



The effect of leadership support on organizational performance: Evidence from the judiciary of Tanzania High Court, Dar es Salaam Zone

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ABSTRACT

Leadership support is among the institutional factors that affects the motivation of employees, institutional effectiveness, service delivery and productivity of employees. This study examined the impact of Leadership Support on the performance of the Judiciary of Tanzania High Court, Dar es Salaam Zone. In conducting the study, Human Capital Theory was used and a descriptive research design with a mixed methods approach was used. The target population consisted of 127 staff members (judges, resident magistrates, and HR staff members). The size of sample was determined by Yamane's formula, and usable data was collected from 95 respondents with a response rate of 97.93% of the sample. Questionnaires and semi-structured interviews were used to collect data. Descriptive statistics and Pearson correlation analysis were used to analyse quantitative data and thematic analysis was used to analyse qualitative data. Overall, findings revealed a positive perception of leadership support among employees. Senior leadership provided adequate support for achieving organizational goals with more than 80% saying agreed or strongly agreed; more than 78.05% of respondents agreed or strongly agreed that senior leadership encouraged high performance. Leaders' provision of resources and guidance, motivation of employees, and responding to employee needs and challenges were also reported by respondents. The result of the Pearson correlation analysis between leadership support and organizational performance showed that there was a strong positive correlation ($r = 0.782$; $p < .01$). The qualitative findings also showed that leadership support led to an improvement in communication, cooperation, trust, empowerment, innovation, motivation and resources allocation of staff. There was, however, some variation in terms of the consistency of leadership support also reported. The study concludes that Leadership support is one of the important performance enabling organizational resources in Judiciary of Tanzania High Court Dar es Salaam Zone. The study suggests the need to adopt supportive management practices at institutional level, develop leadership, enrich leadership responsiveness to feedback and resources, and improve monitoring of consistency of leadership across departments.

Keywords: Employee Engagement; Employee Productivity; Human Capital Theory; Judiciary of Tanzania, Leadership Support; Organizational Performance

I. INTRODUCTION

Leadership support is a key organizational component as it affects the staff's views of the work environment, access to resources, leadership guidance, and contribution to organizational goals and objectives. In modern workplaces, leadership support goes beyond mere supervisory tasks, encompassing communication, encouragement, responsiveness, provision of resources, feedback, and fostering a conducive work environment for effective performance (Saks & Gruman, 2014; Heim et al., 2026). In public institutions, these practices are even more significant as their performance is correlated not only with productivity but also service quality and timeliness, accountability and public trust (Richard et al., 2009). Judicial institutions are a prime example of the importance of leader support. The Judiciary of Tanzania High Court Dar es Salaam Zone is operating in a complex institutional setting with need for effective coordination between the judges, resident magistrates, human resource personnel and other staff. To perform well in such an environment, the employees must receive proper direction, be able to access the required resources, be able to communicate effectively and receive the necessary managerial support.

Employee engagement has also been identified as a critical factor for the success of an organization since engaged employees tend to have higher motivation, commitment and productivity (Pincus, 2023). Leadership support is an essential link between employee productivity and management practices and institutional effectiveness within the wider framework of employee engagement and employee service quality (Gede & Huluka, 2024). The previous studies also have indicated that transformational, ethical, empowering and supportive leadership styles are found to positively relate to the organizational outcomes (Sebunya, 2025; Soegiarto et al., 2024; Heim et al., 2026). Leadership support can include providing guidance, encouragement, communication, responsiveness and resources for employees to do their job well.

If leaders are actively involved in supporting their employees, employees might feel valued, motivated and empowered, which in turn can increase employees' contribution to the organization's performance (Saks & Gruman,

2014). The argument is also in line with Human Capital Theory which considers the knowledge, skills, experience and abilities of its employees as productive resources that can be added to the organization's performance if they are adequately supported and used (Becker, 1964). Leadership support and organizational performance are grounded in the Human Capital Theory. Theory focuses on the need for investing in the productive capacity of people (Becker, 1964). Though generally thought of as education, training and skills development, the theory can be adapted for supportive management practices. Leadership support is also an input that an organisation invests in its employees to equip them with the knowledge, skills, and experience to be applied more effectively (Saks & Gruman, 2014; Gede & Huluka, 2024).

Empirical studies have also shown that leadership impacts organizational results in a number of ways. Transformational leadership has the potential to enhance motivation and performance, ethical leadership can foster trust and commitment, empowering leadership can lead to increased initiative and problem-solving, and mentoring leadership can contribute to institutional effectiveness (Sebunya, 2025; Soegiarto et al., 2024; Heim et al., 2026). Modern studies on the work world have also highlighted the ongoing significance of the supportive-adaptive leadership in a technologically changing climate and with increasingly varying employee expectations (Pincus, 2023). Based on these observations, there are few specific studies that focus on judicial institutions in Tanzania to understand how leadership support impacts performance at this level. The study was thus conducted to evaluate the leadership support impact on the performance of the organization in the Judiciary of Tanzania High Court Dar es Salaam Zone.

The reviewed studies reveal that organizational performance is enhanced through the following mechanisms: motivation, empowerment, communication, psychological safety and responsiveness due to leadership support. Most studies, however, give a general definition to leadership, and very little has been published on the role of supportive practices in Tanzanian judicial institutions.

1.1 Statement of the Problem

The level of support, resources, guidance and motivation that an employee receives will affect the performance of an organization. There are some issues that can arise in an organisation, such as low morale, skill deficits, inadequate performance management systems, and inconsistent management practices (Bakker & Albrecht, 2018; Chartered Institute of Personnel and Development [CIPD], 2025). In the Judiciary of Tanzania High Court Dar es Salaam Zone, such challenges can impact employee engagement, productivity, service quality, and the overall trust in judicial services (Gede & Huluka, 2024). Leadership support was chosen as an area of interest due to the fact that one of the most obvious and practical means by which organizational conditions can be improved is through management behaviour. Supportive leadership can contribute to greater employee motivation, engagement, and performance levels by fostering a positive work culture and increasing organizational commitment (Agag et al., 2025; CIPD, 2025). On the other hand, poor leadership can result in a lack of guidance, resources, feedback, and support for employees to complete their jobs properly (Kurniawati & Raharja, 2023; Bakker & Albrecht, 2018).

This is especially critical in public institutions, as the organizations' performance is measured by service quality, timeliness, accountability, responsiveness, and public confidence, not just profit (Kurniawati & Raharja, 2023). Supportive leadership can aid organizations to overcome the limitations of institutional structures, resource limitations, and bureaucratic restrictions (Agag et al., 2025).

Previous studies have done a lot of research on leadership and organizational performance, but limited research has been directed towards employees' perception of leadership support in judicial institutions in Tanzania. This is a gap in literature to the extent of contextualization. Finally, enhanced leadership support can be achieved by communicating, acting fairly, being responsive and providing resources – which can be a viable and cost-effective way to boost organizational performance (CIPD, 2025). In addition, Human Capital Theory also posits that investing in human capital leads to productivity and organizational performance (Becker, 1964; Kholifah et al., 2025). Yet the impact of leadership support to the performance of the Judiciary of Tanzania High Court Dar es Salaam Zone is still unclear. Leadership support and its effect on organizational performance in this context, thus, was the study's focus.

1.2 Research Objective

The general objective of the study was to assess the effect of leadership support on organizational performance at the Judiciary of Tanzania High Court Dar es Salaam Zone.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Concept of Leadership Support

Leadership support is the degree to which organizational leaders give employees guidance and encouragement, communicate, provide resources, feedback, recognition, and help solving work problems. Leadership support can thus

be seen as relational and practical managerial actions that facilitate employees to carry out their duties. Supportive leadership can be expressed in a variety of ways, including provision of the resources needed to do their jobs, clarification of expectations, encouragement of behavior, acknowledgment of successes, resolution of concerns, and opportunities for participation. Such practices can improve employee engagement and enable employees to apply their learning and skills to their organization's work (Saks & Gruman, 2014). The idea holds special significance in complex institutional settings with multiple functions for employees. In the Judiciary of Tanzania High Court Dar es Salaam Zone, Judges conduct themselves and are assisted by resident magistrates, human resource staff, etc. in an organized institutional framework. Vibrant communication, guidance, provision of resources and responsiveness to leadership can be part of the capacity needed to ensure effective coordination among these groups.

2.1.2 Organizational Performance

Organizational performance is defined as how effectively an organization performs to accomplish its goals and deliver results. Performance can encompass productivity, service quality, efficiency, timeliness, responsiveness, accountability and the success of achieving institutional objectives (Kurniawati & Raharja, 2023; Richard et al., 2009). In public institutions, organizational performance is not limited to monetary results. This encompasses quality and efficiency of public services, reliability and responsiveness. Judicial performance in judicial institutions could be manifested as the effective implementation of institutional responsibilities, efficient service processes, proper conduct, and the ability of the employees to implement the work of the organization as expected.

Individual and organizational conditions both have an influence on organizational performance. They may have the necessary knowledge, skills and experience but lack the ability to utilize these because of a lack of guidance, resources, communication and/or management support. Leadership support is therefore potentially important as it can set a framework that allows employees to use their abilities more effectively.

2.1.3 Human Capital Theory

This study's principal theoretical underpinning comes from the Human Capital Theory. In his 1964 book, Becker presented the idea that investing in people will enhance their productivity. Human capital is skills, knowledge, experience and other factors that help productivity. As defined in this study, leadership support can be thought of as an investment in an organization that allows staff to use their human capital better. Leaders can give guidance, encouragement, resources, feedback and opportunities to employees, and can therefore play a supportive role for them.

However, recent uses of the Human Capital Theory also highlight the significance of employee capabilities and skills in influencing organizational and workforce outcomes (Kholifah et al., 2025). Likewise, human capital is one of the ways to understand the role of investments in people in achieving broader institutional outcomes. But there are some caveats to Human Capital Theory. The theory could oversimplify the performance as it assumes that investments in employees automatically result in positive outcomes. In practice, organizational culture, infrastructure, bureaucracy, resource availability and leadership can affect the link between human capital and performance. This means that, while leadership support is important, it is not enough to achieve good organizational performance. The implementation of it must go hand in hand with the system of procedures that is in place, the distribution of resources and performance management systems (Kholifah et al., 2025).

2.2 Empirical Review

Agag et al. (2025) reported that Transformational Leadership behaviors such as Inspiring vision, Individual consideration and Intellectual stimulation are directly linked with the increase in employee motivation and organization performance. The evidence indicates that leaders can make a difference by establishing the motivational and developmental environment for their employees. Heim et al. (2026) identified a positive correlation between ethical leadership, task performance of employees, OCB, and institutional trust. Particularly for the current study, this evidence is significant in that leadership support can include fairness, responsiveness and provision of resources. This sort of action could build trust among employees and add to performance.

Indragiri (2022) found that empowerment of leadership style can increase initiative, innovation, problem solving, effectiveness of team, and operational performance. This is important as leadership can positively influence performance through providing support for employees to contribute ideas and be involved in resolving organizational problems. According to Soegiarto et al. (2024), leadership development and mentoring interventions have a positive impact on leadership effectiveness, empowerment of employees, innovation and organizational performance. This study indicates that leadership support can be nurtured as a characteristic of the organization rather than as a characteristic of an individual manager.

In the digitally transformed and hybrid work context, supportive and adaptive leadership through communication, emotional support and responsiveness are still relevant, as Pincus (2023) stated. The importance of communication and responsiveness is relevant in the institutional setting of the present study, even though it is different.

Additionally, studies on employee engagement have highlighted the role of leadership and organizational support in influencing employee motivation and performance (Pincus, 2022; Saks & Gruman, 2014). Likewise, workplace studies have highlighted the importance of supportive leadership for employee engagement and organizational outcomes (Bakker & Albrecht, 2018; CIPD, 2025).

Psychological safety is a possible route for leadership support to positively impact organizational performance. When employees believe their leaders are open to and approachable, they're more likely to voice their concerns or offer ideas and participate in problem-solving. It has been shown that, when it comes to improving teams' performance, psychological safety can make a difference in their learning behavior and team efficacy (Kim et al., 2021; Jabbar et al., 2023). This can therefore be done indirectly through the leadership support, which can foster an atmosphere for people to express their problems and share their ideas. This mechanism is of special significance for judicial institutions where communication and accuracy play a crucial role in the functioning of institutions. Employees may be able to voice any concerns and receive timely feedback which helps to improve the resolution of organizational issues.

In public institutions, leadership support is also significant since organizational performance is influenced by the bureaucracy, lack of resources, and formal organizational administration systems. In public-sector settings, leadership practices have been found to affect employees' well-being and organizational performance, and strong command-and-control cultures can negatively impact well-being and performance (Haricharan, 2023). In a judicial institution, supportive leadership can help enhance employee morale, alleviate stress in the workplace, promote communication and establish an environment conducive to more reliable service delivery. Leadership support could thus extend beyond employee outcomes and could impact on wider institutional effectiveness.

2.3 Research Gap

The reviewed literature indicates that leadership support may improve employee motivation, trust, empowerment, communication, and organizational performance. However, three gaps remain. First, there is a contextual gap because relatively limited research has examined leadership support within Tanzanian judicial institutions. Second, there is a conceptual gap because previous research has often examined leadership through broad leadership styles rather than focusing specifically on the practical dimensions of support, including guidance, resource provision, motivation, communication, and responsiveness. Third, there is a methodological gap because many studies rely primarily on quantitative evidence and provide limited insight into how employees experience leadership support in practice. This study addresses these gaps by examining leadership support within the Judiciary of Tanzania High Court Dar es Salaam Zone and integrating quantitative evidence with qualitative perspectives.

III. METHODOLOGY

3.1 Research Design and Approach

The study adopted a descriptive research design and used a mixed-methods approach. A descriptive design was appropriate because the study sought to systematically examine employees' perceptions of leadership support and organizational performance without manipulating the study variables (Saunders et al., 2021). The mixed-methods approach enabled the study to combine quantitative and qualitative evidence. Questionnaires provided structured evidence regarding employee perceptions, while interviews provided deeper explanations of how leadership practices influenced organizational performance (Creswell & Creswell, 2018).

3.2 Study Area

The study was conducted at the Judiciary of Tanzania High Court Dar es Salaam Zone. The area was selected because of its strategic role in judicial service delivery and the importance of effective human resource management and leadership support in strengthening institutional performance (Kothari, 2004).

3.3 Target Population

The target population comprised 127 staff members, including 17 judges, 100 resident magistrates, and 10 human resource personnel. The selected population was relevant because the staff categories occupy different organizational positions and may experience leadership support differently. Judges and magistrates may encounter leadership through coordination, institutional direction, and case-flow administration, while human resource personnel interact with leadership through staffing processes, policy implementation, and internal support systems.

3.4 Sample Size

The study used Yamane's formula to determine the sample size. A sample of 97 respondents was determined from the target population of 127 staff members. The fieldwork obtained usable data from 95 respondents, representing a response rate of 97.93%. The final sample included 82 questionnaire respondents and 13 interview participants.

3.5 Sampling Techniques

The study used purposive sampling and simple random sampling. Purposive sampling was used to select key informants with relevant knowledge and experience, while simple random sampling provided eligible operational staff with an equal opportunity to participate (Saunders et al., 2021).

3.6 Data Collection Methods

Data were collected through questionnaires and semi-structured interviews. Questionnaires were used to measure employees' perceptions of leadership support and organizational performance. The questionnaire items assessed leadership support in terms of adequate support, encouragement of high performance, resource and guidance provision, employee motivation, and responsiveness to employee needs and challenges. Semi-structured interviews were conducted to obtain detailed information regarding employees' experiences of leadership support. The interviews explored how leaders provided resources, communicated with employees, recognized achievements, empowered staff, and responded to workplace challenges. The interviews were conducted in Dar es Salaam, Tanzania, during [month year], and participants were identified using coded labels to protect confidentiality.

3.7 Data Analysis

Quantitative data were analyzed using SPSS. Descriptive statistics were used to summarize responses, while Pearson correlation analysis was used to examine the relationship between leadership support and organizational performance. Qualitative data were analyzed through thematic analysis to identify recurring themes and patterns relevant to the study objective (Creswell & Creswell, 2018; Gede & Huluka, 2024).

3.8 Ethical Considerations

Participation in the study was voluntary. Respondents were informed of the purpose of the study and their right to participate. Confidentiality and privacy were maintained, and information obtained from participants was used for academic purposes.

IV. FINDINGS & DISCUSSION

4.1 Findings

The first specific objective was to determine the effect of leadership support relating to organizational performance at Judiciary of Tanzania, High Court Dar es Salaam Zone. Leadership support was assessed through the presence of senior management support, encouragement of high performance, provision of resources and guidance, employee motivation and responsiveness to employees' needs and challenges. Organizational performance measured as dependent variable was measured independently through indicators of achievement of organizational goals, employee productivity, operational efficiency, quality of services, timely completion of tasks and satisfaction of stakeholders.

Table 1

Leadership Support and Organizational Performance

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Senior leadership provides adequate support to employees to achieve organizational goals	43.90	36.59	19.51	0.00	0.00
Leaders actively encourage high performance among staff	48.78	29.27	21.95	0.00	0.00
Management support positively influences employees' productivity	48.78	14.63	29.27	7.32	0.00
Leaders provide necessary resources and guidance to enhance performance	43.90	37.81	18.29	0.00	0.00
Leadership support motivates employees to perform effectively	36.59	48.77	14.64	0.00	0.00
Organizational performance improves when leaders respond to employee needs and challenges	46.10	29.27	24.63	0.00	0.00

Source: Field Data (2026)

4.1.1 Provision of Adequate Leadership Support

Results show that 43.90% strongly agreed and 36.59% agreed that senior leaders are doing well in providing support to their staff to meet the organisation's objectives. So, 80.49% had a positive perception. 19.51% were neutral

and no one disagreed. This implies that employees' perceptions of leadership support were largely positive and that it was viewed as a valuable resource in the organisation in order to achieve its goals.

The results show that leadership within the Judiciary of Tanzania (JTD), High Court, Dar es Salaam zone, was helpful in promoting high performance among their employees. The leaders had a strong promotion of high performance amongst staff, with 48.78% strongly agreeing and 29.27% agreeing. Overall, 78.05% of respondents had a good impression of leadership's effectiveness in promoting high performance. This is an indication that the leadership gave employees opportunities to enhance their work and achieve the agreed-upon performance. The results also indicate that, generally, management support was perceived as a positive contributor to employee productivity. The overall satisfaction of respondents regarding management support, which positively contributed to employee productivity, was expressed as 63.41%, with a percentage of 48.78% strongly agreeing and 14.63% agreeing. However, 29.27% were neutral, and 7.32% disagreed. The results show that while the general perception of the employees was that management support is helpful, there was a variation of experiences on how employees felt management support was directly influencing their organization's productivity.

The results also revealed that leaders shared their resources and guidance with the employees so that they could continue to perform well. The positive perception of the leaders providing adequate resources and guidance was found to be 81.71% (Strongly Agree (43.90%) + Agree (37.81%)). This indicates leadership is not only manifested in motivational activities but also through practical assistance in the employees' performance of their duties. Support from leadership was also highly correlated with employee motivation. The findings show that 36.59% strongly agreed about leadership support as a motivator to work, while 48.77% agreed that they consider it a motivator to work, with a positive perception of 85.36%. This was the highest positive response of the other indicators of the leadership support, indicating that supportive leadership was an important motivator among the employees at the Judiciary of Tanzania, High Court, Dar es Salaam Zone. Finally, the results show that leadership responsiveness was positively related to organizational effectiveness. Around 46.10% of the respondents strongly felt that organizational performance is enhanced when leadership responds to employees' needs and challenges, while 29.27% felt it was enhanced. Around 46.10% strongly believed, and 29.27% believed that organizational performance improved when leadership responded to the needs/challenges of employees. Overall, respondents had a positive perception (75.37%) and a neutral perception (24.63%). Overall, these findings indicate that responsive leadership was considered a crucial aspect of meeting employee needs and resolving employee issues and bolstering organizational effectiveness.

4.2 Organizational Performance

The dependent variable of the study is organizational performance. Evaluated through six measures: organizational goals attainment, timely task completion, quality of service provision, employee productivity, operational efficiency and satisfaction of stakeholders.

Table 2: Organizational Performance

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
The Judiciary achieves its organizational objectives effectively	46.34	36.59	12.20	4.88	0.00
Employees complete their duties within the required time	41.46	39.02	14.63	4.88	0.00
The quality of services provided to court users is satisfactory	43.90	34.15	17.07	4.88	0.00
Employee productivity has improved in the organization	39.02	41.46	14.63	4.88	0.00
The organization operates efficiently in delivering its services	43.90	36.59	14.63	4.88	0.00
The Judiciary effectively meets the expectations of its stakeholders	41.46	39.02	14.63	4.88	0.00

Source: Field Data, 2026.

Results show that 46.34% strongly agreed and 36.59% agreed that the Judiciary has been able to accomplish its organizational goals well. Thus, 82.93% had favourable views. Another 12.20% were undecided and 4.88% disagreed. These results show that the majority of respondents felt that Judiciary was effective in its institutional goals. With regards to timely completion of the duty, 41.46% of the respondents strongly agreed and 39.02% agreed that the employees have completed their duties in time. This is a composite positive response of 80.48%. Fourteen point 63% were neutral and 4.88% disagreed. The findings indicate that the completion of assigned tasks was satisfactory, where tasks were completed on time. The results show that 43.90% strongly agreed and 34.15% agreed that the quality of services

provided to court users was satisfactory. In general, 78.05% had a positive perception. Yet, there were 17.07% who were neutral and 4.88% who disagreed. This means that overall the quality of services was perceived positively, but some were not sure about the quality of services consistently. The results indicated that 39.02% strongly agreed and 41.46% agreed that productivity improvement of employees has occurred in the organization. Therefore, the perception of 80.48% was positive. Fewer than one-fifth (14.63%) were neutral, and only one-fifth (4.88%) disagreed. This implies that most workers felt their productivity was favourable in the Judiciary. With regards to the efficiency of the operation of the services provided, the results show that 43.90% strongly agreed and 36.59% agreed that the organization works efficiently in providing its services. Hence, 80.49% expressed a positive perception. Another 14.63% were undecided and 4.88% disagreed. Overall, the results indicate that the processes and resources of the organization were perceived as efficient. The results indicated that 41.46% strongly agreed and 39.02% agreed that the Judiciary was able to perform well in terms of expectations of its stakeholders. This gives a combined positive response of 80.48%. One-fourth (14.63%) were neutral, while four percent (4.88%) disagreed.

4.2 Qualitative Findings

The qualitative findings reinforced the explanations given by the quantitative findings on how the support of leadership impacted the performance of the organizations at the Judiciary of Tanzania High Court Dar es Salaam Zone. Going by the findings of the interviews, the leadership support that was mentioned was in the form of providing resources, communicating, recognizing, motivating, empowering, team working, and being responsive. This was broadly similar to the quantitative results. Leadership support, however, was not entirely consistent throughout the institution, as revealed in the interviews.

4.2.1 Provision of Resources and Work Support

Interview participants talked about leadership support in relation to the availability of tools, technologies, systems, and other resources needed to be successful performing their job. This suggests that leaders' support was not only experienced as an interpersonal relationship, but also as an operating procedure that increased employees' efficiency. One participant explained:

"Supports allocate better resources, supplies the required equipment, technologies and system to accomplish tasks efficiently." (Interview Participant 1, High court Dar es salaam Zone, 3/2026)

This response revealed that the practical delivery of resources needed in order to complete the task was an aspect of the employees' association with the term effective leadership. The quantitative results showed that 43.90% of the respondents strongly agreed and 37.81% agreed that leaders provided the organization's necessary resources and guidance to improve organizational performance, which corroborates this finding. Therefore, the qualitative evidence provides an explanation about positive outcomes in terms of how leadership support related to performance through the reduction of operational barriers and facilitating employees to do their job more effectively.

4.2.2 Communication and Responsiveness

It was also noted that open communication is a key aspect of leadership support. Supportive leaders were seen as leaders who provided opportunities for employees, particularly junior employees, to voice their opinion and give ideas. One participant said leaders foster employees:

"By inspiring motivation, acknowledging achievements and reward them, encourage open communication to juniors to give ideas." (Interview Participant 2, High court Dar es salaam Zone, 3/2026)

The answer reveals that communication was seen as an important means, by which leadership support improved employee participation. Transparent communication can help to define expectations, provide a platform for staff to voice concerns and provide opportunities for leaders to gather staff input. This qualitative support the quantitative result that 75.37% of the respondents agreed or strongly agreed that organizational performance improved when the leadership addressed the needs and challenges of the employees. It also argues the link between leadership responsiveness and employee voice and participation, and not only the giving of direction.

4.2.3 Recognition and Motivation

The results from the interviews also suggested that leadership support played a role in employee motivation by recognizing and acknowledging employee contributions. Those who recognized supportive leadership were thinking of celebrating successes and giving recognition for work done. As one of the participants had mentioned:

"To motivate young people, to acknowledge their achievements and reward them, to promote open communication with young people to give ideas". (Interview participant 1, High court Dar es salaam Zone, 3/2026)

The statement implies that recognition was perceived as a key leadership tool to make employees feel valued and motivated to perform well. This finding is similar to the quantitative finding in which 36.59% of the respondents

agreed strongly that leadership support encourages employees to carry out their responsibilities effectively while 48.77% agreed that leadership support motivated their employees to carry out their responsibilities effectively. The qualitative evidence then explains the high quantitative agreement by showing that there was a link between motivation and concrete leadership practices, in this case, in relation to recognition and encouragement.

4.2.4 Empowerment and Teamwork

Supported leadership was defined by participants as the empowerment of employees, teamworking and positive working environment. One participant explained:

“Positive work environment, better team work, guiding and motivating employees to empower them to make them feel safer and trusted to improve their work performance.” (Interview Participant 3, High court Dar es salaam Zone, 3/2026)

This response shows both one-to-one and one-to-many leadership support was achieved. Employees at the individual level received guidance, motivation and empowerment. In the group setting, supportive leadership enhanced teamwork, leading to psychological safety and trust in the work setting. The discovery indicates that workers might be more productive when provided with direct support and leaders foster an environment of cooperation and involvement in organizational pursuits.

4.2.5 Inconsistency in Leadership Support

The overall qualitative evidence was positive, but interview responses suggested that the impact of good leadership may be different depending on the consistency and quality of leadership practices. One participant made the following comparison between the impacts of weak and strong leadership:

“When it’s weak, it will lead to employees leave organization. When it’s strong, it will create positive morale and increase productivity.” (Interview Participant 5, High court Dar es salaam Zone, 3/2026,)

This indicated that employees felt that leadership support had significant implications for their morale, productivity and retention. It also points to the fact that poor leadership can lead to poor organizational performance through poor employee experiences.

The qualitative evidence is in line with the neutral results obtained in the quantitative component. While the majority of the respondents had positive perceptions of leadership support, some were neither positive nor negative in relation to certain aspects of leadership such as the effect that management support had on productivity, and the consistency of leadership responsiveness. This means that these leadership behaviours may not be consistent throughout the company or department. There may be therefore be variation in employee perceptions due to differences in departmental supervision, managerial responsiveness and access to management.

4.3 Correlation between Leadership Support and Organizational Performance

4.3.1 Correlation Analysis between Leadership Support and Organizational Performance

To further determine the relationship between leadership support and organizational performance, a Pearson correlation analysis was conducted. The results are presented in Table 3.

Table 3

Correlation between Leadership Support and Organizational Performance

Variables	Leadership Support	Organizational Performance
Leadership Support	1.000	0.782**
Organizational Performance	0.782**	1.000

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

The correlation coefficient ($r = 0.782$) indicates a strong positive relationship between leadership support and organizational performance. This implies that improvements in leadership support are associated with significant improvements in employee performance and overall organizational effectiveness. The positive direction of the relationship confirms that as employees perceive higher levels of leadership support, through guidance, motivation, resource provision, and responsiveness, their performance levels also increase. The relationship is statistically significant at the 0.01 level, indicating that the likelihood of this result occurring by chance is very low.

4.4 Discussion

4.4.1 Overall Relationship between Leadership Support and Organizational Performance

The results show that the overall attitude of employees towards leadership support was positive. Over 80% agreed or strongly agreed that senior leadership was supportive and about 78% said that senior leadership promoted

high performance. This can be inferred from the findings of Agag et al. (2025) that leading with inspiration, individual consideration, and intellectual stimulation positively affects employee motivation and organizational performance. The current research builds on this evidence by showing that leadership support occurred in employees' experiences as practical actions like providing guidance, encouragement and resources. The results also corroborate those of Heim et al. (2026) who related ethical leadership to employee performance, organizational citizenship behavior and institutional trust. The present study also revealed that support was related to responsiveness, fairness, communication and trust. This relationship is particularly important in a judicial institution as institutional credibility relies in part on the confidence of the employees of the institution in the leadership of the institution.

4.4.2 Leadership Support as Resources, Motivation, Communication, and Empowerment

The leaders' provision of resources and guidance is not just relational, as 81.71% of respondents agreed or strongly agreed that their leaders provided resources and guidance. It also means providing the things that are required for employees to do their work. This discovery supports the Human Capital Theory in that the knowledge and skills of employees are more likely to influence their performance when conditions are provided that allow them to be effectively used (Becker, 1964; Kholifah et al., 2025). Qualitative results lend support to this interpretation because the items that occurred in the qualitative results were the following: equipment, technology, guidance, and resource allocation were associated with supportive leadership among the employees. This indicates that leadership support could have a positive effect on performance, potentially by minimizing the hindrances to employees using their potential. Yet there are warnings in Human Capital Theory that investment in employees does not necessarily lead to better results. The organizational culture, infrastructure, bureaucracy, and the quality of organizational leadership can influence how well the employees abilities can be converted to performance. This qualification is supported by the findings of the present study as some of the employees indicated neutral perceptions of leadership support.

The results show that 85.36% of the respondents agreed or strongly agreed that leadership support is a major motivational factor for employees, which aligns with findings that support the link between leadership, employee engagement and motivation (Pincus, 2023; Saks & Gruman, 2014). This qualitative evidence also revealed that recognition and encouragement of employee achievements were factors that helped in employee motivation. This is confirmation that leadership support can have an indirect impact on performance, by boosting employee commitment and willingness to contribute. The discovery also aligns with the main body of research on supportive leadership and employee outcomes (Bakker & Albrecht, 2018; CIPD, 2025).

The qualitative results showed that supportive leadership was manifested by empowering junior staff and encouraging employees to share ideas. The results are in line with Indragiri (2022), that empowered leadership is associated with initiative, innovation, problem solving and team effectiveness. It also backs Soegiarto et al. (2024) who emphasized that development of leaders and mentoring is one of the steps to foster empowerment and organization performance. The message here is that leadership support is not as straightforward as a set of instructions or directions from the leader. Instead, supportive leadership can enhance performance through the opportunities it affords the employee to engage in, problem solve and apply their professional knowledge.

Communication and responsiveness were key points highlighted in the results. Staff related supportive leadership to openness and answering employees' needs. This finding aligns with the research on psychological safety and team performance and employee voice (Kim et al., 2021; Jabbar et al., 2023). If the employees believe that the leaders are approachable and respond to their concerns, then they are likely to raise concerns and provide ideas. The finding further corroborates Pincus (2023) who highlighted the importance of communication, emotional support and responsiveness in supportive leadership in change of organizations.

4.4.3 Variations in Leadership Support across Departments

The results also align with Haricharan (2023), who noted that leadership behaviors have a significant impact on employee well-being and organizational performance in public sectors. This is especially true of Judiciary of Tanzania High Court Dar es Salaam Zone, where public institutions are formalized and may experience resource limitations and bureaucracy. With supportive leadership, it is possible to help employees cope with these conditions, making communication more effective, motivating better performance, coordinating better and responding more.

While the overall findings were positive, neutral results were obtained for a number of indicators. That indicates that leadership support may not be felt equally throughout departments. This is significant as it shows that supportive leadership practices at the institutional level does not always lead to uniform employee experience. The variation may be due to differences in supervision and the way leaders respond to their needs, access to senior leaders and departmental practices. It is suggested that support for leadership should be institutionalized within organisational arrangements and leadership development, and not solely to the leadership preferences of individual managers. This is in line with Soegiarto et al. (2024), who states that structured leadership development and mentoring are important.

There is a significant positive relationship between leadership support and organizational performance at the .01 level with a Pearson correlation coefficient of ($r = 0.782$). The findings of the study aligned with the main argument and corroborated the main findings of the literature on the relationship between leadership practices and employee and organizational outcomes (Agag et al., 2025; Sebunya, 2025). Furthermore, the finding supports the Human Capital Theory as when the employees are given supportive leadership they can use their knowledge, skills and experience to their best ability (Becker, 1964; Kholifah et al., 2025). This relationship can be explained by the qualitative evidence. Participants related supportive leadership to teamwork, communications, trust, innovation, motivation, and resource allocation. The mechanisms relate to how leadership support can impact on organisational performance. The descriptive type of research design, however, makes the result difficult to be interpreted as proof that the support of leadership creates the organizational performance because it is just an association. Other organizational factors might also be important affecting performance.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study showed that leadership support has a strong and positive relationship with the performance of Judiciary of Tanzania High Court Dar es Salaam Zone. Overall, leadership was rated as being supportive, encouraging high performance, offering resources and guidance, motivating the employees and addressing the employees' needs and challenges. The high level of correlation between leadership support and organizational performance shows that leadership support is an important resource in the organization. The qualitative results also reveal that leadership support is manifested in communication, teamwork, trust, recognition, empowerment, innovation, motivation, and allocation of resources. The results reflect the Human Capital Theory, as a supportive leadership provides the environment that allows the use of their knowledge, skills, and experience more effectively. However, the study found some differences in the levels of leadership support. Therefore, supportive leadership needs to be built into the organization, through leadership expectations, leadership development, feedback systems and organisational procedures.

5.2 Recommendations

The Judiciary of Tanzania should have supportive management practices which are institutionalized through clear expectations about communication, guidance, feedback, responsiveness of employees and resource allocation. The leadership development programmes need to be enhanced that will increase the skills of managers in the areas of supportive supervision, mentoring, communication, conflict management, and employee empowerment. Leadership needs to enhance feedback and responsiveness by organizing regular staff meetings, communicating easily about concerns, and implementing systems to track the resolution of employee concerns. Also the Judiciary of Tanzania is required to enhance its monitoring of consistency of leadership at departmental level. Units with low levels of leadership support can be identified through internal surveys, employee feedback and performance appraisal. Finally, leaders should make sure that staff have access to the necessary equipment, technology and other resources to carry out their roles effectively.

Declaration of Interest

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