

The Effect of Effective Leadership on Employee Performance at Africa Inland Church, Tanzania, Diocese of Mwanza

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Accepted: 02 July 2025 || Published: 03 September 2025

Abstract

This paper reviews effective leadership as a critical determinant of organisational success in any institution, considering that it not only influences spiritual guidance but also employee performance and institutional sustainability. The study examines the effect of effective leadership, measured through leadership styles, leadership training, and leadership conflict, on employee performance in faith-based organisations. To achieve this objective, the authors carried out a survey study at the AICT Diocese of Mwanza. A mixed-methods approach was used, combining survey data from 246 employees and qualitative interviews with church leaders in 2023. The findings revealed that leadership styles, particularly democratic leadership, had the strongest positive influence on employee performance, with leaders who inspire, motivate, and provide individualized support significantly enhancing productivity. Leadership training also contributed positively by improving employee skills, motivation, and decision-making abilities, although its effect was moderate. However, the leadership style, leadership training, and leadership conflicts together explained 30% of the variation in employee performance, indicating that other external factors also play a role. Based on the study findings, the authors conclude that leadership styles play the most significant role in influencing employee performance, with leadership training and conflict management also contributing notably as well. Different leadership styles have fluctuating impacts, while the effectiveness of a leader in one situation may not translate to another. Transformational leadership, focused on inspiration and motivation, is frequently linked with positive outcomes, i.e., increased job satisfaction and performance. On the other hand, leadership training equips leaders with the skills to improve communication, problem-solving, and conflict resolution, which in turn catalyze employee performance.

Keywords: *Leadership style, Laissez-faire, Leadership conflicts, employee performance*

How to Cite: Bugota, Z. E., Muriithi, J., & Kinyua, L. (2025). The Effect of Effective Leadership on Employee Performance at Africa Inland Church, Tanzania, Diocese of Mwanza. *Journal of Human Resource & Leadership*, 5(2), 43-59.

1. Introduction

Effective leadership is regarded as the main component for the fruitful performance of any institution at a global level functioning in the ever energetic and dynamic settings of the current period. In this era of information and communication technologies with scarce resources, strategic leadership is needed to challenge the actual situation of environmental turmoil and a constant need for proper organisational change to attain all the organisation or project's performance objectives (Jaleha & Machuki, 2018). Leadership is a fundamental pillar in the functioning of any active community, organisation, or institution. It plays a central role in

shaping direction, cohesion, and overall performance of societies across various contexts (Northouse, 2019). In settings where leadership is weak or ineffective, the likelihood of confusion, disorganisation, and lawlessness increases, conditions that often lead to simulated employee performance (Yukl, 2013). Globally, leadership systems are frequently marked by power struggles, political manoeuvring, and competing interests, which undermine stability and progress (Grint, 2010). This persistent leadership crisis contributes to widespread organizational dysfunction, characterized by misunderstanding, fragmentation, and systemic crises. This means the church, which is expected to extend resolution to the problems detrimentally affecting the world, is now part and parcel of the problem existing in different places (Danbaba, 2016).

Quong and Walker (2010) define leadership as “determining where an organisation was heading and how to get there”. When leaders engage in activity development, interventions, monitoring, and evaluation, they are essentially considered to be strategic (Ozer & Tinaztepe, 2014). While Kjelin (2009) states that effective leadership is very productive when employed by leaders in any organisation. It has some impacts on both leaders and the organisation. In studying the effects of effective leadership on employees’ performance, the study will consider servant theory, behaviour management theory, and human capital theory to see how they link and justify the research on the board. These theories help to explain the key elements and the role of effective leadership in enhancing employee performance within an organisation. Employee performance refers to how well individuals fulfil their responsibilities and execute assigned tasks within a given timeframe. It is commonly assessed based on the quality, efficiency, and effectiveness of the outcomes produced (Armstrong & Taylor, 2020). Additionally, employee performance serves as a measure of an individual’s potential and value to the organisation. Organisation: therefore, their productivity should be both recognized and valued (Desseler, 2017). Moreover, the performance and stability of employees are, to a considerable extent, influenced by the nature and quality of leadership in place (Northouse, 2029). Employees who consistently deliver high performance are essential to an organisation looking not only to survive in the current economy, but also to grow and evolve (Pobee 1992; Mugambi 1995; Mwaura 1994).

Geographically, Mwanza Region is in the northern 10 30' and 34010' east of Greenwich. The region encompasses a total area of approximately 35,187 square kilometres, of which 20,095 square kilometres constitute dry land, while 15,092 square kilometres, about 43% of the region's surface is covered by Lake Victoria. The Diocese of Mwanza is mainly operating in five out of seven districts of the Mwanza region (Ilemela, Nyamagana, Kwimba, Misungwi, Magu) and the Busega district from the Simiyu region (The Planning Commission, 1997). This study has been proposed to be conducted at the Nyamagana City Council and the Ilemela Municipal Council, both are found in Mwanza.

The statistics of the AICT Diocese of Mwanza, as documented in the Diocesan synod report of year 2020, showed that the diocese had 123 pastorates under which there were 412 local congregations with approximately 350,000 church members that were overseen by 149 ordained pastors, 131 trained evangelists, and 286 lay leaders. 71 employees were working under the departments within the diocese. AICT Diocese of Mwanza, though is a faith-based organisation with a primary focus on spreading the Gospel of Christ, also it engages in providing physical and social services to surrounding communities without discrimination.

AICT expanded its operational area from four to six dioceses. This situation led to great demand for leaders to execute different activities because the Church leadership had a

conclusive role to play in influencing workers to perform their jobs effectively. Some studies have been conducted to express how leadership can lead to organisational success or failure. Nungwana (2016) conducted a study on the sustainability of AICT ministries. What was found in this study is that during the time of the missionaries, Africa Inland Church ministries in Tanzania were highly performing. The ministries started collapsing once they were handed over to the indigenous leaders. One of the ministries that was highly performing was the printing press, which ran more than fourteen bookshops in the region of Mwanza, compared to four bookshops now, indicating there is a gap somewhere in leadership, calling for more exploration on the effects of effective leadership to achieve the organisational main objective.

2. Materials and Methods

2.1 Data collection

This study employed a mixed-methods approach, combining quantitative surveys with qualitative interviews to comprehensively assess the influence of effective leadership on employee performance within the AICT Diocese of Mwanza. The target population comprised employees and leaders across various departments of the diocese. A stratified random sampling technique was used to select a sample of 246 respondents, ensuring representation from different organisational levels and units. Quantitative data were collected through a structured questionnaire designed to measure perceptions of leadership effectiveness alongside key performance indicators such as job satisfaction, productivity, and commitment. To complement the quantitative findings, qualitative data were gathered through key informant interviews with eight senior leaders, aimed at exploring contextual leadership dynamics and organisational culture.

2.2 Data analysis

The data recorded during this study were subjected to statistical analysis using descriptive statistics analysis. Quantitative data were analysed using SPSS software, where descriptive statistics provided an overview of respondent characteristics, and inferential statistics, specifically regression analysis, were used to examine the relationships between leadership variables and employee performance. Meanwhile, qualitative data were analysed thematically, allowing for deeper insight and contextual interpretation of the survey results.

The researcher in this study also applied Spearman's rho correlation coefficient and multiple regression analysis to describe do the variables relate to each other. The use of Spearman's rho correlation coefficient was applied because the study variables, such as leadership styles and employee performance, were likely measured using ordinal data (e.g., Likert scales) rather than continuous variables. Spearman's rho is more appropriate for non-linear relationships, ranked data, and normally distributed datasets. It is also less sensitive to outliers, making it more reliable for assessing the strength and direction of associations in cases where the relationship is monotonic rather than strictly linear. The interpretation of this is that the study researcher drew a general conclusion by basing it on authentic data associated with interviews for qualitative data and individual observations to be made by the investigator or researcher. The researcher used a multiple regression model to make inferences on employees' performance as displayed below.

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_k x_k + \varepsilon$$

Where:

y Employees' performance (Dependent variable),

β_0 = Intercept

$\beta_1, \beta_2, \dots, \beta_k$ = Coefficients representing the effect of each independent variable.

x_1, x_2, \dots, x_k = Independent variables (Leadership styles, leadership training, leadership conflict)

ε = Error term, accounting for unexplained variance.

This equation models the relationship between effective leadership factors and employee performance, allowing for an estimation of how different leadership attributes influence employees' performance. Employee's performance was measured by the average scores obtained from the aspects that determine performance. Average scores obtained by summing all the scores obtained in items determining/defining an employee's performance, dividing by the total number of items.

3. Results And Discussion

Understanding and utilizing different leadership styles at the workplace is increasing traction in Tanzania from public to private institutions, including church-based institutions like AICT Diocese of Mwanza. This movement is propelled by a desire to improve employee performance, job satisfaction, and general organisational efficiency. This study indicates that transformational and transactional leadership styles are effective, while some reviewed studies suggest that individualized consideration within transformational leadership can be particularly impactful.

This subsection presents the key findings of the study on the effect of effective leadership on employee performance within the AICT Diocese of Mwanza. The results are organized and interpreted in alignment with the study's specific objectives and are presented in two major segments: descriptive statistics and inferential statistical analysis. The descriptive statistics provide an overview of the demographic and organisational characteristics of the sample, as well as a summary of participants' responses to items related to leadership styles, leadership training, leadership conflicts, and employee performance. These summaries are useful in identifying common patterns, frequencies, and general trends within the dataset. The inferential statistical analysis involves the application of correlation and multiple regression techniques to assess the relationships between the independent variables, namely leadership style, leadership training, and leadership conflict, and the dependent variable, employee performance. Through these analyses, the study explores not only the presence of statistically significant associations but also the magnitude and direction of each leadership factor's contribution to changes in employee performance.

3.1 Descriptive Analysis

3.1.1 Descriptive Analysis of the Leadership Styles

This subsection presents the analysis of leadership styles, focusing on three main types: democratic, authoritative, and laissez-faire leadership. The democratic leadership style is examined through five aspects, authoritative leadership through four aspects, and laissez-faire leadership through six aspects. Descriptive statistics were utilized to assess the prevalence of

each leadership style. Mean and standard deviation (S.D.) of each aspect of leadership style were calculated to determine respondents' perceptions of the extent to which their immediate supervisors adopt the style. Responses were measured using a four-point scale: 1-strongly Agree, 2-Agree, 3-Disagree, and 4-Strongly Disagree. The findings are summarized in the tables below.

Table 1: Descriptive Statistics on Laisses-faire Leadership Style

Laisses-faire Aspects	N	Min	Max	Mean	S. D
I get little guidance from my supervisor.	218	1	4	2.46	.951
I have an ability to make decisions as part of my responsibilities.	218	1	4	1.71	.776
I am expected to solve my own problems at my working place.	218	1	4	1.65	.731
I have access to resources and working tools.	218	1	4	1.81	.837
I receive constructive criticism from my supervisor.	218	1	4	1.58	.789
My supervisor takes charge when necessary.	218	1	4	1.81	.803

The results are presented in Table 1. indicate that "little guidance from my supervisor" had the highest mean score of 2.46 and a standard deviation of 0.951; the mean score of 2.46 indicates that respondents somewhat disagree with the statement, suggesting that while some employees feel a lack of guidance, the perception is not overwhelmingly prevalent. The relatively higher standard deviation (0.951) suggests notable variability in responses. This was followed by "access to resources and working tools" with a mean score of 1.81 and a standard deviation of 0.837. The mean score of 1.81 indicates agreement that employees have access to resources and tools needed for their work. The moderate standard deviation (0.837) points to some variation in respondents' experiences. The standard deviation (0.803) highlights some variation in responses. "I can make decisions as part of my responsibilities", the mean score of 1.71 shows that most respondents agree that they could make decisions as part of their responsibilities, indicating a level of autonomy. The standard deviation (0.776) suggests moderate agreement among respondents. "I am expected to solve my problems at the workplace" with a mean of 1.65. Respondents generally agree that they are expected to solve their problems, reflecting a key characteristic of laissez-faire leadership. The standard deviation (0.731) shows consistent perceptions among employees. Conversely, "I receive constructive criticism from my supervisor", which had the lowest mean score of 1.58, reveals that most respondents agree they receive constructive criticism from their supervisors. This suggests that supervisors, despite their passive approach, provide occasional feedback. Overall, the laissez-faire leadership style scored a mean of 1.837 with a standard deviation of 0.815. Therefore, the data reflects a mixed perception of laissez-faire leadership; while respondents recognize autonomy and decision-making responsibilities, they also acknowledge limited guidance and occasional supervisory intervention. The standard deviations across aspects suggest some variability in how employees experience this leadership style, which may stem from differing workplace contexts or supervisory approaches.

Table 2: Descriptive Statistics on Authoritative Leadership Style

Authoritative Aspects.	N	Min	Max	Mean	S. D
My performance is limited by poor leadership from my supervisor.	218	1	4	2.54	1.160
Leadership strategies are designed by superiors.	218	1	4	2.01	.913
My performance is evaluated by my supervisor alone.	218	1	4	2.23	.985
Performance requirements are developed according to the board and management needs.	218	1	4	1.86	.799

Source: Field data, 2021.

The results in Table 2 provide descriptive statistics on various items in authoritative style, highlighting how employees perceive their supervisors’ leadership practices at AICT Diocese of Mwanza. The statement that ‘my performance is limited by poor leadership from my supervisor’ had the highest mean score of 2.54, suggesting that respondents are slightly inclined toward disagreement, indicating that not all employees attribute their performance limitations to poor leadership. The relatively high standard deviation (1.160) indicates significant variability in perceptions, reflecting diverse experiences among employees, followed by the aspect of ‘my performance evaluated by my supervisor alone’, with a mean score of 2.23, indicating slight agreement, implying that employees generally perceive their performance evaluation as primarily conducted by their supervisors. The standard deviation (0.985) highlights moderate variability in responses, possibly influenced by differing workplace policies or practices. The statement ‘leadership strategies are designed by superiors’ with a mean score of 2.01 suggests that respondents mostly agree that leadership strategies are formulated by their superiors, a hallmark of authoritative leadership. The moderate standard deviation (0.913) shows some consistency in responses and the statement with the lowest means of 1.86 and standard deviation of 0.799 was ‘performance requirements are developed according to the board and management needs shows general agreement that performance expectations are determined by board and management priorities, the relatively low standard deviation (0.799) indicates consistent views among respondents regarding these aspects. The data reflects key features of authoritative leadership, where superiors dominate strategy design and performance evaluations are often centralized. However, the variability in responses, particularly concerning poor leadership and performance evaluation, suggests that the perception of authoritative leadership’s impact varies among employees, potentially influenced by individual supervisory styles or organisational contexts.

Table 3: Descriptive Statistics on Democratic Leadership Style

Democratic Aspects.	N	Min	Max	Mean	S. D
Communication is very effective with my employer.	218	1	4	1.39	.643
The employer allows me to share my views openly.	218	1	4	1.46	.645
Whenever I share different views from that of my employer am not mistreated	218	1	4	2.14	.940
I share my own ideas	218	1	4	1.53	.719
My supervisor seeks a mutual dialogue when passing on performance requirements.	218	1	4	1.72	.769

Table 3 presents the mean and standard deviation of the results from respondents' assessment of democratic leadership style. This was assessed by five items. The statement that 'whenever I share different views from those of my employer am not mistreated' had the highest mean score of 2.14; there is a tendency toward neutrality, with some employees agreeing, while others may feel uncertain or disagree about not being mistreated for differing views. The relatively higher standard deviation (0.94) reflects variability in experiences regarding tolerance for dissent, followed by my supervisor seeking a mutual dialogue when passing on performance requirements, with a mean score of 1.72, leaning toward agreement, indicating that supervisors generally engage in dialogue with employees regarding performance requirements. The standard deviation (0.769) points to moderate consistency in employee experiences, followed by the statement I share my own ideas with a mean score of 1.53 indicating strong agreement, showing that employees feel empowered to contribute their ideas, the moderate standard deviation (0.719) suggests some variation in responses, potentially due to differences in workplace culture or individual supervisors, and the statement "the employer allows me to share my views openly has mean score of 1.46 that signifies strong agreement, suggesting that employers generally feel encouraged to express their views freely, the standard deviation (0.645) further highlights consistent agreement among respondents while the question with the lowest mean of 1.39 and standard deviation of 0.643 was that 'Communication is very effective with my employer' indicating a strong agreement, suggesting that most employees find communication with their employer highly effective, and the low standard deviation (0.643) shows a high level of consistency in responses, reflecting a widespread positive perception of communication effectiveness. Overall, democratic leadership, upon assessing the five statements, had a mean score of 1.65 and a standard deviation of 0.7. This means is above the midpoint and indicates that respondents agree that their supervisors indeed utilize democratic leadership to a moderate extent.

From the results of the analysis of leadership styles, it can be concluded that the democratic leadership style is the most exhibited leadership style by supervisors at Africa Inland Church, Tanzania Diocese of Mwanza, with an average mean of 1.648 and a standard deviation of 0.743, followed by the authoritative leadership style. The results also indicate that the democratic leadership style is practiced above average. In contrast, the authoritative leadership style is the least exhibited style among the three styles analysed.

3.1.2 Descriptive Analysis of Leadership Training

Table 4: Descriptive Analysis on Leadership Training

Leadership Training Aspects	N	Min	Max	Mean	S. D
It enhances employee motivation as it allows for employee recognition within the organization	218	1	4	1.47	.757
It aligns employees to the organizational goals	218	1	4	1.47	.700
It enhances positive leadership traits in the organization's leaders	218	1	4	1.48	.751
It facilitates motivation for work performance	218	1	4	1.60	.810
It imparts positively on the work activities	218	1	4	1.39	.665
It enhances the scope of the employees' ability to use their own initiatives and skills at work	218	1	4	1.42	.683
It enhances abilities and creating perspective for motivating and directing of individuals towards determined purposes	218	1	4	1.47	.713
It enhances staff/supervisors/customer relationships at work	218	1	4	1.41	.660
It increases management development methods and coordination among management and employees	218	1	4	1.54	.725

The descriptive results analysed in Table 4 provide a summary of how respondents rated various aspects of leadership training on a scale from 1 to 4, where lower mean values indicate stronger agreement or positive perceptions. Generally, all aspects of leadership training received mean scores close to 1.5, suggesting that the respondents generally agree with the positive impact of leadership training. The standard deviations ranging from 0.660 to 0.810 indicate relatively low variability in responses, meaning that most respondents had similar perceptions of each aspect. The results show that there is highest agreement in "it imparts positively on the work activities" (mean = 1.39, S.D = 0.665) where this aspect received the lowest mean score, indicating the strongest agreement among respondents about the impact of leadership training on improving work activities, also "it enhances staff/supervisors/customer relationships at work" (mean = 1.41, S.D. = 0.660) meaning that there is also high agreement on the positive influence of leadership training on relationships within the workplace. Moderate agreement with "it facilitates motivation for work performance" (mean = 1.60, S.D. = 0.810), where this aspect has the highest mean score, indicating relatively weaker agreement compared to other aspects, though still learning toward positive perceptions. Also, balanced agreement with aspects like "It aligns employees to organisational goals" (Mean = 1.47, S.D. = 0.700), "It enhances abilities for motivating and directing individuals" (Mean = 1.47, S.D. = 0.713), and "It enhances positive leadership traits" (Mean = 1.48, S.D. = 0.751) show similar levels of agreement, emphasizing the overall perceived value of leadership training. The results suggest that respondents generally perceive leadership training as highly effective across multiple dimensions, with particular emphasis on improving work activities and relationships. However, aspects like motivating performance and enhancing management coordination showed slightly more variation, indicating areas where perceptions may differ or where improvement efforts could be more targeted.

Table 5: Descriptive Statistics analysis of leadership conflicts

Leadership conflicts Aspects	N	Min	Max	Mean	S. D
Negative Psychological response of an individual employee	218	1	4	1.78	.856
Negative Behavioral response of an employee	218	1	4	1.79	.798
Reduced productivity in the organization	218	1	4	1.59	.794
Work insecurity	218	1	4	1.69	.839
Causes wastage of time and resources	218	1	4	1.57	.766
It leads to high employee turnover	218	1	4	1.73	.903
It causes judicial and penal effects	218	1	4	1.74	.875
It builds teamwork	218	1	4	2.90	1.170
It improves the Church Practices	218	1	4	2.97	1.100
It streamlines Policies and Procedures	218	1	4	2.96	1.073
It reduces tasks' vagueness	218	1	4	2.34	1.138
It improves quality of decision making	218	1	4	2.75	1.122
It improves conflict management skills at the workplace	218	1	4	2.55	1.069
It facilitates an increase in job commitment to the employee	218	1	4	2.65	1.111
It facilitates an increase in job satisfaction	218	1	4	2.85	1.140
Valid N (listwise)	218				

The descriptive statistics in Table 5 provide insights into how leadership conflicts impact employees and the organisation in negative and positive outcomes, negative outcomes where Mean < 2, and positive outcomes where mean > 2. The results show that leadership conflicts cause negative psychological and behavioural responses, as psychological (mean = 1.78, SD = 0.856) and behavioural (mean = 1.79, SD = 0.798) responses show low levels of agreement, indicating that leadership conflicts moderately trigger such reactions among employees. Reduced productivity (Mean = 1.59, SD = 0.794) where leadership conflicts are perceived to significantly reduce organisational productivity, work insecurity (Mean = 1.69, SD = 0.839), where work insecurity is another critical consequence, suggesting employees feel uncertain about their roles and job stability during conflicts, time and resource wastage (Mean = 1.57, SD = 0.766), as conflicts are associated with notable inefficiencies, wasting valuable time and resources, high employee turnover (Mean = 1.73, SD = 0.903) as there is a significant association between leadership conflicts and the likelihood of losing employees, and judicial and Penal Effects (Mean = 1.74, SD = 0.875), where conflicts may lead to legal or disciplinary actions, further compounding organisational challenges. Leadership conflicts have positive outcomes with Teamwork, job satisfaction, and organisational improvements, where some positive aspects, such as building teamwork (Mean = 2.90, SD = 1.170), improving decision-making quality (Mean = 2.75, SD = 1.122), and increasing job satisfaction (Mean = 2.85, SD = 1.140), are highlighted. Church practices (Mean = 2.97, SD = 1.100) and streamlined policies (Mean = 2.96, SD = 1.073) also emerge as areas that benefit from conflict resolution strategies and improved conflict management skills (Mean = 2.55, SD = 1.069) and enhanced job commitment (Mean = 2.65, SD = 1.111) reflect positive outcomes where leadership addresses conflicts effectively. Overall, leadership conflicts mostly result in negative outcomes, such as reduced productivity, work insecurity, and resource wastage. However, when managed effectively, they can lead to positive outcomes like improved decision-making, enhanced teamwork, and increased job satisfaction.

Table 6: Correlation Analysis between Leadership Style and Employee Performance

Aspects			By leaders' decision making	By types of leaders in power	By making responsibility for strategy plans and organization operation	By creativity made by the leadership in power	By how the leadership exercises authority and power over the followers and workers	By providing strong motivation to the employees
Spearman's rho	By leaders' decision making	Correlation	1.000	.376**	.362**	.291**	.172*	.177**
		Coefficient						
		Sig. (2-tailed)		.000	.000	.000	.011	.009
	By types of leaders in power	N	216	215	216	216	216	215
		Correlation	.376**	1.000	.169*	.276**	.301**	.090
		Coefficient						
	By making responsibility for strategy plans and organization operation	Sig. (2-tailed)	.000		.013	.000	.000	.187
		N	215	217	217	217	217	216
		Correlation	.362**	.169*	1.000	.464**	.157*	.349**
	By creativity made by the leadership in power	Coefficient						
		Sig. (2-tailed)	.000	.013		.000	.021	.000
		N	216	217	218	218	218	217
	By how the leadership exercises authority and power over the followers and workers	Correlation	.291**	.276**	.464**	1.000	.244**	.382**
		Coefficient						
		Sig. (2-tailed)	.000	.000	.000		.000	.000
	By providing strong motivation to the employees	N	216	217	218	218	218	217
		Correlation	.172*	.301**	.157*	.244**	1.000	.084
		Coefficient						
	By providing strong motivation to the employees	Sig. (2-tailed)	.011	.000	.021	.000		.221
		N	216	217	218	218	218	217

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 6 above presents how various leadership attributes correlate with employee performance metrics using Spearman's rank order correlation. Decision making by leaders is significant correlations with types of leaderships in power ($r=0.376$, $p<0.01$) implying that leaders decision making is moderately influenced by the leadership type, indicating that leadership style plays a role in decision making approaches, responsibility for strategy plans and operations ($r = .362$, $p < .01$) implying that strong decision-making is associated with leaders taking responsibility for strategic and operational tasks, creativity by leadership ($r = .291$, $p < .01$) meaning that leaders who are good decision-makers also tend to foster creativity, motivation to employees ($r = .177$, $p < .01$) implying that slight positive correlation suggests that decision-making moderately enhances employee motivation and weaker correlation with authority ($r = .172$, $p < .05$), implying decision-making has less influence on how authority is exercised. Types of leaders in power is significant correlations with decision-making ($r=0.376$, $p<0.01$) reflects a moderate influence of leadership style on decision-making effectiveness, creativity ($r=0.276$, $p<0.01$) suggests that certain leadership types encourage innovative practices, and non-significant correlation with employee motivation ($r=0.090$, $p>0.05$), indicating that leadership type alone may not directly motivate employees. Responsibility for strategy and operations is strong correlations with creativity ($r=0.464$, $p<0.01$), leaders who take responsibility for strategic tasks are highly creative of which benefits organisational performance, employee motivation ($r=0.349$, $p<0.01$), leaders' responsibility contributes to a motivated workforce, and decision-making ($r=0.362$, $p<0.01$) suggests that responsible leaders are also effective decision-makers. Creativity by Leadership is strong correlations with responsibility ($r = .464$, $p < .01$), meaning that creativity thrives in leaders who are responsible for strategy and operations, employee motivation ($r = .382$, $p < .01$), implying that innovative

leaders can significantly boost employee motivation and moderate correlations with authority ($r = .244, p < .01$) which suggests that creative leadership slightly impacts the exercise of authority. Authority and power exercise is a significant correlation with creativity ($r = .244, p < .01$) meaning that leaders who wield authority creatively can improve performance, but also weaker correlations with responsibility ($r = .157, p < .05$) and decision-making ($r = .172, p < .05$). Employee motivation is likely significant correlations with creativity ($r = .382, p < .01$) where creativity in leadership strongly influences employee motivation also responsibility ($r = .349, p < .01$) meaning that leaders who take responsibility inspire employees. Employee motivation has weaker correlations with decision-making ($r = .177, p < .01$) and authority ($r = .084, p > .05$), showing limited direct influence of these factors on motivation.

General leadership attributes such as creativity, responsibility, and decision-making significantly influence employee performance, particularly in the motivation and innovation of employees, while authority and power exercise show weaker effects, suggesting that democratic leadership styles may have a more substantial impact than authoritarian approaches in the AICT diocese of Mwanza. To enhance employee performance, the AICT Diocese of Mwanza should emphasize developing leaders' creativity, decision-making capabilities, and strategic responsibility.

3.1.3 Descriptive Statistics analysis of employees' performance.

Table 7: Descriptive Statistics analysis of employees' performance

Employees' performance aspects	N	Min	Max	Mean	S.D.
I always report at work in time	218	1	4	1.68	.888
It is not necessary to come early	218	1	4	3.18	.725
I am motivated to work	218	1	4	2.11	1.004
My colleagues encourage me to perform	218	1	4	1.60	.745
There is teamwork in my department	218	1	4	1.77	.829
My supervisor is a team player	218	1	4	1.69	.810
My performance is accessed daily by my supervisor.	218	1	4	2.14	1.026
I always get rewards whenever I perform better.	218	1	4	1.96	.966
Leadership rules are designed by superiors.	218	1	4	1.89	.975
I am motivated to perform my duties without any motivation	218	1	4	1.39	.650
I performed better when I was rewarded	218	1	4	2.38	1.126

Table 7 presents a descriptive analysis of employee performance among the 218 respondents at AICT Diocese of Mwanza, revealing several key insights. Overall, the data that employees demonstrate strong punctuality, with most agreeing that they report to work on time (Mean = 1.68) and disagreeing with the notion that arriving early is unnecessary (Mean = 3.18). Motivation levels among employees are moderate (Mean = 2.11), indicating that while many feel driven to perform, others may lack consistent internal motivation. However, a strong support system appears to exist, as evidenced by low mean scores for statements such as "My colleagues encourage me to perform" (Mean = 1.60), "There is teamwork in my department" (Mean = 1.77), and "My supervisor is a team player" (Mean = 1.69), all of which reflect a collaborative and encouraging work environment. The performance evaluation process also shows moderate presence, with employees somewhat agreeing that their performance is

assessed daily (Mean = 2.14), and that they receive rewards for good performance (Mean = 1.96). Notably, responses to “I performed better when I was rewarded” (Mean = 2.38) and “I am motivated to perform my duties without any motivation” (Mean = 1.39) highlight the critical role of external motivation, suggesting that rewards and recognition remain important in driving performance. Additionally, most employees agree that leadership rules are designed by superiors (Mean = 1.89), indicating a top-down leadership approach with limited employee involvement in decision-making. These findings collectively underscore the significance of effective leadership practices, particularly those that enhance motivation, foster teamwork, and implement structured recognition systems as essential components in improving employee performance within the organisation.

3.2 Correlation analysis between leadership conflicts and employees’ performance.

The results indicated that negative psychological response of an individual employee has strong correlations with negative behavioural response ($r = 0.526, p < 0.01$) where leadership conflicts often cause behavioural issues in employees, has also strong correlation with cause wastage of time and resources ($r = 0.361, p < 0.01$) where psychological stress affects task efficiency, wasting organisational resources and judicial and penal effects ($r = 0.384, p < 0.01$) as these conflicts could lead to legal disputes or penalties. Weak positive correlations with reduced productivity ($r = 0.259, p < 0.01$), where employees with psychological stress contribute less to organisational outcomes, and work insecurity ($r = 0.304, p < 0.01$), as conflicts increase job uncertainty. Negative behavioural response of an employee has strong correlations with work insecurity ($r = 0.334, p < 0.01$) as poor behaviour stemming from leadership conflicts escalates job insecurity, causes wastage of time and resources ($r = 0.438, p < 0.01$) as inefficient work practices arise from negative behaviour and weaker associations with judicial and penal effects ($r = 0.359, p < 0.01$) as conflict behaviours occasionally lead to legal consequences. Reduced productivity in the organisation has very strong correlations with work insecurity ($r = 0.552, p < 0.01$) where Job instability directly reduces productivity, causes wastage of time and resources ($r = 0.526, p < 0.01$) as inefficiency during conflicts reduces output and negative but weaker correlations with streamlines policies and procedures ($r = -0.136, p < 0.05$) from the fact that Leadership conflicts hinder clarity and effective policy enforcement. Work Insecurity has very strong correlations with causes wastage of time and resources ($r = 0.582, p < 0.01$) as insecurity disrupts workflow and resource optimization, and weaker associations with reduced tasks’ vagueness ($r = -0.004$), where there is no notable impact on clarifying responsibilities. Causes wastage of time and resources has strong correlations with work insecurity ($r = 0.582, p < 0.01$) as insecurity drives resource wastage as more insecurity decreases productivity, high employee turnover ($r = 0.520, p < 0.01$) as high turnover is linked to conflicts wasting resources also has negative correlations with improves church practices ($r = -0.180, p < 0.01$) where leadership conflicts disrupt positive practices and traditions of the church and streamlines policies and procedures ($r = -0.230, p < 0.01$) and resource wastage conflicts with policy adherence. Judicial and penal effects have strong positive correlations with causes of wastage of time and resources ($r = 0.371, p < 0.01$), where prolonged conflicts often lead to legal disputes and improve the quality of decision-making ($r = 0.236, p < 0.01$), as conflicts sometimes necessitate policy reforms that improve decisions. Teamwork and positive outcomes, has positive correlation with it builds teamwork ($r = 0.633, p < 0.01$) where despite conflicts, improved communication fosters collaboration, improves church practices ($r = 0.687, p < 0.01$) as the church will focus on team-building efforts that positively affect organisational culture and improves conflict management skills ($r = 0.611, p < 0.01$) taking into account that addressing conflicts directly strengthens workplace skills. Conflict management and job satisfaction have also a positive correlation with improved conflict management skills ($r =$

0.611, $p < 0.01$), where organisations that handle conflicts effectively increase satisfaction and commitment and facilitate an increase in job Satisfaction ($r = 0.604$, $p < 0.01$), as resolving leadership issues boosts morale. In conclusion, leadership conflicts strongly correlate with reduced productivity, increased work insecurity, behavioural issues, and resource wastage, and effective conflict management can strengthen teamwork, clarify responsibilities, and improve decision-making.

3.3 Multiple Regression Results

A multiple regression analysis was conducted to determine the effect of effective leadership, specifically leadership styles, leadership training, and leadership conflicts, on employee performance at AICT Diocese of Mwanza. The analysis was run using SPSS after checking for key statistical assumptions such as normality, linearity, multicollinearity, and homoscedasticity. Leadership styles, leadership training, and leadership conflicts were entered as independent variables, while employee performance was the dependent variable. The regression model included three key outputs: the model summary, which provided R^2 to show the proportion of variance in employee performance explained by the leadership variables; the ANOVA table, which assessed the overall significance of the model; and the coefficients table, which indicated the contribution and statistical significance of each independent variable. The results showed that the model was statistically significant, with leadership style emerging as the strongest positive predictor of employee performance, followed by leadership training. Leadership conflict had both positive and negative implications depending on how it was managed. This analysis helped to quantify the influence of each leadership factor and confirmed that effective leadership practices play a crucial role in enhancing employee performance.

Table 8: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.547a	.300	.290		.43161

a. Predictors: (Constant), Leadership_Style, Leadership_Training, Leadership_Conflicts

Table 8 provides key statistics on the strength and explanatory power of the regression model predicting employee performance based on leadership style, leadership training, and leadership conflicts. The R-value (0.547) indicates a moderate positive correlation between the independent variables and employee performance. The R-Square (0.300) means 30% of the variation in employee performance is explained by the three leadership factors included in the model. The adjusted R-Square (0.290) accounts for the number of predictors and suggests that, even when adjusted for sample size, the model still explains 29% of variance in employee performance. The standard Error of the estimate (0.43161) represents the average deviation of actual employee performance scores from the predicted values. While 30% explanatory power suggests the model is useful, other factors outside the study may also significantly influence employee performance.

Table 9: ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.048	3	56.83	30.505	.000b
Residual	39.866	214	.186		
Total	59.913	217			

a. Dependent Variable: Employee's Performance

b. Predictors: (Constant), Leadership style, Leadership Training, Leadership Conflicts

The ANOVA Table assesses the overall significance of the regression model in predicting employee performance based on leadership style, leadership training, and leadership conflicts. The F-statistic ($F = 30.505$, $p = 0.000$) indicates that the model is highly significant, meaning that the independent variables collectively explain a significant portion of the variation in employee performance. The sum of squares for regression (17.048) shows the variation explained by the model, while the residual sum of squares (39.866) represents unexplained variance. With the p-value of 0.000 ($p < 0.05$), we reject the null hypothesis that the independent variables on employee performance. This confirms that effective leadership factors significantly influence employee performance and that the model is a good fit for the data.

Table 10: Coefficients

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.278	.182		1.524	.129		
Leadership_Conflicts	.227	.062	.219	3.663	.000	.916	1.091
Leadership_Training	.180	.059	.180	3.040	.003	.936	1.068
Leadership_style	.497	.081	.368	6.136	.000	.908	1.101

a. Dependent Variable: Employees_Performance

Table 10 provides insights into the effects of leadership conflicts, leadership training, and leadership style on employee performance, while also checking on the multicollinearity issues. The results show that leadership style ($B = 0.497$, $p = 0.000$) has the strongest positive influence on employee performance, followed by leadership conflicts ($B = 0.227$, $p = 0.0000$) and leadership training ($B = 0.180$, $p = 0.003$). Since all three variables have statistically significant p-values ($p < 0.05$), they contribute meaningfully to employee performance. The standardized Beta coefficients indicate that leadership style ($\beta = 0.368$) has the greatest impact, while leadership conflicts ($\beta = 0.219$) and leadership training ($\beta = 0.180$) have moderate effects. Additionally, the collinearity diagnostics show tolerance values above 0.90 and VIF values between 1.068 and 1.101, confirming that multicollinearity is not a concern in the model. This suggests that the three leadership factors independently contribute to enhancing employee performance, with the leadership style playing the most crucial role.

3.4 Discussion of the Results

The results of this study provide critical insights into the relationship between effective leadership and employee performance, reinforcing previous research that highlights leadership as the key determinant of organisational success. Key leadership components, including leadership styles, leadership training, and leadership conflicts, emerged as significant predictors of employee performance. Leadership style had the strongest positive effect, indicating that the way leaders engage with their teams and direct organisational activities plays a crucial role in fostering employee productivity and motivation. This aligns with Bass and Avolio (1994), who found that transformational leadership enhances employee commitment and performance by fostering a shared vision and providing individualized support. Similarly, Northouse (2016) argued that democratic leadership encourages collaboration and innovation, leading to improved workplace outcomes. Conversely, autocratic leadership may limit creativity but can be effective in structured environments requiring strict supervision (Goleman, 2000). Leadership conflicts also emerged as a significant predictor, emphasizing the need for effective conflict resolution and communication in the workplace. Poorly managed conflicts can create stress, disrupt teamwork, and reduce productivity, as supported by Rahim (2011), who noted that constructive conflict resolution strengthens workplace relationships and enhances organisational efficiency. The study by Jehn and Mannix (2001) further supports this, highlighting that while task-related conflicts can lead to dysfunction and lower performance. Leadership training had a significant positive impact, underscoring the importance of continuous professional development for leaders. Organisations that invest in leadership development empower managers with the skills necessary to motivate, inspire, and manage teams effectively, as shown in studies by Avolio & Yammarino (2013). Training enhances not only technical leadership skills but also emotional intelligence, decision-making abilities, and adaptability in dynamic work environments (Goleman, Boyatzis, McKee, 2013). The multicollinearity diagnostics confirmed the reliability of the regression model with tolerance values above 0.90 and VIF values between 1.068 and 1.101, indicating no significant collinearity issues among the independent variables. This strengthens the confidence in the study's findings, demonstrating that the predictors independently contribute to explaining variations in employee performance.

Overall, the study emphasizes the critical role of effective leadership in enhancing employee performance. The AICT Diocese of Mwanza should prioritize adopting leadership styles that foster employee motivation, collaboration, and performance, investing in targeted leadership training and developing effective conflict management mechanisms. These strategies will not only improve individual performance but also contribute to broader organisational success. Additionally, investing in ongoing leadership training programs, especially those focusing on communication, conflict management, and decision making, is essential for improving employee performance. Finally, it is critical to manage leadership conflicts constructively, as conflicts that are properly addressed can lead to enhanced teamwork, innovation, and overall organisational success.

The results obtained in this study align with global literature on organisational behaviour, affirming that effective leadership is a major driver of employee performance even within faith-based institutions. The AICT Diocese of Mwanza demonstrates that combining spiritual integrity with sound managerial practices enhances staff engagement and organisational efficiency.

4. Conclusion

Overall, the study concludes that organisations must adopt effective leadership approaches that emphasize effective leadership styles, invest in leadership training, and establish conflict management frameworks. By doing so, organisations can create an enabling work environment that enhances employee performance and contributes to long-term success.

5. Recommendations

The Diocese should also establish clear conflict management strategies to address leadership conflicts promptly and constructively. Training leaders in conflict resolution and fostering a culture of open communication will help mitigate the negative effects of conflicts. Leaders should be equipped to handle disagreements in a way that promotes collaboration and problem-solving rather than escalating tensions.

Future research could explore additional variables, such as organisational culture, employee motivation, and workplace policies, to deepen the understanding of how strategic leadership influences employee performance.

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