

# **The Effectiveness of Managerial Leadership Styles in Higher Learning Institutions: a Case Study of the University of Dar es Salaam**

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The purpose of this study was to investigate the effectiveness of managerial leadership styles in higher learning institutions using the University of Dar es Salaam (UDSM) as a case study. Specifically the study aimed at identifying the kinds of managerial leadership styles used, determining the factors that influence the use of managerial leadership styles, examining the challenges and problems arising out of the managerial leadership styles, as well as assessing ways of improving the effectiveness of the managerial leadership styles used in higher learning institutions. Literature on managerial leadership was reviewed and the study was guided by the transformational theory. The study employed both Qualitative and Quantitative methodologies and involving a total of 120 respondents. The respondents involved were university staff as well as students. Data were collected through questionnaires, interviews and observation. Data was analyzed using Statistical Package for Social Sciences (SPSS) and content analysis. The findings of the study revealed four leadership styles used at UDSM, namely: democratic or participatory, authoritative or dictatorial, charismatic and transformational. The findings also showed that of the managerial leadership styles used, democratic or participatory appear to be more predominant than the others. The study findings also showed that there is less transformational leadership at the institution studied. It was also found that the dominant leadership style used at UDSM was effective. However, it was found that the non - participatory managerial leadership style was not very effective, leading to problems such as failure of the management to control periodic student crises and riots, which resulted in the closure of the University as well as disruption of classes. The study findings also revealed a number of factors that influence managerial leadership styles, namely: increasing student numbers, motivation issues, budget constraints, shortage of human resources and government interference in decision making. The government's policies aimed at increasing student numbers in the UDSM from year to year to meet the nation's human resource needs. Also, the increase in resources required, including the budgetary allocation, did not match the increase in student's enrolment. This created management problems for the UDSM leadership. Finally, the study identified various ways of improving the effectiveness of the managerial leadership at UDSM. These were increasing the facilities to match student numbers, recruiting more human resources, transparency and accountability in management, increasing motivation for staff, improving working conditions as well as handling the crises. This study recommends the need to conduct a similar study in private universities as an issue for further study.

