The Cradle of Knowledge: African Journal of Educational and Social Science Research
AJESSR - ISSN 2304-2885-p, 2617-7315-e
Volume 13, Issue 2, 2025
P.O. Box 555 (00202) Nairobi. Kenya
editor@serek.or.ke

SOCIETY OF EDUCATIONAL RESEARCH AND EVALUATION IN KENYA

Strengthening Public Sector Governance through Ethical Leadership: A 4V Model Perspective from Dodoma Water Supply and Sanitation Authority in Tanzania

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Abstract
This study examined the impact of ethical leadership on good governance in public institutions, with a specific focus on the Dodoma Water Supply and Sanitation Authority in Dodoma, Tanzania. Ethical leadership was analyzed through four dimensions: ethical values, ethical voice, ethical virtue, and ethical vision. Good governance was measured through transparency and accountability. The study employed a quantitative research design using structured questionnaires administered to 239 respondents. Data analysis involved descriptive statistics, Pearson correlation, and regression analysis to determine the relationship between variables. Findings revealed a strong positive relationship between ethical leadership and good governance. Specifically, ethical values and virtues were found to enhance fairness, trust, and institutional integrity, while ethical voice and vision played crucial roles in fostering transparency and inclusivity in decision-making. Despite these positive indicators, certain limitations were identified, such as insufficient open feedback channels and inconsistency in leadership practices across departments. The study was guided by the 4V Model of Ethical Leadership, which emphasizes values, voice, virtue, and vision as essential components for ethical conduct and organizational success. The results support this model and underline the importance of integrating ethical principles in leadership practices to enhance governance outcomes in public institutions. Based on the findings, the study concludes that ethical leadership is a key driver of good governance in public organizations. Strengthening ethical leadership practices across all leadership levels is vital for improving transparency, accountability, and public trust. Practical recommendations are proposed to institutionalize ethical behaviors and foster a governance culture grounded in integrity and responsibility.
Key Word: *Ethical leadership; good governance; leader's values; leader's virtue; leaders' vision; leaders' voice*

1. Introduction

Good governance applies to processes and structures that are put in place when making political or administrative decisions that are transparent, accountable, equitable, and inclusive while considering the rule of law, encouraging citizens' participation, and institutional capability of managing public resources (Akim, Shuma & Efunninyi, 2024; Shuma & Efunninyi, 2024). Good governance also requires integrity, responsiveness, and the willingness of mechanisms to ensure that public institutions are meant to serve all citizens with the purpose of contributing to socially and economically sustainable development for all of their populations. Good governance is necessary in economic development pertaining to effective processes that collectively manage resources, reduce corruption, and improve transparency, which is necessary for sustainable economic programs. Good governance contributes to maintaining peace and order and delivering effective services to its citizens (Isser, Mauki & Ng'wanakilala, 2024).

The European Union (EU) and the World Trade Organization (WTO) both highlight that good governance is important for sustainable development and economic growth (European, 2007; WTO, 2023). The EU emphasizes that good governance is critical for establishing the rule of law, upholding human rights, and enhancing democratic participation, and that sound governance frameworks lead to political stability, which attracts foreign investment and improves trading relationships (Kamau & Muhindi, 2024; Rwigema, 2024). The WTO also emphasizes the importance of governance structures that are transparent and equitable for global trade systems, making trade negotiations and dispute resolution easier, ensuring effective compliance with international trade agreements and fostering economic cooperation and development (Lameck, 2024; Kyambande et al., 2024).

There are several factors that affect good governance, including: a strong legal regime, transparency in decision-making, citizen participation, adequate resources and capacity for institutions to perform their mandates (Namba, 2025; Akim et al., 2024; Efunninyi, Akim & Namba, 2024). A legal regime guarantees the rule of law and the protection of citizens' rights, while transparency mechanisms enable accountability and citizen oversight (Smith, 2023). Citizen participation in governance allows citizens to have an effect on policies, and adequate resources ensure that a sufficient service can be delivered.

Good governance in Tanzania is challenged by a number of factors, such as corruption and lack of transparency (Jones, 2022). These issues make it impossible to implement policies effectively and create inefficiencies and inequalities in public service delivery (Mauki, 2020). Corruption is a major problem that undermines public trust and diverts resources away from development programs (Kizza & Mmuya, 2019). Inadequate checks and balances, political interference in the judiciary, also affect the independence and accountability of institutions (Ng'wanakilala, 2021). Lack of media and civil society interaction with public officials in holding them accountable limits the democratic participation and rights of citizens (Mauki, 2020).

In Tanzania, the National Framework for Good Governance (NFGG), established in 1999, emphasizes accountability, transparency, the rule of law, and good governance, recognizing that all of them are conditions for sustainable socio-economic development (Tanzania Government, 1999). It also calls for citizen participation and a multi-stakeholder approach, focusing on empowering citizens and communities of ownership over governance (Kuwali, 2024; Matyana & Sibaya, 2025). Additionally, good governance will also help to attract foreign investment and maintain stability with respect to corruption and mismanagement (Mohamed et al., 2024).

Tanzania has faced persistent governance challenges despite various policy efforts, particularly in public service institutions such as the Dodoma Urban Water Supply and Sanitation Authority (DUWASA). As articulated in the Water Sector Development Programme Phase III (2022/23–2025/26), DUWASA has struggled with operational inefficiencies, a lack of responsiveness to citizen complaints, and accountability mechanisms (Ministry of Water, 2025). The Hon. Minister for Water, Jumaa Aweso, expressed concern over DUWASA's inability to solve service delivery, citing the mismanagement of DUWASA and a lack of citizen-centered leadership as critical constraints to improved service delivery (DUWASA, 2025). Addressing these challenges requires not only structural reforms but also a transformation in leadership behavior. Ethical leadership has emerged as a critical factor in promoting good governance (Ayieko & Okinda, 2024) as it fosters trust, fairness, and accountability within organizations (Saleem et al., 2024). Leaders who act ethically are more likely to model integrity, make just decisions, listen to stakeholder voices, and prioritize public interest over personal or political gain. These behaviors are directly aligned with the principles of good governance, including transparency, accountability, participation, and rule of law.

The relevance of ethical leadership is particularly well captured by the 4V Model of ethical leadership Vision, Voice, Virtue, and Values which provides a comprehensive framework for understanding how leadership can influence institutional governance. Vision refers to setting a clear, ethical direction; Voice emphasizes open communication and stakeholder engagement; Virtue highlights moral character and personal integrity; and Values represent shared organizational principles that guide decision-making. When applied in public institutions like DUWASA, these elements can strengthen governance by promoting ethical behavior at all levels, enhancing responsiveness to citizens, and restoring public trust in service delivery.

Therefore, this study examined the influence of ethical leadership on good governance at DUWASA. By examining the relationship between the four dimensions of ethical leadership and key governance outcomes namely transparency and accountability the study aims to provide empirical evidence on how ethical leadership practices can address governance weaknesses and improve institutional performance in Tanzania’s public sector. This study had four hypotheses namely; $Ha_{1:}$ There is a positive relationship between leaders' vision and good governance at Dodoma Water Supply and Sanitation Authority; $Ha_{2:}$ There is a positive relationship between leaders' values and good governance at Dodoma Water Supply and Sanitation Authority; $Ha_{3:}$ There is a positive relationship between leaders' voice and good governance at Dodoma Water Supply and Sanitation Authority; There is a positive relationship between leaders' virtue and good governance at Dodoma Water Supply and Sanitation Authority

2. Research Methods

A quantitative research methodology was employed to investigate the causal relationships between ethical leadership elements (independent variables) and good governance (dependent variable). This approach allows for systematic numerical data collection and statistical analysis, aligning with the positivist philosophy of quantitative research. The study utilized a cross-sectional design, collecting data at a single point in time through structured questionnaires. The study was conducted in Dodoma, Tanzania, with DUWASA as the focus. Dodoma was selected for its governmental significance and increasing population. The study targeted all 516 DUWASA employees, including 28 managements and 488 non-management staff, to capture diverse perspectives on ethical leadership and governance performance, using Yamane's formula to determine the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n =Sample size, e =Margin of error, N= Population

$$n = \frac{516}{1 + 516(0.05)^2}$$

=239

A stratified random sampling technique was employed at DUWASA to ensure proportional representation of staff in relation to ethical leadership and governance. The population was stratified by managerial levels, including both management and non-management staff, with random selection within each stratum to mitigate selection bias. A complete staff listing was sourced from human resources, and a random number generator was utilized for unbiased selection. A structured questionnaire collected quantitative data using closed-ended questions on a 5-point Likert scale, assessing perceptions of leadership dimensions and governance indicators. The questionnaire underwent expert review and pilot testing for clarity, validity, and reliability, confirmed by Cronbach's Alpha for internal consistency. Participation was voluntary, adhering to ethical protocols, with data analyzed through descriptive statistics (frequencies, percentages, means, and standard deviation) and inferential statistics (multivariate regression analysis) to explore the impact of ethical leadership on good governance at DUWASA.

3. Analysis Result

3.1 Demographic Characteristics of Respondents

The socio-demographic composition of the 239 respondents assists in understanding the characteristics of the workforce being examined. The majority of respondents were aged 36-45 years old (41.4%), then 26-35 (28.9%), and 18-25 (18.8%). In terms of gender, we seem to have a much higher proportion of males (67.8%) than females (32.2%). In education levels, we can see a reasonably normal distribution with more respondents being secondary school (32.2%) or certificates (30.1%), (19.7%) diplomas (18.0%) degrees.

The employment position was also normally distributed, with the most mid-level staff (39.3%), junior staff (29.3%), senior staff (25.5%), and management (5.9%). The work experience was also interesting, with most employees having 2-5 years of service (38.5%), 1 to 2 years' service (30.1%), 11 -15 years of service (22.6%), and then a small proportion have served more than 15 years (5.9%). 72.8% of respondents are employed on a full-time permanent basis, while others were on a contract basis (14.6%), temporary or internships (7.9%), part-time getting paid (4.6%) surveyed sample. This tells us the sample was moderately experienced (higher than the mean) and male-dominated, with varied experience and backgrounds.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percent
Age	18–25 years	45	18.8%
	26–35 years	69	28.9%
	36–45 years	99	41.4%
	46–55 years	19	7.9%
	56+ years	7	2.9%
Gender	Male	162	67.8%
	Female	77	32.2%
Education Level	Secondary	77	32.2%
	Certificate	72	30.1%
	Diploma	47	19.7%
	Degree	43	18.0%
Employment Position	Junior Staff	70	29.3%
	Mid-level Staff	94	39.3%
	Senior Staff	61	25.5%
	Management/Executive	14	5.9%
Years of Service	Less than 2 years	72	30.1%
	2–5 years	92	38.5%
	6–10 years	7	2.9%
	11–15 years	54	22.6%
	Over 15 years	14	5.9%
Employment Type	Permanent	174	72.8%
	Contract	35	14.6%
	Part-time	11	4.6%
	Temporary/Internship	19	7.9%

3.2 Descriptive Results

Descriptive statistics are presented on four ethical leadership items (Vision, virtue, voice, and value) and two good governance items (transparency and accountability). The five-point Likert scales were used to rate the items, ranging from Strongly Disagree (SD) to Strongly Agree (SA). Frequencies, percentages, means, and standard deviations were used to organize and present the responses and summarize how the responses were distributed, and highlight trends in the respondents' conceptions.

3.2.1 Descriptive Statistics on Leaders' Vision

Table 2 presents findings on leadership vision and employee commitment. A significant majority (80.7%) affirmed that their leader's vision was ethically motivated, and 76.6% believed team feedback was integrated into this vision. However, clarity and inspiration regarding the vision were less supported, with only 36.9% finding it clear and 54.4% considering it inspiring. Employee commitment showed some favorability, as 72.1% reported prioritizing their work and organizational goals, while 13.3% disagreed. Similarly, 65.4% expressed strong commitment to job completion, though 22.3% disagreed, indicating variability in responses relative to leadership support.

Table 2 Descriptive Statistics on Leader's Vision

Variable	SD	D	N	A	SA	Mean	SD
My leader clearly communicates a compelling vision for the organization's future.	31 (13.0%)	90 (37.7%)	30 (12.6%)	68 (28.5%)	20 (8.4%)	2.82	1.22
My leader's vision is inspiring and encourages shared goals.	37 (15.5%)	59 (24.7%)	13 (5.4%)	78 (32.6%)	52 (21.8%)	2.78	1.62

The vision communicated by my leader is ethically grounded and motivating.	14 / (5.9%)	12 (5.0%)	20 (8.4%)	67 (28.0%)	126 (52.7%)	4.17	1.15
My leader invites team input when shaping or refining the vision.	17 (7.1%)	14 (5.9%)	25 (10.5%)	82 (34.3%)	101 (42.3%)	3.99	1.19

3.2.2 Descriptive Statistics on Leader's Value

The results in Table 3 indicate that, in general, study participants see their leaders as just and moral. Most respondents believed their leader treats people fairly (81.2 percent, mean = 4.12) and exhibits good behavior (77.0 percent, mean = 4.09). Likewise, 74.9 percent (mean = 4.03) agreed with the statement that their leaders strive to engage in ethical conduct. Within the realm of transparency, 51.5% of respondents agreed or strongly agreed with the statement that their leaders are transparent about the decision-making process, while 42.2% disagreed or strongly disagreed (mean = 2.80).

Table 3: Descriptive Statistics on Leader's Value

Variable	SD	D	N	A	SA	Mean	SD
My leader consistently acts with honesty and integrity.	17 (7.1%)	20 (8.4%)	18 (7.5%)	54 (22.6%)	130 (54.4%)	4.09	1.26
My leader treats all individuals fairly and without favoritism.	18 (7.5%)	14 (5.9%)	13 (5.4%)	70 (29.3%)	124 (51.9%)	4.12	1.22
My leader is transparent in making decisions that affect the team.	40 (16.7%)	61 (25.5%)	15 (6.3%)	87 (36.4%)	36 (15.1%)	2.80	1.66
My leader promotes ethical behavior and holds others accountable.	20 (8.4%)	18 (7.5%)	22 (9.2%)	54 (22.6%)	125 (52.3%)	4.03	1.29

3.2.3 Descriptive statistics on Leader's Voice

The result in Table 4 shows mixed perceptions about leaders' voice. 53.5 percent of respondents agreed or strongly agreed that leaders encourage open communication of concerns and feedback. 59.4% agreed or strongly agreed that leaders listen respectfully to differing perspectives. 77.4% agreed or strongly agreed that leaders address ethical issues directly and constructively, indicating strong confidence in their ethical responsiveness.

Table 4: Descriptive Statistics on Leader's Voice

Variable	SD	D	N	A	SA	Mean	SD
My leader encourages team members to express concerns and feedback openly.	35 (14.6%)	66 (27.6%)	10 (4.2%)	73 (30.5%)	55 (23.0%)	2.86	1.64
My leader listens respectfully to differing perspectives.	42 (17.6%)	37 (15.5%)	18 (7.5%)	70 (29.3%)	72 (30.1%)	3.39	1.49
My leader addresses ethical issues directly and constructively.	18 (7.5%)	17 (7.1%)	19 (7.9%)	60 (25.1%)	125 (52.3%)	4.08	1.25
My leader creates a safe environment to raise ethical concerns.	17 (7.1%)	18 (7.5%)	40 (16.7%)	98 (41.0%)	66 (27.6%)	3.74	1.15

https://dx.doi.org/10.4314/ajessr.v13i2.3

3.2.4 Descriptive Statistics on Leaders' Virtue

Table 4 presents descriptive results on Leaders' virtues. Results show moderate perceptions exist regarding the leader's ethical behavior and relational skills, with 53.1% of participants agreeing that their leader displays ethical behavior, reflected in a mean score of 3.46 and a standard deviation of 1.17. Empathy and respect are similarly perceived, with 59.4% in agreement (mean 3.42, SD 1.37). Trust building yields a more favorable view, with 66.1% affirming that their leader fosters trust, indicated by a mean of 3.53 and a standard deviation of 1.48. Finally, 64% support the leader's commitment to developing ethical leadership capabilities, while 26.8% expressed disagreement.

Table 4: Descriptive Statistics on Leaders' Virtue

Variable	SD	D	N	A	SA	Mean	SD
My leader consistently demonstrates ethical behavior in their actions.	14 (5.9%)	41 (17.2%)	57 (23.8%)	76 (31.8%)	51 (21.3%)	3.46	1.17
My leader treats others with empathy and respect.	37 (15.5%)	25 (10.5%)	35 (14.6%)	84 (35.1%)	58 (24.3%)	3.42	1.37
My leader builds trusting relationships within the team.	43 (18.0%)	23 (9.6%)	15 (6.3%)	80 (33.5%)	78 (32.6%)	3.53	1.48
My leader seeks to grow and develop their ethical leadership capabilities.	41 (17.2%)	23 (9.6%)	22 (9.2%)	78 (32.6%)	75 (31.4%)	3.51	1.45

3.2.5 Descriptive Statistics on Transparency

The results in Table 6 The results indicate that DUWASA's transparency and communication are viewed moderately positively by respondents, with 63.2% agreeing on clear billing communication and 69% recognizing regular report publication. However, the presence of high standard deviations suggests varied customer experiences. Approximately 20-28% of respondents expressed disagreement regarding public access to service plans and accurate information, highlighting areas for improvement. Communication about service interruptions was particularly weak, with only 54.8% agreeing on prior notifications, and access to support information received a low mean score of 2.67. Overall, while DUWASA effectively communicates general operational details, there is a need for better direct communication and customer feedback access. Respondents indicated a willingness to accept rate increases in exchange for improved communication, suggesting that better proactive communication could enhance public perception.

Table 6: Descriptive Statistics on Transparency

Variable	SA	A	N	D	SD	Mean	SD
DUWASA shares information about service plans and decisions openly.	79 (33.1%)	76 (31.8%)	16 (6.7%)	28 (11.7%)	40 (16.7%)	3.53	1.469
Billing and tariff structures are clearly communicated to customers.	118 (49.4%)	33 (13.8%)	42 (17.6%)	27 (11.3%)	19 (7.9%)	3.85	1.350
DUWASA publishes regular reports on its performance and activities.	70 (29.3%)	95 (39.7%)	24 (10.0%)	20 (8.4%)	30 (12.6%)	3.65	1.320
Staff and customers have access to accurate information about water services.	66 (27.6%)	72 (30.1%)	53 (22.2%)	31 (13.0%)	17 (7.1%)	3.58	1.220
Customers are informed in advance about planned	81 (33.9%)	50 (20.9%)	33 (13.8%)	46 (19.2%)	29 (12.1%)	3.02	1.202

service interruptions or maintenance activities.							
DUWASA provides clear channels for customers to access information or raise concerns regarding service issues.	66 (27.6%)	85 (35.6%)	20 (8.4%)	34 (14.2%)	34 (14.2%)	2.67	1.139

3.2.6 Descriptive Statistics on Accountability

The feedback on accountability mechanisms is mixed yet generally favorable. Approximately 50% of respondents feel staff are accountable for poor service delivery, while nearly 30% express disagreement, indicating some uncertainty. Awareness of customer complaint procedures is seen positively by 51.4%, but 28.8% are either neutral or disagree, suggesting room for improvement in communication. Management monitoring of staff performance received a moderate rating (mean = 3.09), with 52.7% in agreement. Disciplinary measures for rule violations were rated positively at 72.8%, and 77.4% noted effective management feedback to staff. The best response relates to informing customers about actions taken regarding complaints, scoring 68.6% overall agreement with a high level of consistency in communication outcomes.

Table 7: Descriptive Statistics on Transparency

Variable	SA	A	N	D	SD	N	Mean	SD
DUWASA staff are held responsible for poor service delivery.	62 (25.9%)	58 (24.3%)	47 (19.7%)	44 (18.4%)	28 (11.7%)	239	3.10	1.296
There are clear procedures for lodging complaints and getting responses.	67 (28.0%)	56 (23.4%)	47 (19.7%)	50 (20.9%)	19 (7.9%)	239	3.43	1.307
Management regularly monitors and evaluates staff performance.	55 (23.0%)	71 (29.7%)	37 (15.5%)	44 (18.4%)	32 (13.4%)	239	3.09	1.252
Sanctions are applied when rules or procedures are violated.	98 (41.0%)	76 (31.8%)	37 (15.5%)	17 (7.1%)	11 (4.6%)	239	3.97	1.126
Supervisors provide regular feedback to staff on their performance.	109 (45.6%)	76 (31.8%)	28 (11.7%)	10 (4.2%)	16 (6.7%)	239	4.05	1.160
Customers are informed about actions taken in response to their complaints.	62 (25.9%)	102 (42.7%)	70 (29.3%)	3 (1.3%)	2 (0.8%)	239	3.92	0.821

3.3 Inferential Results

3.1 Diagnostic Tests of Variables

This section details the diagnostic tests used to evaluate the validity and appropriateness of the dataset prior to the statistical analysis. The tests focused on internal consistency, correlations, multicollinearity, normality, and homoscedasticity. Following Vance et al. (2022), these tests are essential to validate the assumptions behind regression and related inferential techniques, thereby strengthening the validity of study's findings.

3.1.2 Reliability Test (Cronbach's Alpha)

Cronbach's Alpha was used to assess the internal consistency reliability of all key variables. As detailed in Table 7, the reliability estimates ranged from 0.711 to 0.741 for predictor variables (Leaders' Vision, Value, Voice, Virtue) and outcome variables (Transparency, Accountability). All reliability estimates were above the accepted benchmark of 0.7, indicating an acceptable level of internal consistency (Siswaningsih, 2017). More specifically, alpha estimates greater than 0.7 suggest good reliability, demonstrating that the constructs measured in the study was consistent and appropriate to include in the study.

Table 7. Cronbach's Alpha Reliability Coefficients

Variable	Number of Items	Cronbach's Alpha
Leaders Vision	4	0.721
Leaders Value	4	0.732
Leaders Voice	4	0.711
Leaders Virtue	4	0.721
Transparency	6	0.741
Accountability	6	0.722

3.1.2 Correlation Analysis

Table 8 shows statistically significant Pearson correlation coefficients at the 0.01 level among the study's variables: vision, values, voice, and virtue (ethical leadership dimensions) with governance outcomes of transparency and accountability. The virtue dimension has the highest correlation with transparency ($r = .694$) and accountability ($r = .648$), highlighting the importance of leaders' moral character in good governance. Transparency correlates strongly with voice ($r = .685$) and virtue ($r = .694$), while accountability is closely linked to values ($r = .647$) and voice ($r = .630$), emphasizing inclusive and principled leadership.

Table 8. Pearson Correlation Matrix

Variable	Vision	Values	Voice	Virtue	Transparency	Accountability
Vision	1.000					
Values	0.597**	1.000				
Voice	0.632**	0.268**	1.000			
Virtue	0.599**	0.684**	0.674**	1.000		
Transparency	0.657**	0.651**	0.685**	0.694**	1.000	
Accountability	0.500**	0.647**	0.630**	0.648**	0.719**	1.000

3.1.3 Multicollinearity diagnostics

Multicollinearity among predictors was evaluated by examining the variance inflation factor (VIF) and tolerance statistics. All VIF values, as illustrated in Table 9, were below the conservative threshold of 10, ranging from 1.245 (Leaders Vision) to 2.214 (Leaders Voice), with tolerance values above 0.1, reflecting no questionable multicollinearity (Akinwande et al., 2015; Vatcheva et al., 2016). This indicates that the predictor variables are contributing unique variance in the regression models without excessive overlapping variance.

Table 9. Multicollinearity Diagnostics

Variable	Tolerance	VIF
Leaders Vision	0.824	1.245
Leaders Value	0.780	1.756
Leaders Voice	0.510	2.214
Leaders Virtue	0.665	1.367

3.1.4 Normality Examination

Normality was assessed using the Kolmogorov-Smirnov and Shapiro-Wilk tests. Results suggested that all of the variables were normally distributed ($p > .05$), which satisfied the normality assumption required by the parametric analyses (Thode, 2002).

3.2 Regression Analysis Results

A multivariate analysis of variance (MANOVA) was employed to analyze the joint impacts of the Leadership dimensions (Vision, Values, Voice, and Virtue) on the combined governance outcomes (Transparency and Accountability). There was evidence of statistically significant ($p < 0.001$) multivariate effects for all predictors

(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root) and ethical leadership dimensions (Vision, Voice, Values, and Virtue) exhibited relatively substantial multivariate effects on Transparency and Accountability, these values also offered significant, though small effect sizes.

Table 10. Multivariate Test Statistics

Effect	Pillai's Trace	F	df (hypothesis)	df (error)	p-value
Intercept	0.404	79.030	2	233	<0.001
Vision	0.545	139.277	2	233	<0.001
Values	0.369	68.021	2	233	<0.001
Voice	0.537	135.168	2	233	<0.001
Virtue	0.546	140.239	2	233	<0.001

The analysis outlined in Table 4.13 investigated the effects of four independent variables (Vision, Values, Voice, and Virtue) on two dependent variables (Transparency and Accountability) using a general linear model. The findings revealed a significant model fit, with the predicting model for Transparency explaining 86.4% of the variance (R2 = .864) and the model for Accountability explaining 65.1% of the variance (R2 = .651), both indicating substantial contributions from the independent variables.

In the study of Transparency, the model showed a strong statistical fit with an F value of 372.909 and significance level under .001. Four predictors significantly affected Transparency: Vision (F=239.933, p<.001), which strongly correlates with transparency perceptions; Values (F=4.906, p=.028), associated with transparency to a lesser degree; Voice (F=257.714, p<.001), indicating that employees feeling they have a say in decisions recognize the organization as more transparent; and Virtue (F=212.982, p<.001), linked to moral integrity in leadership and its relationship with transparency.

For the dependent variable Accountability, the model was statistically significant (F = 109.124, p < .001). Vision as a predictor was significant but weak (F = 5.161, p = .024), indicating that a defined vision contributes to accountability. Stronger predictors included Values (F = 122.075, p < .001) and Voice (F = 126.241, p < .001), highlighting the importance of shared ethical values and participative leadership. Unlike the Transparency model, Virtue was not a significant predictor of Accountability (F = 0.012, p = .912), suggesting moral integrity does not affect perceptions of accountability.

Table 10. Tests of Between-Subjects Effects

Tests of Between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Transparency	41.834[a]	4	10.459	372.909	.000
	Accountability	29.294[b]	4	7.324	109.124	.000
Intercept	Transparency	3.760	1	3.760	134.077	.000
	Accountability	6.828	1	6.828	101.735	.000
Vision	Transparency	6.729	1	6.729	239.933	.000
	Accountability	.346	1	.346	5.161	.024
Values	Transparency	.138	1	.138	4.906	.028
	Accountability	8.193	1	8.193	122.075	.000
Voice	Transparency	7.228	1	7.228	257.714	.000
	Accountability	8.472	1	8.472	126.241	.000
Virtue	Transparency	5.973	1	5.973	212.982	.000
	Accountability	.001	1	.001	.012	.912
Error	Transparency	6.563	234	.028		
	Accountability	15.704	234	.067		
Total	Transparency	2885.567	239			
	Accountability	2711.955	239			
	Transparency	48.397	238			

Corrected Total	Accountability	44.998	238			
a. R Squared = .864 (Adjusted R Squared = .862)						
b. R Squared = .651 (Adjusted R Squared = .645)						

4. Discussions

According to this study's findings, vision significantly affects both Transparency and Accountability, but to different extents. Vision has a very strong effect on Transparency ($p=0.000$, $F=239.933$), accounting for 86.4% of its variance ($R^2=0.864$). This implies that clear leadership vision enhances perceptions of transparency in organizations. Conversely, Vision's effect on Accountability is statistically significant ($p=0.024$), but with a smaller F-value (5.161) and Sum of Squares (0.346), indicating a lesser impact. This suggests that while Vision aids in fostering accountability, other elements like values and performance systems play a more crucial role in establishing a culture of accountability.

These findings are consistent with Mushi (2020), who emphasized that leadership vision enhances accountability, responsiveness and service delivery in local government entities. Similar results were found by Temu and Mbise (2020), who found ethical visionary leaders facilitated improved strategic planning and performance in Tanzania's public water authorities. Kamugisha and Twinomugisha (2019) also indicated that a clear and communicated vision helped in stimulating community participation and increased public trust in the governance process, which is consistent with current findings as they explain the significant role of the leadership vision in creating accountable public institutions. The implications of leadership vision extend to employee morale and organizational culture. When employees are clear about the future direction of their organization and share its vision, they are more likely to take a sense of ownership for their roles and collaborate in working toward shared objectives. This reflects the principles of transformational leadership and highlights how a vision will engage and influence followers to inspire change and action. In DUWASA, the ability for leaders to share the vision contributes to employee cohesion and accountability, which are fundamental to governance and good governance.

However, the relatively lower overall perception of vision clarity suggests that DUWASA must improve its internal communications functions and systems. García and Ahmed (2022) suggest that clarity in communication of the vision by the leader is one of the keys to authenticity, credibility, and commitment by all the organisation's stakeholders. Therefore, DUWASA should consider how it can enhance its communications structures to ensure the leadership vision is translated into clear institutional objectives, actions, and responsibilities required of every level of staff. Increasing vision clarity will contribute to further developing trust, engagement, and performance and foster the sustainability of good governance practices within the organisation.

The study reveals that Values have a significant, yet minor relationship with Transparency ($p=0.028$, $F=4.906$), accounting for a small portion of the variance (0.138). While they contribute to Transparency, other factors like Vision, Voice, and Virtue ($F=10.21$) are more impactful. In contrast, Values show a strong and significant association with Accountability ($p=0.000$, $F=122.075$), explaining a notable variance ($R^2=0.651$). This suggests that organizations emphasizing core values such as responsibility and integrity considerably enhance accountability practices.

The findings also support the assertion of Simons and Roberts (2022) that ethical values promote the stronger legitimacy of governance structures. DUWASA staff members stated that the conduct of their leaders modelled a workplace that was respectful and fair, as they stated in their responses, which was important to creating public trust. When trust exists in leadership, it supports better service delivery, as staff are more inclined to behave in ways that their leaders modelled. The advantage of this effect is that it influences not only senior leadership but also mid-level and operational staff behaviour connected to ethical values. Ethical values enhance decision-making processes by guiding leaders towards integrity and fairness, leading to collective and just outcomes that serve community needs. This aligns with the 4V theory of values, which emphasizes their role in effective leadership. For organizations like DUWASA, which prioritizes public service delivery, leaders need to make decisions that are not only effective but also equitable.

The study findings from DUWASA found a statistically significant effect of Voice on Transparency, with a p-value of 0.000 and a large effect size ($F = 257.714$). The model explains 86.4% of the variance in Transparency, suggesting that leaders who promote open communication and inclusion enhance perceived transparency. Additionally, Voice

https://dx.doi.org/10.4314/ajessr.v13i2.3

significantly impacts Accountability ($p = 0.000$, $F = 126.241$), accounting for 65.1% of its variance. Leaders fostering open discussions empower employees, leading to greater accountability and responsible actions. Ethical voice is defined by Tabares et al (2022) as the ability for staff in an organization to raise ethical concerns and advocate for ethical decisions. This concept is important in the public sector, where unregulated, unethical behavior can create bottlenecks in service delivery. At DUWASA, the presence of an environment where ethical concerns can be raised is a positive indication of transparency and accountability. This suggests that some kind of mechanism for ethical feedback exists, but it may not be adequately utilized by all.

The results regarding open feedback indicated the presence of barriers, such as fear of retribution and hierarchical communication issues, which hinder the full utilization of ethical voice at DUWASA. Nweze and Oke (2023) emphasize that effective ethical voice requires both formal structures, like whistleblower protections, and an informal culture that fosters psychological safety. To maximize the ethical voice, DUWASA leadership must create an environment where staff feel safe and appreciated when speaking up. Ethical voice enhances transparency through ongoing feedback between employees and leaders, facilitating early detection of unethical practices and fostering accountability. The 4V theory illustrates the role of voice in ethical leadership, particularly in empowering stakeholders within governance. DUWASA exemplifies this, as effective leaders who promoted dialogue and feedback led to increased institutional responsiveness and employee engagement.

Virtue significantly influences Transparency, as indicated by a p-value of 0.000 and an F-value of 212.982, accounting for 86.4% of the variance ($R^2 = 0.864$). This suggests that virtuous leadership fosters trust and a climate of openness and fairness. However, Virtue's effect on Accountability is not statistically significant (p-value of 0.912 and an F-value of 0.012), indicating that factors like Values and Voice may play a more critical role in fostering accountability than moral character alone. Ethical virtue in leadership is crucial for fostering a positive work environment that emphasizes ethical behavior, teamwork, and accountability. Leaders embodying virtues such as honesty, compassion, and humility contribute to a constructive ethical climate that enhances institutional credibility through transparency. Trust, particularly in public sector organizations, is vital for collaboration and encourages employee engagement in institutional reforms. Research by Martínez et al. (2021) and Brunetto et al. (2023) highlights that ethical leadership not only builds trust but also reduces resistance to organizational change.

This study reinforces previous findings on the significance of ethical leadership in fostering openness and trust within organizations (Brown, Treviño, & Harrison, 2005). Ethical leaders are shown to enhance transparency by being honest and clearly setting expectations. However, the study reveals no significant link between Virtue and Accountability, suggesting that ethical behavior supports trust and transparency but does not inherently promote accountability. This contrasts with prior research by Mayer, Aquino, Greenbaum, & Kuenzi (2012), indicating that moral leadership fosters accountability by creating ethical environments. The results indicate the necessity of an ethical culture, alongside systems and practices, to facilitate accountability among organization members. Ultimately, while Virtue is crucial for leaders' transparency, its role in fostering accountability appears less prominent compared to the overall ethical culture and structure.

5. Conclusions

This study examines how ethical leadership affects good governance at the Dodoma Water Supply and Sanitation Authority (DUWASA). It identifies four dimensions of ethical leadership: vision, values, voice, and virtue that significantly influence governance outcomes. Findings indicate that ethical leadership fosters accountability, transparency, and responsiveness, enhancing institutional trust and service delivery. However, gaps in communication of vision and decision-making transparency were noted, suggesting improvements in internal communication strategies and feedback mechanisms are necessary to fully leverage ethical leadership's benefits.

6. Recommendations

Public institutions should prioritize continuous leadership development to strengthen ethical leadership and improve governance outcomes. Training should emphasize ethical reasoning, accountability, and leading by example to create a culture of trust and responsibility. DUWASA should establish clear communication structures, integrate codes of conduct and accountability policies, and promote participatory governance through cross-functional committees and consultation sessions. Adequate resources should be allocated to support ethical leadership and good governance initiatives, including employee counseling services, whistleblower protection frameworks, and digital platforms for ethical reporting and monitoring. A strong monitoring and evaluation system should be established to assess the effectiveness of ethical leadership practices and inform ongoing strategy and policy improvements. Finally, a culture that recognizes and rewards ethical behavior should be fostered, with public acknowledgment of exemplary conduct and institutional awards.

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