

THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE ON JOB MOTIVATION OF EMPLOYEES IN LUDEWA DISTRICT COUNCIL

Frank Mosses Mchungwa¹, Nasra Kara²

The Open University of Tanzania

Abstract

Leadership style is very important for the organization as it gives meaningful implications on the life of the organization, its growth and survival in a competitive environment. Democratic leadership style, due to its advantages over other styles, has received significant recognition among various employees. This study is descriptive and sought to find how democratic leadership style influences job motivation of employees in Ludewa District Council. It was guided by two research objectives that aimed at finding perceptions of employees regarding the leadership style practiced within Ludewa District Council and the extent to which democratic leadership style influences employee's job motivation levels. A total number of 30 respondents participated in the study on the bases of their willingness to respond. Findings show that democratic leadership style is exhibited by employees' supervisors in Ludewa District Council organizations and departments whereby the employees are involved in decision making, feel motivated and can perform well in their jobs. Supportive work environment influences the workers in the District to be highly motivated and perform well in their job. Future scope of the study calls for Comparative analysis and longitudinal study of mediating and moderating variables of democratic leadership influences.

Keywords: Leadership, Leadership Style, Job Motivation, Democratic Leadership, Ludewa District Council, Employee Performance, Human Resource Management

INTRODUCTION

Democratic leadership style has a significant impact on job motivation among employees, as evidenced by various research studies. Studies have shown that democratic leadership positively influences work motivation (Wo & Nuangjamnong, 2023, Sitohang, 2022), with democratic leadership style being associated with higher levels of motivation and subsequently improved employee performance (Cindy, Bairawati, Detak, Prapanca, 2023). Additionally, the influence of democratic leadership style on employee job satisfaction has been highlighted, indicating a positive relationship between leadership style and job satisfaction, which in turn affects employee performance (Jajuk, Herawati, Epsilandri, Septyarini, 2023). Overall, the data suggest that a democratic leadership approach fosters a motivational work environment, leading to increased job satisfaction and ultimately enhancing employee performance.

Democratic leadership is a style of leadership that involves the active participation of employees in decision-making processes (Yukl, 2012). In this leadership approach, leaders encourage open communication, collaboration, and shared decision-making among team members (Bass & Avolio, 1994). This style values the input and feedback of employees, fosters a sense of empowerment, and promotes a democratic work culture where everyone's opinions are respected and considered.

Job motivation can be referred to as the psychological processes that drive individuals to initiate and sustain goal-directed behaviors in the workplace. Motivated employees are more likely to be engaged, productive, and committed to their work tasks and organizational goals. Various theories of motivation including Hierarchy of Needs of Maslow, Two-Factor Theory of Herzberg, and Expectancy Theory, highlight different factors which influence employee motivation, including intrinsic rewards, extrinsic rewards, job satisfaction, and the quality of leadership (Herzberg, 1968; Maslow, 1943 & Vroom, 1964).

According to Milenkovski, et al., (2023/12//) if the institution wants to reach a high level of productivity, efficient and effective leadership must be given, and the leader should be keen in improving every employee's performance on the job.

Organizational behavior and management literature have shown a great deal of interest in and research on the relationship between employee motivation and leadership style. While there are many other types of leadership, such as transformative, authoritarian, and laissez-faire, democratic leadership has drawn interest

¹ Mr. Frank Mosses Mchungwa, Masters Student of The Open University of Tanzania, Mobile: +255 766 160 538 Email: frankmchungwa@gmail.com P.O. Box 19 Ludewa.

² Dr. Nasra Kara, Supervisor. The Open University of Tanzania, Mobile: +255710609120 Email: nasrakara@yahoo.com The Open University of Tanzania, Kinondoni Regional Centre, P.O. Box 13224 Dar Es Salaam

because of its capacity to raise job satisfaction and employee motivation. There hasn't been much research done on how precisely democratic leadership affects employee engagement in the context of Tanzania's Ludewa District Council, though. Gaining an understanding of this link is essential to enhancing the Council's overall performance, employee happiness, and organizational success.

In Tanzania, the Ludewa District Council is the local government body in charge of overseeing the management and delivery of public services under its purview. Ludewa District Council, like many other public sector organizations, has particular difficulties because of limited resources, cumbersome bureaucratic procedures, and the requirement to provide its residents with high-quality services. To solve these issues and create a supportive work environment where staff members feel inspired, involved, and dedicated to their jobs, the council needs strong leadership.

RESEARCH OBJECTIVES

This study's main goal is to find out how democratic leadership styles affect Ludewa District Council employees' motivation for their work. Particular research inquiries are:-

1. What are the perceptions of employees regarding the leadership style practiced within Ludewa District Council?
2. To what extent does democratic leadership style influence employee's job motivation levels?

METHODOLOGY

The study employed a qualitative approach in obtaining data from Ludewa District employees. A total number of 30 employees responded to the questionnaire. The employees' perceptions of leadership style and job motivation using qualitative data will provide deeper insights into the lived experiences and contextual factors shaping these perceptions. The study targeted a representative sample of employees across different departments and hierarchical levels within Ludewa District Council.

DATA ANALYSIS AND DISCUSSION

This part presents data on demographic information of respondents and discusses the findings from the responses that were collected from 30 participants who were willing to participate in the study through a questionnaire. The questionnaire was composed of three main parts/ sections. Section I required the respondents to fill in their demographic information of gender, age, and educational qualification. The second section dealt with how participants perceived the various leadership styles and which style they were experiencing. The third section was about employee's job motivation aiming at gaining insights into how leadership style of a leader motivated the employees to perform in their jobs.

4.1 Demographic information of Respondents

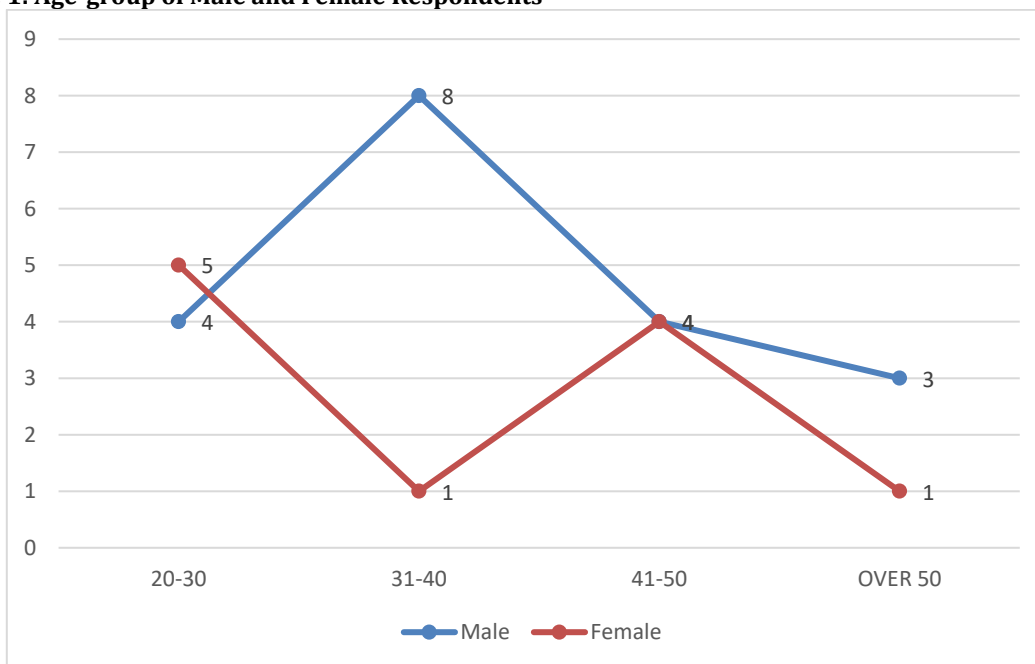
Table 1: Gender Information of Respondents

Gender		Grand Total
Male	Female	
19	11	30

Source: Field data May, 2024

Table 1 above shows the number of respondents by gender. There were 19 (63.3%) males and 11(36.7%) females. The number of respondents by gender varied due to the willingness of participants to respond. In the following figure 1, the age group of male and female respondents is depicted. The age range of the participants was 20 to more than 50. In the age group of 20-30 years, there were 9 participants whereby 4 were males and 5 were females. This age group contributed 30% of all the respondents. The second age group was of participants whose age ranged between 31 and 40 whose composition was 8 males and 1 female contributing to 30% of all responses. There were 4 male participants and 4 female giving a total of 8 participants whose composition contributed to 26.7% of all responses whose age group was 41-50. The last age group was composed 3 males and 1 female whose percentage contribution was 13.3% of all responses.

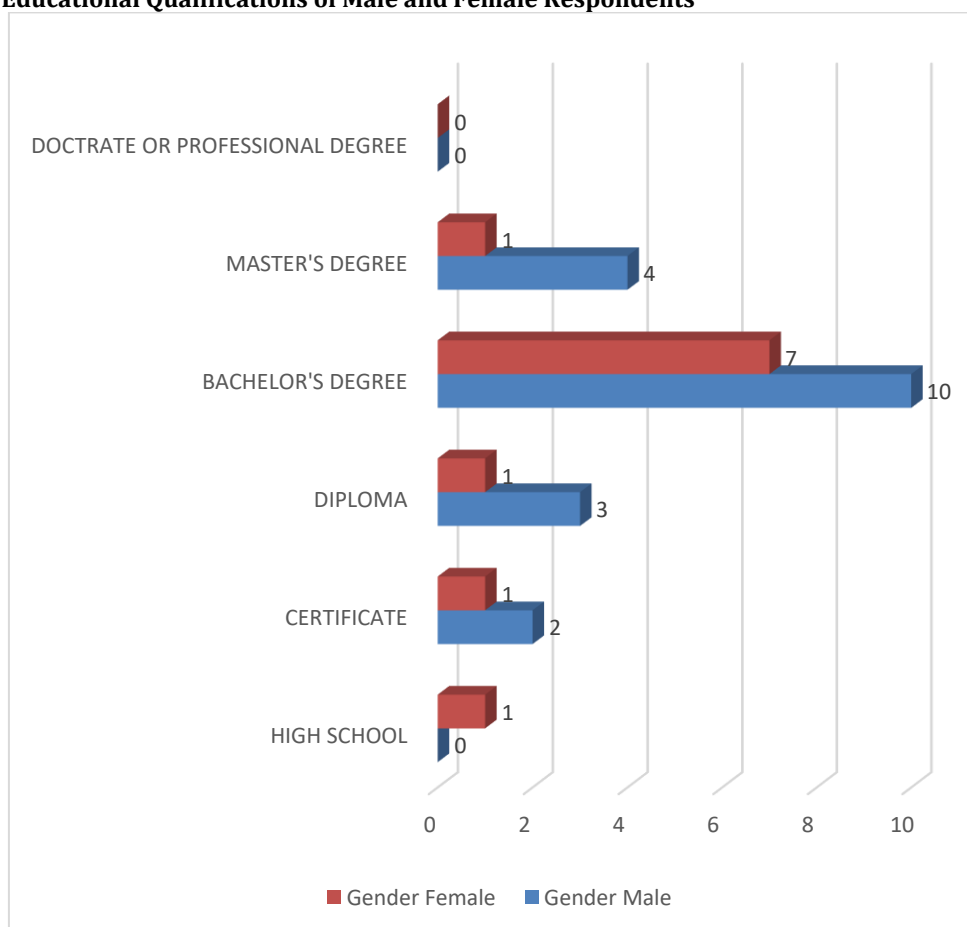
Figure 1: Age-group of Male and Female Respondents



Source: Field data May, 2024

The educational qualifications of respondents ranged from High school to Master degree level. There 17 respondents whose educational qualification was Bachelor's degree constituting 56.7% of all responses. There was no respondent whose education qualification was Doctorate. Only one female respondent had a high school level of education qualification as seen in figure 2 below.

Figure 2: Educational Qualifications of Male and Female Respondents

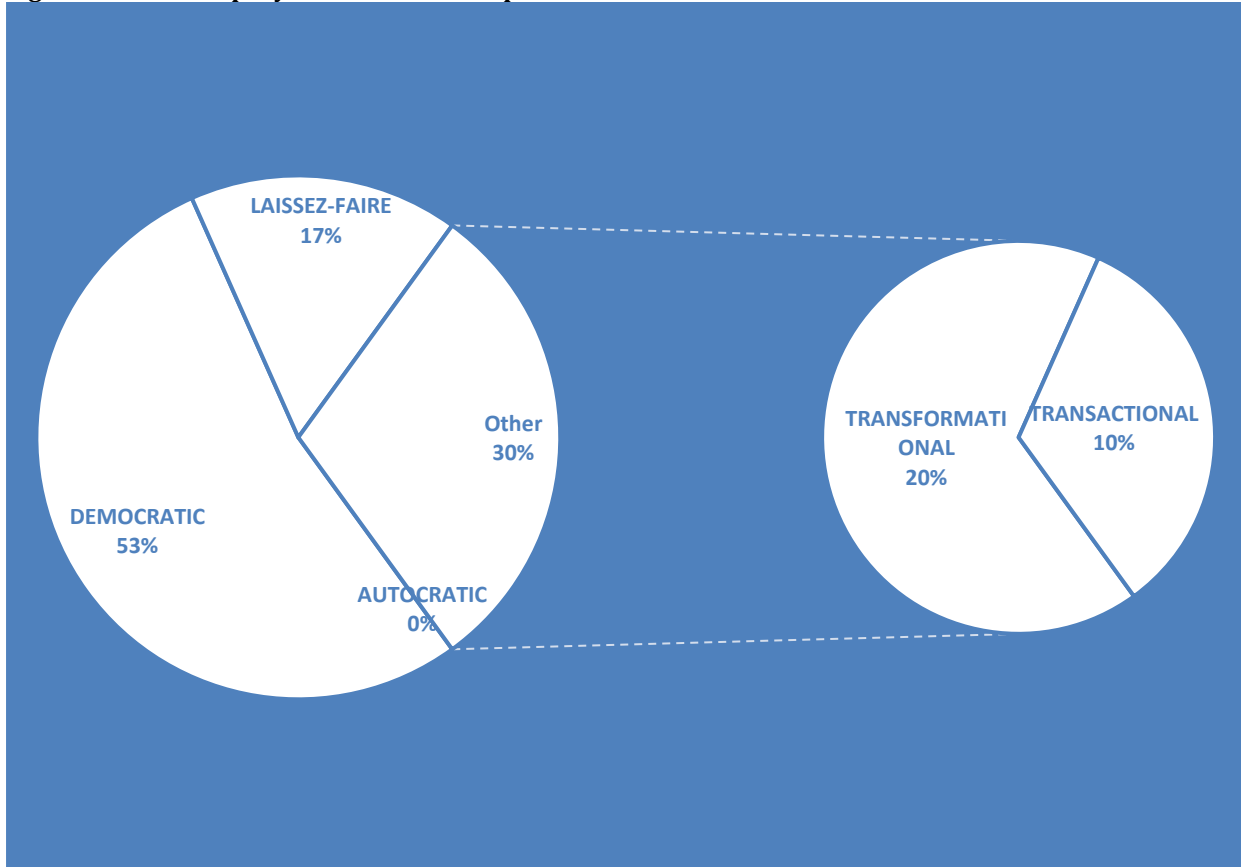


Source: Field data May, 2024

4.2 Perceptions of Employees on Leadership Style

This part aims at understanding the perceptions of employees regarding the leadership style practiced within Ludewa District Council. The respondents were to select their choice among the given alternatives of autocratic, democratic, laissez-faire, transformational, and transactional leadership styles. If the immediate supervisor exerted any of the qualities of the leadership style, the participant selected the type of leadership style. More details are provided in figure 3 below.

Figure 3: Leadership Style of Immediate Supervisor

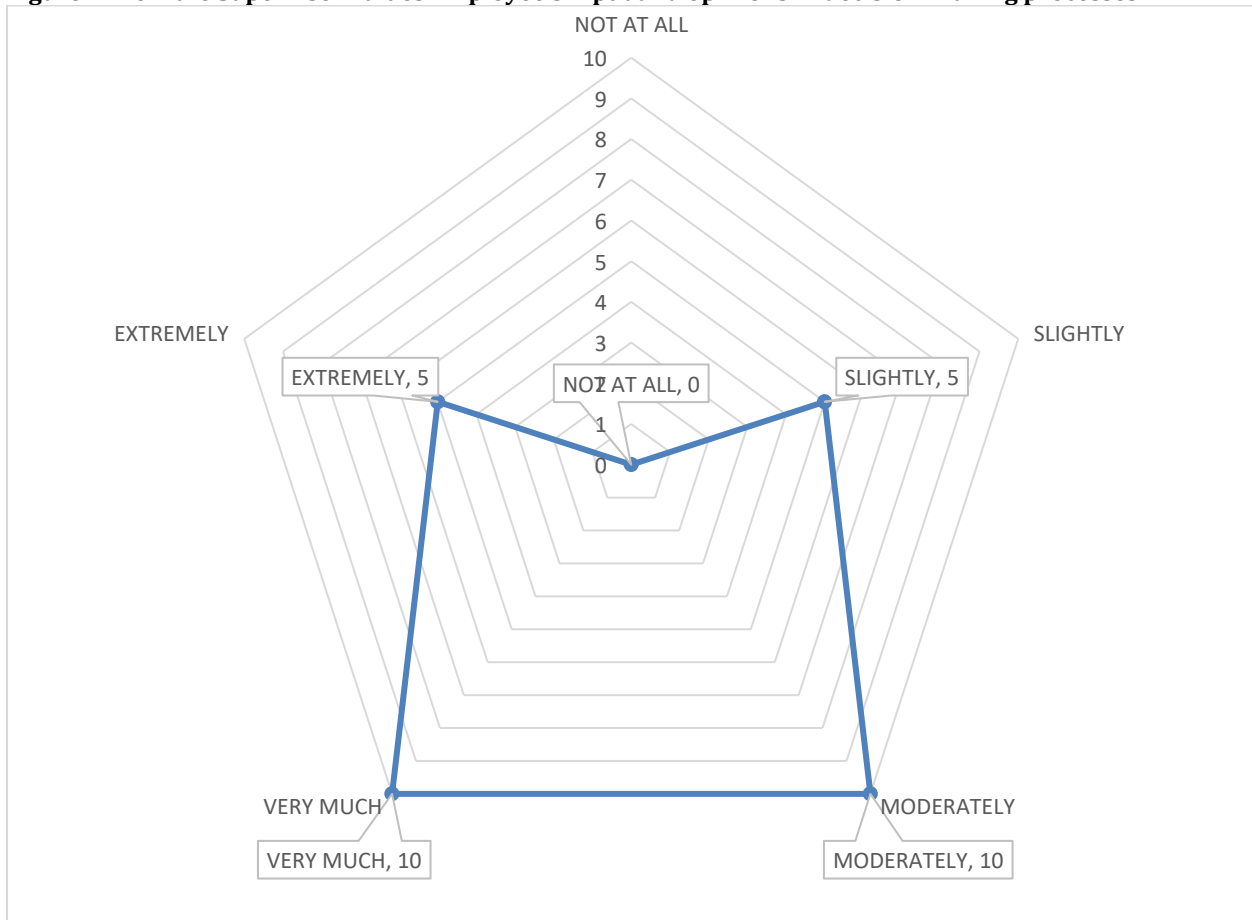


Source: Field data May, 2024

Democratic leadership style was reported by 16(53%) respondents to be exerted by leaders in Ludewa District. The democratic leadership style received the highest choice among the other leadership styles. On the other hand, transactional leadership style received the least response of 3 (10%) participants. There was no selection made on autocratic leadership style.

The responses show that democratic leadership style is the most exerted leadership style in Ludewa District as felt by employees. This observation of employees is in line with studies done by Wo & Nuangjamnong (2023), Sitohang (2022), Cindy, Bairawati., Detak, Prapanca (2023) and Jajuk, Herawati., Epsilandri, Septyarini (2023) who have shown that democratic leadership is associated with higher levels of motivation and subsequently improved employee fostering a motivational work environment, leading to increased job satisfaction and ultimately enhancing employee performance

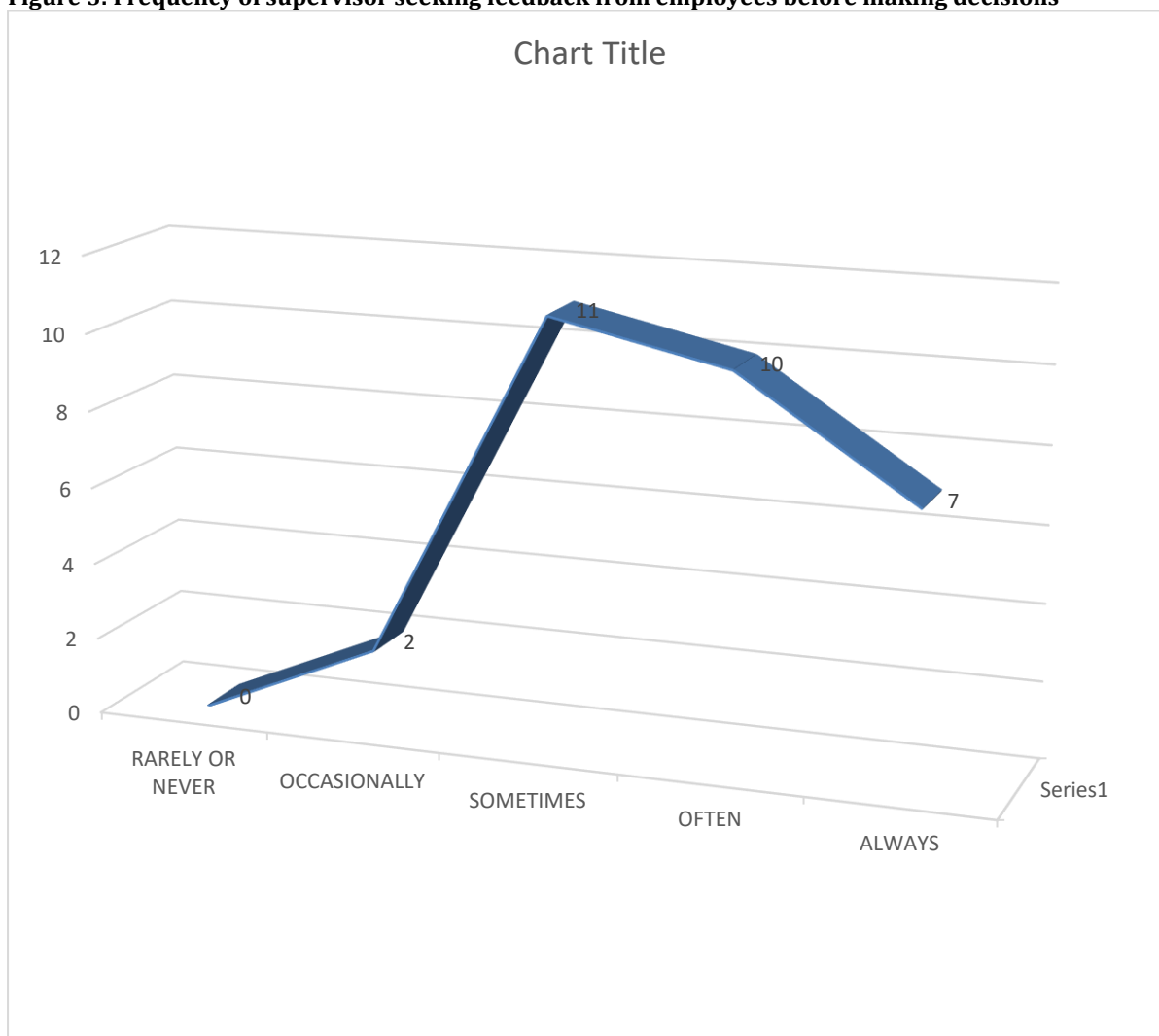
Figure 4: How the Supervisor values Employee's input and opinions in decision-making processes



Source: Field data May, 2024

After asking the participants on the leadership style, the study went further to find how the supervisor values inputs and opinions of employees in decision making as shown in figure 4 above. The response that the immediate supervisor very much values the employees' opinion was the highest response of 10 employees whereas other 10 moderately agreed. Extreme value and slight value of opinions of employees was reported by 5 participant in each category respectively. This finding is in agreement with Yukl (2012) who states that democratic leadership style involves employees in decision making for the good of an organization. Bass & Avolio (1994) also assert that democratic leadership helps in bringing about collaboration and sharing responsibilities among employees.

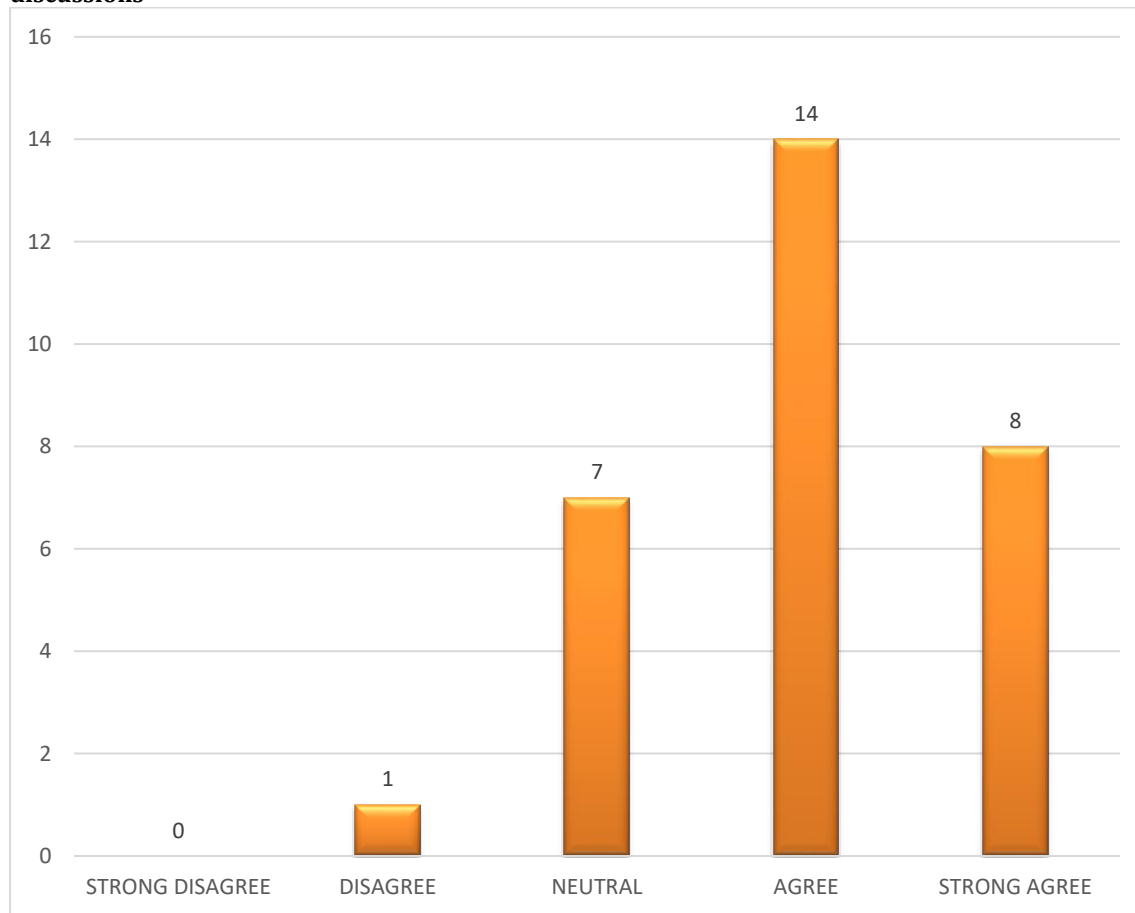
Figure 5: Frequency of supervisor seeking feedback from employees before making decisions



Source: Field data May, 2024

The study sought to find out how frequent does the leader seek feedback or consent of employees before making any decision. The highest response from 11 employees showed that sometimes the leaders seek feedback. This is followed by 10 respondents whose leaders often sought feedback from employees before making decision as it can be viewed in figure 5 above. Yukl (2012) agrees that a democratic leader involves employees in decision making for the good of an organization by consulting them before any decision is being made.

Figure 6: Supervisor’s Empowerment of Employees to voice ideas and suggestions in team meetings or discussions



Source: Field data May, 2024

Empowerment of Employees to voice ideas and suggestions in team meetings or discussions is an important character that a democratic leader should possess. The highest response of 14 participants who agreed that they were empowered by their leaders shows the characteristics of a democratic leader. No participant strongly disagreed that the immediate supervisor empowered them to voice their ideas and suggestions whereas only one respondent disagreed that the leader empowered employees to voice ideas and suggestions as it can be seen in figure 6 above.

4.3 Employee’s Job Motivation

This part aims to understand how leadership style of a leader motivates the employees to perform in their jobs thus gaining insights into employee’s job motivation from participants as it is reported in table 2 below.

Table 2: Motivation of Employees in their current job

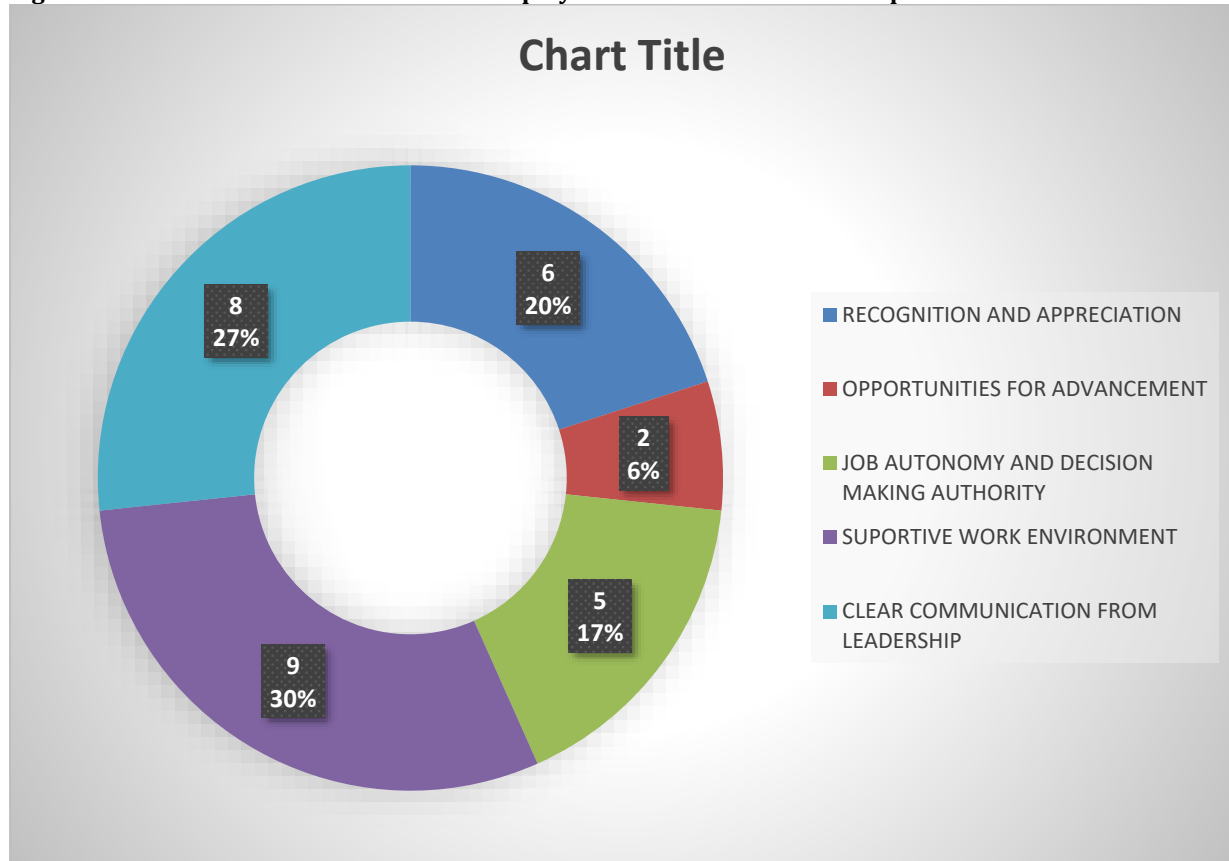
NOT MOTIVATED AT ALL	0
SLIGHTLY MOTIVATED	1
MODERATELY MOTIVATED	12
VERY MOTIVATED	12
EXTREMELY MOTIVATED	5

Source: Field data May, 2024

From table 2 above, the participants were asked their levels of job motivation from the way their leaders treated them. The option was from being extremely motivated to not being motivated at all. No respondent replied that he or she was not motivated at all. The highest number of respondents were 12 who were very motivated and other 12 who were moderately motivated. This response shows that the leadership style of immediate supervisor motivated employees. Studies show that motivated employees increase productivity and is the characteristic of a democratic leader to motivate his or her followers (Jajuk, Herawati, Epsilandri, Septyarini, 2023).

Due to the fact that participants were motivated by their immediate supervisors, the study further aimed to understand which factors contributed to their job motivation. Supportive working environment in Ludewa District is a factor which received the highest response from 9 respondents followed by clear communication from leadership. A democratic leader should create a conducive working environment with goals of the organization clearly communicated to the followers in order to improve organization's potency. On the other hand, if a leader gave room for opportunities of advancement to the employees, that was the least factor for job motivation among employees as shown in figure 7 below.

Figure 7: Factors that contribute most to Employee's motivation in the workplace



Source: Field data May, 2024

The other inquiry on job motivation is based on how the employees' perception of supervisor's style of leading has an influence on performance in their daily assigned tasks at work place. The responses are summarized in table 3 below.

The highest response of 22 participants out of 30, shows that after perceiving the type of leadership style their immediate supervisor guided them, the employees become positively influenced and are motivated to perform well in their job. The least response was from 1 employee who was felt that supervisor's leadership style negatively influenced his motivation to perform well in job.

Table 3: How Employee's Perception of Supervisor's Leadership Style Influence motivation to perform well in job

POSITIVELY INFLUENCES MY MOTIVATION	22
NEGATIVELY INFLUENCES MY MOTIVATION	1
HAS NO SIGNIFICANT INFLUENCE ON MY MOTIVATION	4
UNSURE	3

Source: Field data May, 2024

CONCLUSION

With a focus on Ludewa District Council, this study intends to advance theoretical knowledge as well as practical implications for leadership and management techniques in public sector organizations by examining the connection between democratic leadership style and job motivation. The results provide guidance for

improving organizational performance, employee engagement, and leadership efficacy in comparable situations, which eventually helps workers and the communities they serve.

The type of leadership style that employees' supervisors exhibit in Ludewa District Council organizations and departments is democratic leadership whereby the employees are involved in decision making, they feel motivated and can perform well in their jobs. Supportive work environment influences the workers in the District to be highly motivated and perform well in their job.

SCOPE OF FUTURE RESEARCH

Comparative Analysis: Examine how different leadership philosophies such as autocratic or laissez-faire affect workers' motivation for their jobs in the Ludewa District Council setting. This may shed light on the best leadership strategy for raising motivation.

Longitudinal Study: Under various leadership philosophies, conduct a longitudinal study to track changes in workers' motivation for their jobs over time. This could make it easier to spot trends and patterns in the efficacy of leadership and motivation levels.

Moderating Factors: Examine moderating factors such as employee demographics, job roles, or organizational structure that may have an impact on the strength of the association between democratic leadership and job motivation.

Cross-Cultural Comparison: Expand the study beyond the Ludewa District Council to examine how democratic leadership affects employee motivation in various cultural situations. This may draw attention to cultural variations in the dynamics of motivation and leadership efficacy.

Intervention Studies: Execute interventions targeted at improving democratic leadership practices in the Ludewa District Council and evaluate their influence on the motivation of employees in their jobs. This could entail modifications to corporate policies and procedures or supervisor training programs.

Outcome Measures: Examine further effects of democratic leadership, such as work happiness, employee engagement, organizational commitment, and performance, by broadening the focus beyond job motivation.

REFERENCES

- [1] Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Sage Publications.
- [2] Cindy, Bairawati., Detak, Prapanca. (2023). The Influence of Democratic Leadership Style, Work Productivity and Career Development on Work Motivation on Employees. Indonesian Journal of Law and Economics Review, 18 doi: 10.21070/ijler.v18i0.844
- [3] Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. Psychological Inquiry, 11(4), 227-268.
- [4] Herzberg, F. (1968). One more time: How do you motivate employees? Harvard Business Review, 46(1), 53-62.
- [5] Jajuk, Herawati., Epsilandri, Septyarini. (2023). Pengaruh Gaya Kepemimpinan Demokratis, Motivasi Kerja dan Pemberian Kompensasi terhadap Upaya Meningkatkan Loyalitas Kerja Pegawai Studi pada Dinas Pariwisata Daerah Istimewa Yogyakarta. Ekonomis, 7(1):515-515. doi: 10.33087/ekonomis.v7i1.865
- [6] Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. Journal of Applied Psychology, 85(3), 407-416.
- [7] Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370-396.
- [8] Milenkovski, A., Tatjana, J., & Momčilović, O. (2023/12//). ANALYSIS OF THE INFLUENCE OF LEADERSHIP ON THE MOTIVATION OF EMPLOYEES IN THE TOURISM SECTOR OF THE REPUBLIC OF SERBIA. *UTMS Journal of Economics*, 14(2), 134-143. <https://www.proquest.com/scholarly-journals/analysis-influence-leadership-on-motivation/docview/2932221855/se-2>
- [9] Sitohang, M. (2022). The Influence of Leadership Styles, Entrepreneurship Trait, And Work Motivation of Civil Servants Against Organizational Citizenship Behavior. *Calitatea: Acces La Success*, 23(189), 74-88. <https://doi.org/10.47750/QAS/23.189.10>
- [10] Vroom, V. H. (1964). Work and motivation. Wiley.
- [11] Wo, W. K., & Nuangjamnong, C. (2023). A Study of the Effect of Leadership Style towards Organizational Culture on Job Satisfaction and Employee Performance in Bangkok. *AU E-Journal of Interdisciplinary Research*, 8(2), 21-34.
- [12] Yukl, G. (2012). Leadership in organizations. Pearson Education.

- [13] Zareen, S., Batool, S., Akbar, R., & Raziq, M. M. (2017). Transformational leadership and job satisfaction: The mediating role of intrinsic motivation. *FWU Journal of Social Sciences*, 11(1), 52-62.