed	1	2	3	4	5
5	There is value realized for the resources invested in the staff	1	2	3	4	5
	Accountability					
1	I really accept organization problem are my own	1	2	3	4	5
2	I focus on organization obligation to achieve mission and vision	1	2	3	4	5
3	I feel accountable to Organization values and culture	1	2	3	4	5
4	I am willing to exert more effort to ensure my tasks are executed timely	1	2	3	4	5
5	I am committed to perform other duty for the purpose of organization to flourish	1	2	3	4	5

APPENDIX B: TIME SCHEDULE

Activity	**June-August 2022**	**September 2022**	**October 2022**	**November 2022**	**December 2022**
writing and correcting the proposal					
Questionnaire distribution and data collection					
collection of the questionnaire and data presentation					
correction of the draft report					
final corrections, binding and submission of the research report					

APPENDIX C: BUDGET

No.	Item	Quantity	Unit cost	Amount (TSHS)
1.	Computer	1	800,000	800,000
2.	Storage capacity (RAM DDR3 4GB)	1	60,000	60,000
3.	Field Transport & lunch	90days (per day 10,000)	300,000	300,000
4.	Research guidance (Field Assistance)		500,000	500,000
5.	Field Transport & Lunch	90 days (per day 10,000)	300,000	300,000
6.	Printing	3 Copies	20,000	60,000
7.	Photocopies		100,000	100,000
8.	Statistician	1	100,000	100,000
9.	Binding	3 copies	20,000	60,000
10.	Miscellaneous			100,000
11.	Emergency			50,000
	Total			**TSH2,130,000.00/=**

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970