

## **Influence of Transactional Leadership Style on Employee Performance in Tanzania: A Case of Iringa Region**

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### **ABSTRACT**

*This study assessed the influence of transactional leadership style on employees' Performance at Regional commissioner's Office in Iringa region. Specifically, the study examined the influence of active management on employee performance at Iringa Regional commissioner's Office. The study sample size was 341 employees found in Iringa region. The study employed quantitative research methods to investigate the objectives. Simple random sampling as well as purposive sampling techniques was employed during data collection. Data analysis was done by correlation and regression to get the significant relationship of variable. Also, the findings indicated that active management have positive and significant influence on employee's performance ( $B = 0.246$ ,  $p = 0.000$ ). The study concluded that active management has positive and significant influence on employee's performance. Therefore, the practical implication is that active management should be encouraged, developed, established and promoted to increase the level of employee's performance. In addition, the findings have revealed that contingent rewards have insignificant contribution on employee's performance. Thus, all factors which hinder the effectiveness of contingent rewards should be addressed. The study recommended that the use of active management should be improved to increase employee performance.*

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**Key Terms:** Transactional Leadership, Employee performance, Active management, Iringa region, Contingent Rewards

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### **1. Background of the Research Problem**

Transactional leadership involves motivating and directing followers to achieve their organizational goal (Wongyanon, 2015). The power of transactional leaders comes from their formal authority and responsibility in the organization (Munir *et al.*, 2016). If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. In transactional leadership employees are motivated by reward and punishment; subordinates have to obey the orders of the superior; and have to be closely monitored and controlled to get the work done from them (Munir *et al.*, 2016). The transactional leaders are found to be quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity. According to Masika and Juma (2020) transactional leaders

tend to be highly directive and action oriented. Therefore, transactional leadership influences employee's performance because directive and reward assist accomplishing employee's task. At the regional commissioner's office, transactional leadership is applied to improve employee's performance. Leaders who are regional commissioners, regional administrative secretary and head of departments and units do reward and provide directives to employees aiming providing good services to Local government authorities and the people in the region. Otero *et al.*, (2021) pointed out that effectiveness leadership style such as transactional leadership influence employees to provide better services to the people. Authors' such as Bass (1985) further points out transactional leadership influenced employee's performance in the organization. According to Nnubia, (2020), transactional leadership involves leaders exchanging things of value with subordinates to advance their own as well as their subordinates' agenda. Hasija (2020) pointed out that transactional leader as one who approaches followers with an eye to exchange one thing for another. This means that one individual takes the initiative in making contact with others for the purpose of an exchange of valued things. It is when a person takes the initiative in making contact with others for purposes of exchange for something of value (Hasija, 2020). Nshoma, (2020) identified transactional leadership as a style as the leadership which influence employee's performance in the organization. In addition, (Bass, 1985) went further to apply Bureaucratic theory to organizational management. Since then, transactional leadership has been studied and applied alongside other theories of leadership to find out its influence on performance. Since its introduction, the theory of transactional leadership has not tested to fit at regional commissioner's office performance. According to Bass, (1985) elements of transactional leadership namely contingent reward, active management by exception and passive management by exception are the one which influences employee's performance. Bass however argues that these attributes of transactional leadership should be used to fulfill specific obligations for mutual advantage. Also, leaders should make these attributes usable in order to increase subordinates' satisfaction and performance. Empirical studies suggest the need of applying transactional leadership to influence organizational performance. Samad and Abdulah (2012) also viewed transactional leadership as the most significant leadership style for improving performance in Malaysia. The study discovered that transactional leadership was the best leadership for improving performance because; it brought to workers in the organization. In addition, Mortazavi and Portavi (2014) conducted a study to analyze the effect of transactional leadership on employee's performance using 394 workers as a sample size in Tehran's Keshavarzi Banks. The results indicated that transactional leadership had significant contribution on employee's performance. Munir *et al.*, (2016) conducted a study on the in effects of transactional leadership under contingent rewards on employee performance of Courier Companies of Faisalabad City. Findings revealed that there is a strong relationship between both types of rewards on employee performance. As recommended by Otero *et al.*, (2021) transactional leadership is important to influence employee's performance. In addition, Wongyanon, (2015) this study analyzed the "Influence Transactional on Organizational Performance in Case of Thai Local Organizations". Self-administered surveys distributed to a randomly selected sample within the three local organizations. Participants consisted of 820 respondents who had returned the questionnaires from 953 invitations. The results demonstrated transactional under passive management have a significant and positive influence to the organizational performance. In addition, the contingent reward and management by exception-active in transactional leadership style also indicate independent influence to the organizational

performance but there are no leadership style overlaps. Therefore, it is concluded that the leadership styles of the organizational achievement are the best from regression equation. The regional commissioners' offices leaders have been using transactional leadership to influence employees through linking the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. In addition, regional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes. Also, regional leaders through applying transactional leadership style take action when standards are not met or when the performance is not as per the expectations. Despite of using transactional leadership there is limited research findings which show the influence of transactional leadership under active managements on employees' performance.

## **2. Literature Review**

### **2.1 Theoretical Review: Leadership Theories: Transactional Style of Leadership Theory**

The transactional leadership theory was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This theory is most often used by the managers. The theory focuses on the basic management process of controlling, organizing, and short-term planning. Transactional leadership theory involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals. Transactional leadership theory is developed as a reward system to match leadership's desired outcomes with the follower's expected performance. The leaders would be counterproductive and would encourage follower to be stagnant at one level while followers maintain their level of production at a minimum level, management left them alone to do their work, but when their production dropped below the required level, their pay, level of responsibility, and even their job. The transaction leadership theory involves three dimension which are; cognitive reward, active management by exception and passive management by exception. The applicability of this dimension is assumed to influence employee's performance in the organization. According to McCleskey, (2014) contingent reward assists to clarify performance expectations and to establish follower credibility that valued rewards (verbal or tangible) following the exchange for good performance. Management by exception active spans behaviors intended to proactively prevent potential problems before they arise. Active managers operate on the premise that people can profit from the stock market through various strategies that intend to determine which stocks are trading for less than their value merits. Accordingly, active managers employ a myriad of strategies that may include a combination of quantitative, fundamental, and technical indicators to identify favorable stock prices that outperform their passive alternative. Active managers also utilize asset allocation strategies that align with the goals of the fund and the active investor. The assumption of transactional theory is that employees are motivated by reward and punishment; the subordinates have to obey the orders of the superior and also subordinates are not self-motivated. They have to be closely monitored and controlled to get the work done from them. In regional commissioner's office, the theory is applicable because regional leaders make active

managements by making close follow-up various developments activities. Since, the theory is applied in regional commissioners, there is limited research findings related to the influence of transactional leadership theory on employee's performance at regional commissioner's office. There was a need of conducting this study to test the influence of transactional leadership theory on employee's performance at regional commissioner's office.

## 2.2 Empirical Literature Review: Active Management and Employees Performance

Quintana *et al.*, (2015) examined "Effects of Leadership Styles on Employees' Outcomes in International Luxury Hotels in Spain". Employees from eleven 4-star hotels in Spain provided the collected data. A series of statistical analyses in analysis. The results of this study indicate that transactional leadership under active management by exception are the most important factors that positively affect all three outcomes (i.e., extra effort, perceived efficiency, and satisfaction). In addition, the significant factors indicating positive relationships were varying depending on the types of individual outcomes as well as ownership of hotel properties. Ammussah (2020) examined the "relationship between transactional leadership styles on employee performance in Chi limited". In this study, quantitative research design was employed in which 164 valid structured questionnaires were obtained after distributing 334 questionnaires to employees obtained from simple random sampling. Data analysis was done by descriptive and inferential statistics. Pearson's correlation and regression analysis were used to present the inferential statistics of the data obtained to explain both relationship and effects in line with the hypotheses of this research. The findings from the data obtained tells that active management by exception was important to influence employee's performance. The finding helps the researcher confidently recommend transactional are good for supervision of subordinates. Hasija (2020) conducted a study on "A Study of Management by Exception: Active, Passive and Laissez-faire Leadership Style of Leaders degree of variance in between different leadership styles of School". The Multifactor leadership questionnaire was used to collect data from teaching staff (Faculties) of B Schools of M.P. ANOVA used as a tool to test hypothesis. The study authenticates significant difference among means of different Leadership styles namely; Management by Exception Passive with value  $F(2,300) = 39.260$ ,  $p = .000$ . The result complies with the study conducted by Bass, (2000) that states "some components of transactional leadership style can foster organization learning but improving leadership performance depends on frequency of increase in transformational leadership behavior. Organizations that are easy, able and willing to change are more transformational than transactional in terms of the new paradigm of leadership. Though there is not much empirical research done on these components of transactional leadership styles in employees' performance in Iringa region. Thus, this study is important to be conducted. Wongyanon, (2015) this study analyzed the "Influence Transactional on Organizational Performance in Case of Thai Local Organizations". Self-administered surveys distributed to a randomly selected sample within the three local organizations. Participants consisted of 820 respondents who had returned the questionnaires from 953 invitations. The results demonstrated transactional under passive management have a significant and positive influence to the organizational performance. In addition, the contingent reward and management by exception-active in transactional leadership style also indicate independent influence to the organizational performance but there are no leadership style overlaps. Therefore, it is concluded the leadership styles of the organizational achievement are the best from regression equation. Nidadhavalu (2018) conducted a study on the impact of active management support on employees Job

satisfaction and Organizational Commitment where the current study discusses the leadership styles used in the Construction Industry in India. The development of construction industry in India requires suitable leadership approaches of the management. In the condition of such requirement, this research paper has three-fold objectives: first, to study the leadership styles used by the higher-management levels of Indian construction companies, and second, to examine the impact of leadership styles on job satisfaction, and third, to analyze the impact of the leadership styles on organizational commitment. A survey was designed and carried to assess the objectives of the research. A total of sixty employees (60) were selected for the study. The survey participants were the three working groups of the three construction companies; (1) senior managers, (2) construction engineers, (3) worker supervisors. The questionnaire has a total of 25 questions that includes demographics, leadership styles assessment, job satisfaction, and organizational commitment. Confidence level, Mean, and Standard Deviation was used to analyze the results of the respondents. The results show that the higher-management of company a uses good leadership styles and the employees are satisfied with the job and committed to the organization. However, employees of company B and C were not happy with the leadership styles through active management used by the management and unsatisfied with the job and less committed to the organization. Despite of these empirical result, most of them were done outside Iringa region.

### 2.3 Conceptual Framework

Basically, the conceptual framework comprises independent variable which are constructs of transactional leadership theory and dependent variable which is an employee's performance. Based on theoretical and empirical literature review, it is hypothesized that the constructs of transactional leadership theory under active managements influence positively employee's performance at regional commissioner's office in Iringa region. Figure 1 show the relationship of variables.

#### Independent Variable

#### Dependent Variable

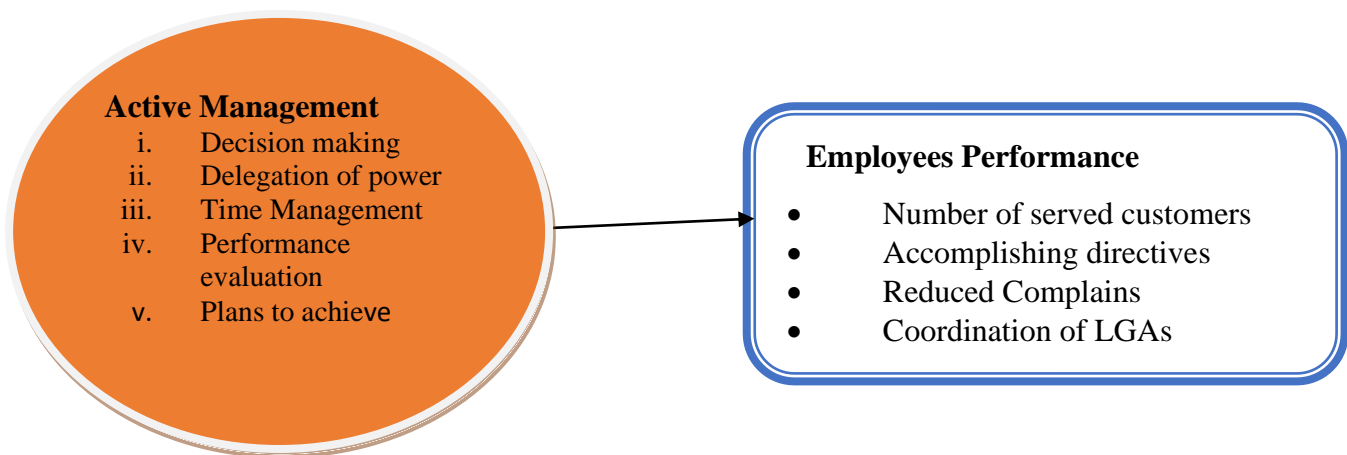


Figure 1: Conceptual Framework

**Source:** Researcher, (2023).

### **3.0 RESEARCH DESIGN AND METHODS**

This study was carried out in Iringa regional commissioner's office of Tanzania. Iringa region comprises 1,192, 728 people who requires effective services from employees at the regional commissioner's office (URT, 2022). This population is according to the 2022 census. The researcher selected Iringa because little is known concerning the influence of transactional leadership theory on employee's performance at Iringa regional commissioner's office. This study employed mixed research approach whereby qualitative and quantitative research employed. Since the study is mixed exploratory and explanatory research designs were used. Exploratory was employed because it provides insight information related to transactional leadership and employee's performance. Also, explanatory research was used because it was important to test the cause to effect relationship of contingent rewards, active management towards employee's performance. The sample size was 341 whereby 326 employees were from quantitative phase while 15 employees who are head of departments were involved in qualitative phase. In quantitative part simple random sampling employed to select these participants. Kothari and Garg, (2014) pointed out that simple random sampling was less costly for data collection. Selection of employees was randomly and each employee in each department had equal chance of being selected. Data collection was done by questionnaire and interviews. On view of data analysis, in qualitative part data were analyzed by content analysis by organizing, transcribing, sorting and grouping data into major recurring themes based on specific objectives (Maguire and Delahunt, 2017). In addition, data were collected in quantitative part, edited, coded, and analyzed descriptively to get facts and presented using various presentations including percentages, frequency, and tables. Multiple Correlations were used to observe relationship of variables. According to Ambrose (2009), the use of frequency and percentage was considered to be useful for profiling characteristics of the phenomena. The present study, used literature review to insure validity and reliability. In addition, the researcher created trust and rapport with participants in order to probe in-depth details from the participants. Moreover, the researcher prepared questions in simple language to reduce ambiguity and confusion among participants. Kyaruzi, F. (2013) defined ethics as a code of conduct that has been involved on conducting research. In due course of this research, the researcher adhered to the following ethical standards such as designing anonymous questionnaires and safeguarding confidentiality. In addition, the researcher respected respondents to provide them ample time to fill the questionnaire and ask some areas which needed more clarification.

### **4.0 FINDINGS AND DISCUSSION**

#### **4.1 Descriptive Statistics for Independent and Dependent Variables**

In this section descriptive results of independent and dependent variable have been presented. The mean, standard deviation (SD), maximum and minimum values of variables have been shown. Since the study used 5-point Likert scale in quantitative phase, ranging from 1 = strongly disagree (minimum) to 5= strongly agree (maximum) over a total of 326 observations (n = 326). The examination of the results indicates that the mean values of contingent reward, active management and employee's performance were above the scale's centre point (3 = moderate) and the standard deviation was below one which indicates that the responses are well.

**Table 1: Descriptive Statistics**

variables	N	Minimum	Maximum	Mean	Std. Deviation
<b>Active management</b>					
Proper decision (AM1)	326	1.00	5.00	3.5061	.90722
Delegation (AM2)	326	1.00	5.00	3.5736	.81474
Time management (AM3)	326	1.00	5.00	3.1227	.85051
Evaluation (AM4)	326	1.00	5.00	3.4325	.94790
Work plans (AM5)	326	1.00	5.00	3.5061	.93065
<b>Employees Performance</b>					
Served customers (EP1)	326	1.00	5.00	3.9080	.71734
Complaints (EP2)	326	1.00	5.00	3.9049	.74432
Accomplishment order (EP3)	326	1.00	5.00	3.6503	.73618
LGA coordination (EP4)	326	1.00	5.00	3.8742	.73557
Valid N (listwise)	326				

Source: Researcher, (2023)

Table 1 contains five measurement variables. Among five measurement variables of active management; proper decisions scored 3.5061; delegation of power scored 3.5736 timely consideration scored 3.1227 evaluation scored 3.4325 and availability of working plans incentives 3.5061 had a mean value of above 3. All these mean values were above the normal indicating that respondents agreed that there was provision of contingent rewards which enhanced employee's performance. On view of employee's performance; number of served customers scored mean value of 3.9080, reduced complaints scored 3.9049 accomplishing directives timely scored 3.6503 and proper coordination to local government authority scored 3.8742. The score from independent and dependent variables indicates that greater the mean the high the impersonations on employees' performance in regional commissioner's office. But mean values scored cannot conclude the relationship of variables. That is why it was important to run correlation analysis to examine the relationship of variables under study. Findings in this study are similar to Kothari and Garg (2014) who pointed out that when there is normal distribution the skewness gives the shape of distribution of the data whereby a data set comprised a skewed distribution when mean, median and mode are not the same and the limit of coefficient of skewness is -3 to 3. Also, under normal distribution the mean values if it happens being above 3 that means the variable have impacts towards another variable. Also, Ndugu, (2017) evidenced that if the mean value becomes more than 3 helped to ensure the contribution of independent to dependent variable was great. For this study mean values of contingent reward, active management on employee's performance were above the scale's centre point (3 = moderate) and the standard deviation was below one which indicates that the responses were well and independent variable had impacts on employee's performance.

#### 4.2 Effects of Active management on Employees Performance

The effects of active management were measured by five items/statements which were work plan, evaluation, time management, delegation, and decision making. Under these items of active management work plan of employees scored 64.1%, followed by evaluation which scored 62.5, delegation of power scored 56.2%. Also, time management scored 52.8 and the last decision making scored 51.0%. Generally active management was found being well implemented since the score was above 50.5. For instance, about 188(57.5%) of respondents agreed that there was active management which influenced employee performance while 35(10.7%) disagreed and only were neutral = 103(31.8%) as shown in Table 2.

**Table 2: Active management on Employees Performance**

Item	Strong disagree		Disagree		Cumul Disagree		Neutral		Agree		Strong agree		Cumulative Agree	
	F	Per	F	Per	F	Per	F	Per	F	Per	F	Per	F	Per
Proper decision (AM1)	11	3.4	36	11.0	47	14.4	113	34.7	128	39.3	387	11.6	166	51.0
Delegation (AM2)	9	2.8	35	10	44	12.8	99	30.4	143	43.9	403	12.3	183	56.2
Time management (AM3)	11	3.4	28	8.6	39	12.0	115	35.3	141	43.3	319.5	9.5	172	52.8
Evaluation (AM4)	4	1.2	21	6.4	25	7.6	97	29.8	169	51.8	357	10.7	204	62.5
Work plans (AM5)	7	2.1	16	4.9	23	7.0	94	28.8	143	43.9	662	20.2	209	64.1
<p><i>Agreed = 188(57.5%)</i>  <i>Neutral = 103(31.8%)</i>  <i>Disagreed = 35(10.7%)</i></p>														

Source: Field data (2023)

#### 4.3 Employees Performance

Employee's performance was measured by 3 items namely served customers, complaints, accomplishments of directives and coordination of local government's authorities as expressed in Table 4. Under these items of employees were found performing their duties because it was about 237(72.7%) of employees who agreed that they performed while employees who were neutral were 77(23.7%) and those who disagreed were 12(3.6%).



**Table 3: Descriptive Statistics on Effects of Central Government on LGP**

Item	Strong disagree		Disagree		Cummul Disagree		Neutral		Agree		Strong agree		Cummul Agree	
	F	Per	F	Per	F	Per	F	Per	F	Per	F	Per	F	Per
customers Served (EP1)	3	0.9	8	2.5	11	3.4	57	17.5	205	62.9	53	16.3	258	79.2
Complaints (EP2)	2	0.6	9	2.8	11	3.4	71	21.8	183	65.1	61	18.7	244	83.8
Accomplishm ent order (EP3)	2	0.6	15	4.6	17	5.2	109	33.4	169	51.8	31	9.5	200	61.3
LGA coordination (EP4)	3	0.9	6	1.8	9	2.7	73	22.4	188	57.7	56	17.2	244	74.9
Agreed = 237(72.7%) Neutral = 77(23.7%) Disagreed = 12(3.6%)														

Source: Field data (2020/2023)

#### 4.4 Multivariate Analysis: Correlation Analysis

##### 4.4.1 Relationship between Active Management and Employees Performance

The analysis of the relationship between active management as independent variable and employee's performance as dependent variable was conducted by using the partial correlation as expressed in Table 4.

**Table 4: Relationship between Active Management and Employees Performance**

Item	AM1	AM2	AM3	AM4	AM5	AM	EP1	EP2	EP3	EP4	EP
AM1	1										
AM2	.584**	1									
AM3	.454**	.391**	1								
AM4	.410**	.319**	.335**	1							
AM5	.435**	.330**	.384**	.853**	1						
AM	.767**	.684**	.675**	.796**	.817**	1					
EP1	.242**	.191**	.215**	.217**	.208**	.287**	1				
EP2	.240**	.207**	.257**	.202**	.159**	.283**	.675**	1			
EP3	.215**	.192**	.275**	.200**	.232**	.297**	.446**	.394**	1		
EP4	.271**	.265**	.177**	.259**	.228**	.320**	.357**	.478**	.436**	1	
EP	.313**	.276**	.299**	.284**	.267**	.383**	.798**	.824**	.736**	.735**	1

Source: Researcher, (2023)

The findings in Table 4 revealed that all measurements variables of active management have strong association with employee's performance. The stronger association between variables of active management and employee's performance was found between AM1 and EP with ( $r = .313^{**}$ ,  $p < 0.05$ ). In addition, the least association was found between AM5 and EP with ( $r = .267^{**}$ ,  $p < 0.05$ ). Likewise, active management itself have positive association with measurements of employee's performance, for example AM and EP4 the association was strong with ( $r = .320^{**}$ ,  $p < 0.05$ ) while the least was the association between AM and EP2 with ( $r = .283^{**}$ ,  $p < 0.05$ ). Generally, the relationship active management and employee's performance was positive with ( $r = .383^{**}$ ,  $p < 0.05$ ). These findings from quantitative phase supported by qualitative phase; one of the key informants asserted that quotation;

“In this office there is delegation of power and through that subordinate learn doing things in terms of performance” .... (Head of department 6....27/9/2023).

In addition to that one key informant asserted that:

“Active management is important because it leads to proper decision-making during employee's performance.” ... (Head of department 7... 28/9/2023)”.

In addition to that one staff added that;

“Active management in this office involves collective decision making whereby all employees are involved during departmental meeting” Head of department 2...28/9/2023).

In addition to that one key informant asserted that “*Active management increases employees' performance*” (Head of department 5... 28/9/2023)”.

#### **4.5 Discussion of Findings based on Each Objective**

The main objective of this part is to review the information generated in the results, compare and contrast with others findings from other studies related to this study. The process of comparing as well as contrasting with other research work assist reflecting the findings based on the study objectives, conceptual and theoretical framework of the study. This part provides discussion of findings based on each objective of the study. The drive for this study was mainly to investigate the influence of active management on employee's performance at RC office. After correlation analysis, the findings indicate that active management have positive and significant influence on employee's performance at RC office. The result provides an answer for study question which states that; what are the influence of active management on employee performance at Iringa Regional commissioner's Office. The answer for this questions that active management has influences employee's performance positively and significantly. This means that proper decision (AM1); delegation of power (AM2); time management (AM3); evaluation (AM4) and work plans (AM5) had high explanatory power towards employee's performance. These findings confirm that there is positive and significant influence of active management on employee's performance at RC office. Active management include to be specific with the employee about where their performance is lacking. It's important to document all conversations about performance. This may begin with the employee receiving a record of your concerns, highlighting what they need to do and a deadline (often called a verbal warning). Follow up after

an initial conversation. Check on the employee's performance over the next several weeks and provide feedback and coaching to help them meet their goals. Employers can consider formal performance management processes if the underperformance issues continue. They may include written warnings and/or a performance improvement plan (a document outlining the issues, what is required and by when, as well as how they will be measured). You can look inwardly at how you handle tough situations. Strengthening your own communication and coaching skills may increase your chances of effectively inspiring and developing employees. Also, the findings are related to Yang et al. (2016) who believed that active management leadership quality linked employee performance. This is because these leaders make decisions which influence employee's performance. These findings indicate that high performance was obtained when organizational leaders become a role model and uses active management to leader employees. This implies that when leaders at the regional commissioners' offices become a actively engaged by leading employee. This is because active management are a source of employees' esteem, confidence to employees in the organization which influence working hard for the benefit of the organization.

## **5.0 CONCLUSIONS, IMPLICATIONS AND LIMITATIONS**

This part addresses the main findings and conclusion of the study which is organized based on specific research objectives of this study as described below:

### **5.2.2 The Influence of Active management on Employees Performance**

This study assessed the influence of active management on employee's performance. After doing regression analysis, the findings indicate that active management have positive and significant influence on employee's performance. This is because the findings indicate that the relationship between active management and employee's performance had p value less than 0.05 which shows significant influence on employees' performance. These findings confirm that there is positive and significant influence of active management on employee's performance. The findings entail that applicability of active management's items has enough explanatory power on influencing employee's performance at regional commissioner's office.

### **5.3 Study Conclusion**

This study has theoretically and empirically evaluated research framework by incorporating dimension of contingent rewards and active management on influencing employees' performance. The study has evidenced that active management have positive and significant influences on employee's performance. Therefore, the practical implication is that active management should be encouraged, developed, established and promoted to increase the level of employee's performance. In addition, the finding has revealed that contingent rewards have insignificant contribution on employee's performance. Thus, all factors which hinder the effectiveness of contingent rewards should be addressed.

### **5.4 Recommendations for Future Research**

#### **5.4.1 Recommendation for action**

- i. This study focused on Iringa regional commissioner's office; others can look on local government authorities found in Iringa region.

- ii. Likewise, this study did involve moderating variables, other scholars can involve moderating variables on assessing the relationship between active managements and employee performance.

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