

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE
A CASE STUDY PRIVATE COMPANIES IN MOGADISHU**

MASTER THESIS

Saidali Said DIRIE

**Business Administration Department
Business Administration Master in English Program**

JUNE 2022

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

As proof of my originality, I declare that this thesis was written solely for the purpose of fulfilling the criteria for a master's degree. This thesis has not been submitted to any other institution in the preceding years. All supporting material and resources have been cited and referenced in the proper manner. (28/06/2022)

SAIDALI SAID DIRIE



PREFACE

As a start, I'd want to offer my thankfulness to the Almighty Allah for giving me with the chance to complete my thesis in its entirety. First and foremost, I would like to express my heartfelt appreciation to Professor Anver Alper GÜVEL of the Department of Business Administration, who acted as my scientific adviser during the course of this writing project. His advice and expertise were really beneficial.

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Saidalı Said DIRIE

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THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE A CASE STUDY PRIVATE COMPANIES IN MOGADISHU

ABSTRACT

The purpose of this study is to examine the relationship between leadership style and employee performance in Mogadishu, Somalia, using case studies from private businesses. Study's goal was to examine democratic, autocratic and laissez faire leadership styles, as study objectives. When conducting this study, researcher used a descriptive research methodology and a random sample of participants. A questionnaire was created for participants to fill out as part of the research's quantitative method. For this study, questionnaires were used to measure the impact of various leadership styles on the performance of employees. To achieve the study's objectives, researchers employed SPSS and descriptive, correlational and regression analyses to analyze the data collected.

According to the study results, there is a substantial association between components and a significant relationship between democratic leadership and employee performance. As a result, it has the potential to foster new thinking, unique methods to problem solving, and novel strategies for overcoming obstacles. Individuals who are given democratic leadership in a team are more likely to take on additional responsibilities. Furthermore, the result revealed a positive correlation between autocratic leadership and employee performance. One of the most fundamental advantages of autocratic leadership is the capacity to make speedy judgments.

According to the findings of a study, laissez-faire leadership has a positive influence on employee performance. Allowing individuals to accumulate their own wealth via laissez-faire promotes the greatest number of people to do so. Employees that operate in a laissez-faire environment are expected to accept responsibility for their own performance. It is possible for leaders who are disciplined and follow rules to motivate their people to enhance their performance and skills in the workplace.

Keyword: *Leadership style, Democratic, Autocratic, laissez-faire, Employee Performance*

LİDERLİK TARZININ ÇALIŞAN PERFORMANSI ÜZERİNDEKİ ETKİSİ MOGADIŞU'DAKİ ÖZEL ŞİRKETLER VAKA ÇALIŞMASI

ÖZET

Çalışmanın amacı, Somali'nin Mogadişu kentinde liderlik tarzı ile çalışan performansı arasındaki ilişkiyi özel işletmelerden örnek olay incelemeleri kullanarak incelemektir. Araştırma amaçlarından biri, demokratik, otokratik ve laissez-faire liderlik tarzları arasındaki farkı incelemektir. Katılımcılardan bilgi toplamak için araştırmacılar, tanımlayıcı bir araştırma tasarımı ve rastgele bir örneklem kullandılar. Çalışmanın nicel metodolojisinin bir parçası olarak bir anket geliştirilmiştir. Liderlik stilinin çalışan performansını nasıl etkilediğini belirlemek için 5'li Likert ölçeğinde anketler kullanıldı. Araştırmanın amaçlarına ulaşmak için betimsel, korelasyonel ve regresyon analizleri kullanılmış ve araştırmacılar veri analizi için SPSS kullanmışlardır.

Çalışma sonuçlarına göre, bileşenler arasında önemli bir ilişki ve demokratik liderlik ile çalışan performansı arasında anlamlı bir ilişki vardır. Sonuç olarak, yeni düşünmeyi, problem çözmeye yönelik benzersiz yöntemleri ve engellerin üstesinden gelmek için yeni stratejileri teşvik etme potansiyeline sahiptir. Bir takımda demokratik liderlik verilen bireylerin ek sorumluluklar almaları daha olasıdır. Ayrıca, çalışma otokratik liderlik ile çalışan performansı arasında pozitif bir ilişki olduğunu ortaya koydu. Otokratik liderliğin en temel avantajlarından biri, hızlı karar verme kapasitesidir.

Bir araştırmanın bulgularına göre, laissez-faire liderliğinin çalışan performansı üzerinde olumlu bir etkisi vardır. Bireylerin bırakınız yapsınlar yoluyla kendi servetlerini biriktirmelerine izin vermek, en fazla sayıda insanı bunu yapmaya teşvik eder. Laissez-faire ortamında çalışan çalışanların kendi performanslarının sorumluluğunu kabul etmeleri beklenir. Disiplinli ve kurallara uyan liderlerin, çalışanlarını iş yerindeki performans ve becerilerini geliştirmeye motive etmeleri mümkündür.

Anahtar Kelime: *Liderlik tarzı, Demokratik, Otokratik, bırakınız yapsınlar, Çalışan Performansı*

1. INTRODUCTION

When it comes to managing employees and organizations, leadership has emerged as a new successful strategy. People administration has been superseded by human resource management throughout time. In order to effectively manage people and increase their performance, it is critical to strategically integrate different leadership styles. Leadership requires the ability to diagnose problems and adapt one's approach depending on the context in which one finds oneself. Depending on the number of directives, the degree of employee empowerment, and the level of decision-making authority, several leadership styles are used.

Major socioeconomic pressures are causing radical transformations in the corporate landscape. Technology, globalization and deregulation are all having an impact on how well organizations function, as are consumers' increasing knowledge of these trends and the competition that they create. The quality of leadership offered to a company is one of the most important drivers of its long-term success, even if other elements play a role. Employee job happiness, motivation, and productivity are all influenced by the leadership style of the organization's leaders. In most companies, the growth of good leadership is accelerated by good leadership behavior.

It thus plays an important role in the effectiveness of organizations. Employee performance, on the other hand, is a critical building component of every business, and the variables that contribute to great performance must be carefully considered by those in charge of running the firm. Because no organization can advance only on the efforts of one or two people, it is the collective work of all of the organization's members that makes the difference. In an organization, performance is a significant multidimensional construct (Mwita, 2000).

Employees are the most valuable assets in any firm, and without them, the organization's aims and objectives may not be achieved. Several studies have been undertaken to determine the impact that effective leaders may have in improving the work performance of their employees. When it comes to the link between

organizational culture and employee outcomes, excellent leadership may be able to mediate the situation and create an environment where effective leadership may flourish, ultimately leading to greater performance at work by employees (Toor & Ofori, 2009).

1.1 Background of the Study

Leadership within an organization is essential to the formulation of a distinct vision and mission, the selection and establishment of objectives, the formulation of strategies, policies, and methods to effectively achieve organizational objectives, as well as the coordination and direction of all of the organization's efforts and activities. (Al-Khajeh, 2018) asserts that for a leadership to be successful, it has to be able to adjust to both internal and external changes in order to realize the organization's goals and realize its vision. Recently, a large number of businesses have been confronted with a variety of issues such as organizational wrongdoing, a high incidence of staff turnover, and poor financial performance.

The organizational objective development plus achievement are extremely dependent on the effectiveness leadership team. Every company, country, or other social entity has had its ups and downs, and the character of its leadership style has been mainly ascribed to the success or failure of that organization, nation, or other social entity (Oladipo et al, 2013). The job of the leader is essential in order to coordinate all of the operations and ambitions of a specific organization. Leadership cannot survive on its own without the support of a group, and a group cannot survive without the support of a leader. Because both ideas are interdependent on one another for organizational success, this is what is occurring. In reality, various individuals have diverse conceptions of what it means to be a leader. The methods of exerting influence on a social phenomenon are sometimes referred to as leadership practices. An organization's leadership is a specific form of advice that inspires and impacts a person in all types of social situations, including real claim, and that encourages people to work together to accomplish shared goals and objectives. Leadership is also known as management. (Sakiru, et al 2013).

Performance refers to the relationship between a product and all other aspects of production in order to provide the desired output volume. A company's efficiency

may be measured by the effectiveness of individual productivity and international aspects. Employee diligence is a key factor in improving company efficiency. The relationship between a leader's conduct or style and their workforce has gotten more attention recently from a variety of groups. In this way, the kind of leadership style has a favorable or bad influence on how organizations manage with increasing productivity as a result of a company's strategic goal for growth (Sougui et al, 2016). Management styles have an impact on an organization's operational success, which includes efficiency and effectiveness as well as revenue and market share as well as the organization's commitment to its goal. The yielding of most businesses is dependent on staff performance, which is a crucial component of all successful production, and this is due to the development of the most effective leadership style.

Employee morale is greatly influenced by the leadership style since it is a collection of behavior patterns that commonly arises throughout the continual functioning of the company and other people recognize him by it. And the morale of the employees will have a direct impact on their productivity (Shirzad, Kebriya, & Zangeneh, 2011). According to this theory, a leadership style has a significant influence on important business outcomes like employee retention and satisfaction, absenteeism, customer satisfaction, and overall productivity. In a similar way, leadership style influences employee behavior, motivation, and attitude.

This is one of the most significant dependent variables that has been examined for a long time. "Employee performance" is one of the performance characteristics that contribute to the success of a firm. In other words, when we talk about an employee's work performance, we're talking about the actions that they do while performing their duties. An organization's success depends on the success of its employees. Leadership is one of the most extensively researched organizational elements that may have an impact on employee performance. The effectiveness of an organization is directly related to the type of leadership used by those in charge. It's possible to boost staff productivity and accomplish more in the interim when there are capable and efficient leaders in place who have adopted a leadership style that's suited for the firm. If an organization doesn't have its employees, it can't fulfill any function or even exist as an entity. (Bass, 1997).

It is critical for an organization's success to have a well-functioning workforce. Organizational success depends on good employee performance, regardless matter whether it is a team effort or an individual one. An organization's strategic goals are strongly linked to its performance, a plays a greater architecture that aims to provide outcomes. Allen & Meyer (1990) assert that leaders have tremendous influence over their subordinates' performance by instilling faith in their abilities, honesty, integrity, openness, responsiveness, care, and compassion.

An employee manager's capacity to create a performance process by inspiring and encouraging their team to fulfill the organization's goals is what we mean when we talk about leadership. Employees benefit from a diversity of leadership styles, depending on the amount of guidance, empowerment, and decision-making authority they have. Consequently, employee performance is harmed because of a lack of effective guidance and strategic approach in handling everyday responsibilities in any given firm (Udovita, V. 2020).

A leadership role is one in which a person or a group exerts influence over another's actions to accomplish a certain objective, as defined by Hersey and Blanchard (1979). Thus, in this research, leadership refers to the performance of the person who is designated by the organization or owner to oversee the company's overall or subordinate tasks. The transition from "Trait theories" to "Transformational leadership theories" shows that there is a significant link between leadership style and employee performance. Rather of focusing only on the attributes and actions of great leaders, newer theories begin to examine how the follower's role and the environment of leadership are intertwined.

Organizational performance is influenced by many things, but one of the most important aspects in determining it is the style of leadership used by the company's management. Leadership is a significant instrument for advancing a company's goals and the performance of its employees. A competent manager's leadership toolbox includes an understanding of the psychology of his or her employees. Unlike management, which focuses on strategy, logistics, and budgeting, leadership focuses on people. Managers should evaluate their leadership abilities in order to improve staff performance and boost productivity. Despite the fact that there is opportunity

for individuality, there are some methods that constantly succeed. (Greenberg, J & Baron 2003).

An easy way to describe leadership is that it is the ability to inspire others to work together toward a shared objective. An individual's capacity to guide the activity of others for the benefit of the group is a key component of leadership. Everybody can be a leader, even if the only one they're guiding is their own self. In a nutshell, the leader inspires and directs the actions of his or her subordinates. Someone in the group has the right mix of personality and abilities to compel others to follow their lead, and this person is that person. (Maicibi, 2003).

Effective leadership in an organization requires not just the ability to articulate one's vision, but also the ability to share and communicate it with others in such a way that they will be willing participants in achieving the business's goals. An effective leader is able to think and act in new ways at times of crisis. However, a person's capacity to lead may be learnt and developed via coaching and mentoring, as well.

The capacity and willingness of workers to complete the activities or responsibilities assigned to them may be assessed in terms of the main outcome areas or key performance indicators. Individuals and groups are expected to meet these standards in terms of quality or quantity and timeliness, according to these precise assertions. Depending on how well a performer meets or exceeds the requirements established by the organization, they are classified as either great performers, above average performers, or poor performers. He contends that productivity, or the output-to-input ratio, may be used to represent performance requirements. Units produced, dollars sold, or any other metric may be used to express quantity. Workmanship, conformance to standards, and lack of complaints are all indicators of product quality. (Kemption, 1995).

Effective leaders that elicit high levels of performance from their employees are motivators who recognize and appreciate their employees' inherent humanity. They realize that listening with empathy and making eye contact does not make them look weak, and they strive to do so. Additionally, it's crucial for them to make their workers feel like they're part of something big: mission and vision statements of the firm. In order to inspire workers' motivation to effectively contribute to the achievement of organizational objectives, rather than commanding them about, they

steer them toward clearly defined goals and express gratitude for their efforts. When the work environment provides little or no possibility for advancement or accomplishment, people feel dissatisfied. This is something that effective leaders either learn or understand intuitively. They take use of their understanding of human nature in order to encourage their personnel. They may establish tough but reasonable objectives, educate staff the skills they need to attain them, and recognize success in a variety of ways, depending on the situation. Leaders who are effective in a certain context are called situational leaders. They modify their leadership style in order to attain their objectives and motivate their people to perform better. For example, a manager may intervene and instructor lead an employee who seems to be afraid, who lacks understanding, or who is steering a project in an inefficient manner. The same manager, on the other hand, will refrain from micromanaging other workers, instead granting them the authority to carry out their responsibilities without interference but simultaneously holding them responsible. (Fiedler, 2011).

Leaders who are able to leave their options open are more likely to succeed. Having preconceptions about people's capabilities may have an impact on productivity and performance. People's preconceived notions are the result of unconscious bias. they are not necessarily tied to a person's ethnicity. There are a lot of preconceived ideas out there regarding race, ethnicity, and gender. Some managers may look down on blue-collar workers because they have preconceived notions about their abilities and motivations, but another manager may see leadership qualities in that same employee, promote him or her to a position where they can put their skills to good use for the company's benefit. (Pava, M. (2015).

Leadership is a person's capacity to influence others in order to accomplish a goal. It's all about dealing with change or finding a road forward by building a vision of the future and encouraging others to overcome obstacles by communicating this vision and inspiring them. It is defined as the capacity and willingness of workers to carry out their assigned duties, which may be monitored in line with the key result areas.

1.2 Research Objectives

The primary goal of this research was to look at the impact of various leadership styles on employee performance.

- To examine the impact of Autocratic leadership style on employee performance.
- An assessment of how democratic leadership style affected by performance of employees.
- To examine the association between laissez-faire leadership style and employee performance.

1.3 Research Study Importance

The study's declared goal, actual execution, and published results all point to its relevance on several levels.

- To make available to businesses information that will be utilized as input for the development and enhancement of the relationship in the future and to take remedial action in the event of a problem.
- While supervising the work of subordinates, the office's leaders would assess the value of different leadership styles in terms of employee performance.
- It is critical to raise knowledge among organizational leaders about the most influential leadership style that has an impact on the performance of their staff.
- In order to serve as a foundation for future academics to do comparable study in firms from a variety of sectors.

2. LITERATURE REVIEW

2.1 Leadership Style

As defined by Northouse (2010), a leader's role is to persuade others toward a shared purpose that benefits both the leader and those under their control. In order to encourage and boost the development potential of employees and to encourage them to do their greatest and give best to the improvement of the company, leaders utilize leading methods (Fry, 2003). To be a leader, you must be able to motivate your team members to give their all in order to fulfill the company's objectives. (Nyaboga et al. 2015) defined leadership as the capacity to joyfully encourage people to work toward a certain aim, the motivation, and the human dimension that keeps a group organized. Making changes to organizational aims or objectives via the implementation of new processes and structures. Efforts to achieve organizational objectives via the use of personal influence in the form of communication procedures.

Leadership style refers to a person's approach to leading and motivating his or her team (Wahab, 2014). As a means of ensuring the success of the broader company, different leaders interact and connect to their subordinates in unique ways (Hersey & Blanchard, 1979). An effective leader's approach to motivating and inspiring his or her team members to go above and beyond their normal duties is known as the tagged leadership style. When it comes to leadership, each person has a unique style or strategy. Researchers states that a leader's style of leadership can either help or hurt the performance of their subordinates on the job and their commitment to the organization as a whole, so leaders should exercise caution when implementing their leadership style among their team members because it has the potential to either improve or worsen their results. (Gosling, J. 2017).

When it comes to interfacing with subordinates, leadership style refers to the mix of characteristics and abilities that leaders use (Jeremy et al., 2012). Using one's guidance and methods to provide people together for a shared mission in order to

advance managerial objectives is referred to as using a leadership style in the business environment. (Fiedler, 2011).

Leaders are judged by the way they approach and carry out plans, inspire employees, and provide guidance so that they may provide their best efforts and fully dedicate themselves to the achievement of the organization's objectives, as defined by Newstrom & Davis (1993).

2.2 Factors Affected by Leadership Style

There has been an increase in emphasis paid to managers' leadership style as a result of a better understanding of the expectations and requirements that people have at work. Mullins's (2007) when it comes to effective leadership, there are a few key aspects that play a role:

- The acknowledgment of proficient HR and expanding business seriousness
- The adjustment of the cultural worth framework
- The more extensive norm of preparing and schooling
- The headway of specialized and logical information
- The adjustment of the hierarchical idea of work
- The inclination for a friendlier obligation towards subordinates, for instance, incorporation and interest in the association's independent direction and life balance
- Government regulation.

Mullin (2007) states that this multitude of variables assisted with making opposition towards a simply imperious authority style by certain chiefs. Diverse leadership styles vary from one another due to the different ways they motivate their followers. Transformational leaders behave in accordance with their values and beliefs, and they encourage their employees to go above and beyond the call of duty in order to aid the company in reaching its objectives (Bass, 1995: and Burns, 2011).

Many experts agree that transformational leadership has a significant influence on a company's ability to generate new ideas (Garcia-Morales et al., 2012). Because it incorporates perseverance, innovative insight, and sensitivity to workers' feedback, successful management changes are made possible by transformative leadership

(Samad, S. 2012). The following are the characteristics of a leader who provides transformational leadership: According to (Guo et al. 2016), transformational leadership fosters a more diverse range of approaches to issue resolution by recognizing and celebrating the uniqueness of each individual employee. (Qabool and Jalees (2017) found that encouraging employees to discover and use their unique abilities in the banking business boosted their ability to come up with creative solutions to problems.

Transformative leadership encourages employees to put their best effort into every task they are given and to actively support the company's goals. Transformational leaders encourage their employees to give their utmost to any given assignment and to actively promote the organization's aims. (Humphreys et al., 2003). By their workforce, transformational leaders are considered as skilled individuals with strong character, perseverance and high ethical standards (Bass, 1998). When it comes to making choices, transformational leaders put their subordinates' needs ahead of their own; they consider and respect the opinion and recommendations of their subordinates; and they put the needs of their subordinates ahead of their own wants the vast majority of the time. (Limsila & Ogunlana, 2008).

To inspire subordinates, it has to choose among transformational and transactional leadership. Leaders that are transformational inspire their teams to go above and beyond their job descriptions because their actions are guided by their own personal values and beliefs (Bass, 2012). One or more persons engage with others in such a way that "leaders and followers raise one another to higher levels of drive and morality," according to Burns (1978). Transformative leaders inspire their subordinates to go above and beyond the call of duty because they have the trust, admiration, loyalty, and respect of their subordinates in their leader. (Bass, 2012) this study demonstrates that transformational leaders may drive their employees by teaching them the significance of the decision-making process and the consequences of their choices. This, in turn, encourages their employees to put the interests of the company ahead of personal gain and to give their all to the completion of specific tasks that benefit the entire organization. It is his belief that if he can get his subordinates to think critically and open their minds to new ideas, they'll be more engaged in their work and more committed to the organization's objectives. (Podsakoff et al., 2016).

According to (Bass, 2012) describes four components and behaviors of transformational leadership, which are as follows: intellectual stimulation, charisma, inspiring, and care of the person. Which in turn encourages them to forsake their old ways of thinking. Leaders are seen in this sense as individuals who promote rationality, logic, and the development of innovative solutions. Among the characteristics of intellectual stimulation are the ability to uncover alternative views while addressing difficulties, to propose new techniques to accomplishing tasks, and to encourage the re-evaluation of unsatisfactory ideas (Avolio & Bass, 2002). The analysis of assumptions, the rethinking of issues, and the adoption of new methods of tackling an old scenario are some of the ways in which leaders push subordinates to be creative and inventive. By constantly challenging their employees to think critically and ask provocative questions, leaders who want to alter their organization's philosophy, values, and beliefs provide their employees with intellectual stimulation. Rather of reprimanding their subordinates when they make errors, leaders encourage and correct their subordinates, (Bass, 2012).

In the presence of charismatic leadership, employees are more inclined to put the interests of their organizations ahead of their own, as they create a sense of security in the knowledge that obstacles can be overcome and assignments accomplished in accordance with company standards (Howell & Frost, 2010). They have a high degree of trust and confidence in their leaders who demonstrate charismatic behaviour. Confidence, inventiveness and teamwork among subordinates are essential qualities for a manager. Increased self-confidence and participation in organizational decision-making, as well as the protection of subordinates' integrity, may be achieved by charismatic leaders. To a considerable degree, they serve as an example for their subordinates to follow (Ponsombut et al., 2014). Charismatic leaders, as defined by Dionne, et al. (2012), are capable of successfully navigating the challenges that their organizations face because they engage in unconventional behavior, consider personal risk, and demonstrate vulnerability in response to the needs and challenges of their subordinates.

Bass (1999) argues that inspiring motivation involves leaders setting high standards for their subordinates, which serves as a model for their subordinates to emulate and reference. Who motivates them to do their best work, who appeals to their emotions, and who raises their knowledge and grasp of the organizational's stated aims and

objectives. Leadership that is both captivating and unambiguous creates an exciting imagined picture of organizational improvements that drive subordinates to act and perform at the greatest levels possible for the organization in order for it to accomplish its goals. Unmotivated employees are discouraged from seeing themselves as integral parts of the organization's appealing future. An inspiring leader inspires subordinates to picture themselves as integral parts of the organization's attractive future.

During transactional leadership, the subordinates obey the leader's orders and directives, but they are less enthusiastic in ensuring that the work goals are met (Bacha., 2013). In order for a firm to achieve the goals it has set forth for itself, leaders who concentrate on transactions must seek aid from outside the organization. to ensure that the internal actors understand precisely how the organization's goals are achieved, to remove possible impediments that may exist inside the system and motivate those players to accomplish those goals are all primary objectives of a transactional leader" (House & Aditya, 2017). A transactional leader works closely with his or her team to accomplish all of the organization's goals, making sure that they are completed on schedule and within budget. Most of the time, leaders with a transactional style expect their subordinates to do well in return for a reward at the conclusion of the work (Bass & Avolio, 2004). Leaders that use transactional leadership encourage their employees to comply with their orders mostly by rewarding them, but they may also reprimand them. When a job must be completed in a certain way, transactional leadership is often the best strategy to use (Bass, 1990). When negotiating with subordinates, a transactional leader keeps the organization's goals in mind while also considering the needs of the workers. The only time transactional leaders interfere is when the performance does not match the desired end or result. (Avolio, 2011).

Leaders in transactional leadership show correction and constructive actions. Consequential incentives and management by exceptions are both aspects of constructive behavior in the corrective dimension (Avolio, 2011). Subordinates are influenced by contingent incentives because they anticipate to be rewarded for surpassing expectations on a particular activity that contributes to the organization's objectives. A physical incentive is placed in the hands of the subordinates in order to encourage them to complete the assignment to the best of their abilities, which is a

contingent reward (Deichmann, et al. 2015). In this dimension, the leader demonstrates to the subordinates what they may expect to earn if they go above and beyond the call of duty. Taking into consideration the expectations of the subordinate., this dimension gives incentives for successful completion of tasks or objectives that have been specified. In the event that objectives are achieved, rewarding and recognizing employees might spur their coworkers on to greater levels of performance (Bass, 2012). When deviations, flaws, or blunders are discovered in the workplace, this kind of leadership encourages swift action to remedy the situation.

A successful trait-driven leadership style, charismatic leadership is one of the most common and effective types of leadership. They are visionary leaders with a charismatic personality that inspires their employees to carry out their plans (Silvia, et al. 2010). The amount of accomplishment and motivation shown by charismatic leaders has made them one of the most respected and appreciated types of leadership. They are a rich breeding ground for invention and creativity, and they are often very motivating as a result of their presence. When a charismatic leader is at the forefront of an organization's activities, subordinates are simply eager to follow in his or her footsteps. According to (Bolden, et al. 2018), charismatic leaders are highly valued, but they come with a significant disadvantage: when they leave a firm, the group loses its sense of direction, which diminishes its worth slightly. Since charismatic leaders are hard to replace when they leave the site of the action, this may last for a year or more. Their leadership is mostly based on the power of their personalities, and they are usually effective in removing other people with strong personalities who compete with them. This leaves the organization with a loyal following, but a lack of leaders in the near future, (Seil, 2010).

2.3 Autocratic Leadership

These people are called "do as I say" types. Most of the time, they don't know how to be a leader when they get new tasks or a new job that requires them to manage people. An autocratic leader doesn't let anyone else make decisions for them. It's usually very bad for an organization when they make their subordinates do things that aren't very professional. A lot of people don't work together because they don't have the same goals or visions. Instead, they use threats and coercion to get

subordinates to do what they want them to do (Seil, W, 2010). In autocratic leadership, there is no room for creativity, commitment, or innovation. Most of the people who work for an autocratic leader only want to be replaced by someone else. This always leads to the downfall of the organization.

To accomplish organizational objectives, leadership relies on policies established by bureaucratic leaders; policies that guide goals, implementation, and strategy as well as the overall results. These people have a strong belief in their own policies, and they can convince their subordinates to do the same (Seil, 2010). The organization's future is governed by its rigid adherence to laws and procedures, and they appear disinterested in the individuals who work there. With policy leadership, the implications are not often apparent until after they have taken place. Leadership is often overlooked by bureaucratic leaders because of their inability to understand the benefits of developing and motivating their subordinates. (Seil, 2010)

2.4 Democratic Leadership

According to Kipketer et al (2011), democratic leadership is a management style in which decision-making power is dispersed among a group of people under the direction of one person. Because everyone in this dimension believes they have the same stake in the result of choices and have the same amount of skill when it comes to making them, this leadership style is good for inclusiveness, but it also has a weakness. Having a democratically elected leader might seem to be a good idea on paper, though. Performing this situation with precision is difficult since it is uncommon in real-world applications, and as a result, it is expensive.

2.5 Laissez-Faire Leadership

It has been stated by Keskes (2014) that many scholars have attempted to investigate the activities, behaviors, and character of people in leadership positions, such as Northouse (2013). When it comes to transactional and transformational leadership, Burns (1978) and Bass (1985) are two of the most notable pioneers in the field. (Saeed, et al. 2014), a laissez-faire leader is one whose responsibilities are completely abdicated and whose subordinates take the initiative in carrying out work commitments and accomplishing job tasks.

Laissez-faire leaders, according to Verma et al. (2015), don't become involved in distributing duties and responsibilities to their employees; instead, they rely on their employees to take the necessary initiative to complete their work. It was found that leaders who presume their subordinates already know their tasks and what they should be doing at any given moment are laissez-faire leaders, while leaders who seldom intervene with their subordinates' work are also poor leaders. Lazy management leaders do not communicate any choices to their subordinates and do not engage in any actions linked to making decisions.

According to Northouse (2013), the carelessness of laissez-faire leaders may occasionally spin out of control, resulting in chaos, low productivity, inefficiency, and other unexpected negative results. According to Keskes (2014), transactional and transformational leadership's laissez-faire approach is at odds with the active approach used by these leadership styles.

Direct supervision isn't necessary to finish the task when dealing with highly trained employee professionals are highly driven skillful of working autonomously, in which case a more transactional and transformational leadership strategy is preferable than a laissez-faire leadership approach (Northouse, 2013).

2.6 Employees Performance

Defining what it means to be a productive employee is necessary before discussing a worker's performance. So performance is generally stated as the output endpoint that is necessary to meet previously set goals. The task done, the manner in which it was done, and the outcomes achieved are all aspects of performance. Including "carrying out" in the Oxford English Dictionary's definition of performance further strengthens this concept. In the end, this activity accomplishes all that was asked for or accomplished.

Numerous scholars believe that there are various methods to gauge how well an organization's employees are doing. According to the human resources sector, an employee's ability to accomplish organizational goals more effectively and efficiently than their colleagues is known as "employee performance." In order to achieve their goals, provide the products and services they specialize in, and gain an advantage over their rivals, companies need high-performing employees. In a

dynamic context, employee performance is described as the ability of individuals or groups to successfully complete tasks in accordance with predefined suitable values, (Mozael, (2015).

In other words, rather of focusing on how an employee behaves, Aguinis (2009) argues that performance should be measured by the actions that they do. Organizational performance, according to Mwita (2000), is a multidimensional construct that aims to provide results and connects directly to the strategic goals of the enterprise. The entire success of a company is influenced greatly by the performance of its workers. The acts or inactions of an employee, the volume of output, the efficiency of production, the attendance of the employee at work, and cooperativeness, may all be considered measures of employee performance. It's critical to remember that the organization, not the performer, is in charge of determining the tone of the show. While employees play a key role in the achievement of any organization's goals, they are often overlooked.

Individuals and organizations benefit from effective leadership because it encourages participation across the whole workforce (Mullins, 2007). Having the right leadership style is essential to enable individuals to perform at their highest level. Thus, employees' output is considered a dependent variable.

It has always been a key problem in organizational management to encourage personnel to attain and provide greater job performance, as well as to boost the organizational competitiveness. According to this belief, employees are critical to a company's development and profitability because of their capacity to perform. Employees are seen as the primary business resources that support the day-to-day operations of a firm. According to Wu and Lee (2011).

Understanding how satisfied employees are with their work schedules and daily responsibilities will have a significant impact on an employer's ability to motivate and motivate their workforce. Consider job satisfaction as a blend of good and bad feelings or behavior of an individual worker on their work schedule, indicating that when a person is employed, such somebody might bring along wants, requirements, and expectations that establish their purpose for being there. Having a work that makes you happy is a great way to show how optimistic you are about your future. It has been shown that most workers nowadays are dissatisfied with their jobs, which

leads to attitudes that are detrimental to their work performance and the working environment as a whole (Mowday, Porter, and Steers 2013).

Managers have long been concerned about their employees' work performance (Kelidbari, Dizgah, & Yusefi, 2011). The success of a company is largely dependent on its employees' capability to perform at their highest level, and so, companies must scrutinize all elements of their employees' work to ensure their success (Abbas & Yaqoob, 2009). Similarly, Liao et al. (2012), describe work performance as the benchmark for promotions, redundancies, awards, punishments, evaluations, and wage modifications. It also fulfills the demands of workers to develop their own identity. Also according to Ahmad and Shahzad (2011), the level of performance by employees is a reflection of how the employees see their own behavior and how they contribute to the overall success of the company. It has been said that remuneration methods, performance review, and promoting procedures are all factors that contribute to employee performance. It has also been shown that the working environment, leadership, team dynamics, interpersonal relationships, professional growth opportunities, incentive plans, policies and procedures, workplace well-being, and employee engagement all have a significant role in how well an organization performs.

2.7 Leadership and Employee Performance

According to Northouse (2013), the effectiveness or suitability of a leader's leadership style may have a direct impact on a company's ability to retain and motivate employees. (Training, (2012). did a research and discovered that a feeling of belonging to the company may be fostered by great leadership. Employees that have a feeling of pride in their job are more likely to stick around, which results in better quality work and fewer turnover costs. Exceptional leaders, according to Lee & Chuang (2009), do more than only push their low-potential employees to become more productive; they also meet their own personal needs while working toward the company's goals. Employees who feel that laws are fair have better job performance, more trust in their managers, a stronger sense of personal responsibility, and a stronger commitment to the business as a whole than their counterparts who do not believe this (Cheung, 2013).

Work-life balance is an important consideration for leaders, who are more productive. Benefits that assist workers attain a better work-life balance may have a favorable effect on the productivity of the organization at the same time (Peters & Heusinkveld, 2010). Working several jobs, whether at home or at the office, has been shown to have both beneficial and bad effects on work performance, depending on the situation. Suleman et al. (2011) state that the efficacy of management should be a main priority in order to achieve organizational objectives and strengthen the commitment of the organization's workers.

The selection and recognition of university leaders at many African institutions is focused on their academic credentials, research, teaching and community engagement rather than leadership capacity. In his research, Sifuna (2012). With this overview of linked literature, it is clear how different administration approaches have been applied in diverse investigations, making direct comparisons impractical. Some academics feel that leadership has a positive impact on an organization's success, while others argue that it has no effect.

2.8 Relationship Between Leadership and Employee Performance

An organization's success is dependent on its leaders' ability to get the most out of its workforce. It is important for a leader to understand the importance of inspiring employees to reach the organization's objectives, and he or she must do so. For dynamic organizations, good leadership is essential, and a lack of it may have a direct impact on their performance, according to Fiedler (2011). This, in turn, makes it possible for the whole staff to be more active, which may have an effect on both individual and organizational levels of productivity. (Bass, 1997; Mullins, 2007).

A person's leadership style is a combination of their attitude and behaviour that results in distinctive patterns of engagement with their subordinates (Dubrin, 2004). A company's leadership style has a considerable influence on whether or not employees' performance is supported or hindered (Armstrong & Murlis, 2007). Companies cannot achieve their aims and objectives without their most valuable assets, their employees. Good leadership's influence on employee performance has been studied extensively. There are a variety of evidence that support this theory. Effective leadership may operate acting as a facilitator in the link between organizational factors and employee performance. Creating an environment that

fosters decent leadership also improves the overall performance of the workforce (Toor & Ofori, 2009).

Employee performance was shown to be directly influenced by the leadership styles of managers when studies examined the link between management style and employee performance. Based on their study, Mohammed et al. (2014) found a statistically significant correlation between the leadership style of an organization's leaders and the performance of its workers. Researchers found that the effectiveness of an organization's business goals and objectives was influenced by the leadership styles of the company's top executives. After Babatunde and Emem's study, (2015) it was shown that the efficacy of employees in accomplishing organizational goals and objectives had a statistically significant relationship with their leadership style.

Employee performance in South Africa was shown to be enhanced more by transformational leadership than transactional leadership, according to Hayward et al. (2003). Because transactional leadership has no influence on employee performance within the same company, South African researchers discovered a statistically significant positive linear relationship between transformational leadership and employee performance. Transformational leadership has been shown to be more closely linked to increased employee happiness and individual and management (Meyer & Botha, 2000). According to the findings, it's possible to draw the conclusion that transformational leadership is more effective at raising employee performance than transactional leadership.

As a consequence of the cumulative effect of individual performance, an organization's success or failure can only be determined by its entire performance. Many factors play a role in this, including the person's personal traits, their work environment, and the leadership styles of those in positions of power in the company. When it comes to carrying out the appropriate actions and making the most properties use at their disposal, efficiency is critical for companies. On the other side, organizations must be effective in achieving their objectives and generating the outputs necessary to fulfill their mission. Performance should be linked to advances in portability, improvements in service delivery, and the best results in crucial areas of organizational operations. According to Mullins (2007), enterprises should also ensure that their goods and services meet or exceed customer expectations and demands while also being flexible enough to react to changing conditions, changes in

the external environment, and circumstances. Study after study by the student researcher showed that a leader's leadership style has a direct influence on the performance of their workforce.

2.9 Empirical Study

An investigation of the influence that leadership style has on the performance of an organization was carried out by Ojokuku et al. (2012). The investigators conducted their investigation using a sample size of 60 persons. Twenty banks in the Nigerian city of Ibadan were randomly chosen to participate in the research. To gather data from the participants, face-to-face interviews with heads of accounting, chiefs of operations, and branch managers were done using a standardized questionnaire. An inferential statistical technique was employed to analyse the data, and one hypothesis was produced. The research used regression analysis to ascertain the characteristics of the significant influence of leadership style on followers and performance. According to the data, performance and leadership style have a positive and negative association. A variation of 23% in performance was observed in leadership style, which was demonstrated to predict organizational success when utilized in conjunction with other variables. According to the present study's results, transformational and democratic leadership styles have a beneficial effect on both performance and followership, and are therefore strongly recommended for banks, particularly in today's highly competitive global economy.

Dalluay and Jalagat (2016) released a research titled Impacts of Leadership Style Effectiveness on Managers and Department Heads' Job Satisfaction and Performance in 2016. The study was done on a sample of small businesses in Cavite, Philippines. The total number of participants is restricted to 150. The impact of various executive leadership styles on staff productivity and satisfaction was examined in further detail using survey questionnaires. 150 participants were randomly chosen from Cavite, Philippines-based businesses using the Slovin technique with $n = N/(1+Ne^2)$. The data were analyzed using a mix of multiple regression and the correlation coefficient. Percentages were utilized to assess demographic characteristics (gender, age, length of service and leadership styles). Correlation coefficients and multiple regression analyses were performed to examine the link between variables impacting leadership style, work performance, and job satisfaction, and surveys were completed using a

weighted mean. While there are clearly areas for improvement, the study indicates that firms should continue to use leadership styles that boost employee performance and job happiness.

Akram et al (2012), published an investigation in the journal *Organizational Behavior and Human Resource Management* titled how different leadership styles affect the overall performance of organizations in Pakistan. The researchers randomly delivered 1,000 questionnaires to managers and workers of commercial and public sector organizations in 66 sites throughout the nation. This experiment used a non-probability sampling technique. Each manager and employee completed a questionnaire. Numerous questions focused on the way leaders conduct themselves and the effectiveness with which their organizations perform as a whole. We used a Likert scale with five potential replies. We were able to establish a link between leadership behaviors and performance via the use of correlation and regression analysis. Cronbach's Alpha was used to assess the consistency of the study questions. SPSS version 16 was used to conduct the investigation. According to data, effective leadership and high levels of staff performance are significantly associated.

Leng et al (2014), examined the effect of leadership styles on employee commitment in Malaysia's retail business. A total of 384 people participated in the research. The team's primary research tool was a series of questionnaires. The SAS 9.3 software was used for the reliability analysis, Pearson correlation analysis, and linear regression analysis. Leadership style has a major influence on staff commitment.

"Interaction between leaders and followers as a Predictor of Job Performance: An Empirical Study in Malaysia" is the title of this study, which was conducted in Malaysia. There were a total of 200 people that participated in the research. Data was gathered using a cross-sectional method, which contained information. The convenience sampling approach was used in this instance. SPSS version 16 is used to check the authenticity and reliability of data. The variables of interest in the research are found via the application of statistical methods such as Pearson correlation and descriptive statistics. We performed a stepwise regression analysis using the standardized coefficient. According to the results of the study, leaders and their subordinates have a significant effect on their work performance, (Ismail, et al. 2011).

3. RESEARCH METHODOLOGY

This element of the study is concerned with the methodology of the study, as well as the stated issue of the study, in addition to the inquiries and ideas posed by the research that are being considered. After discussing the structure of a questionnaire and how to conduct a survey and gather information from respondents, the next section will describe how to conduct a survey.

3.1 Research Problem

Research on the interrelationship between leadership style and employee performance. It is essential for businesses to achieve their objectives via the efforts of their employees. A company's overall effectiveness and efficiency, as well as the productivity of its employees, are all affected by the leadership style of the company's leaders. Leadership styles are logically linked to employees' productivity and performance because of this, but this connection is not universal across countries or enterprises in terms of its nature.

Change will be swift and difficult, and organizations are becoming more aware of this reality as they prepare themselves for the challenges ahead. Ambiguity resulting from a wave of future-oriented uncertainty mixed with individual aspirations for increased participation at all organizational levels leads to fundamentally transformed conceptions of leadership, especially with respect to leadership and follower obligations.

The study's results also show that the attainment of organizational objectives is directly related to the efficacy of leadership. Leaders' influence on their subordinates is the most common way to measure their quality, and it's the most important statistic for determining whether or not a leader is a good one. A successful leader inspires the whole workforce to be more engaged in order to achieve organizational goals, while also having an influence on both individual and corporate performance (Mullins, 2007). As a result, the effectiveness of an organization's leadership is

directly linked to its ability to meet its goals. In order to answer the following questions, we shall do research:

- How does autocratic leadership style affect employee performance?
- How does the democratic style of leadership relate to the employee performance?
- In what way is the laissez-faire leadership style affecting the performance of employees?

3.2 Framework of the Study

The conceptual framework of the study will be the leadership style as independent variable and sub-dimension will be autocratic leadership style as well as democratic leadership style and laissez-faire leadership style, the dependent variable of the study will be employee performance

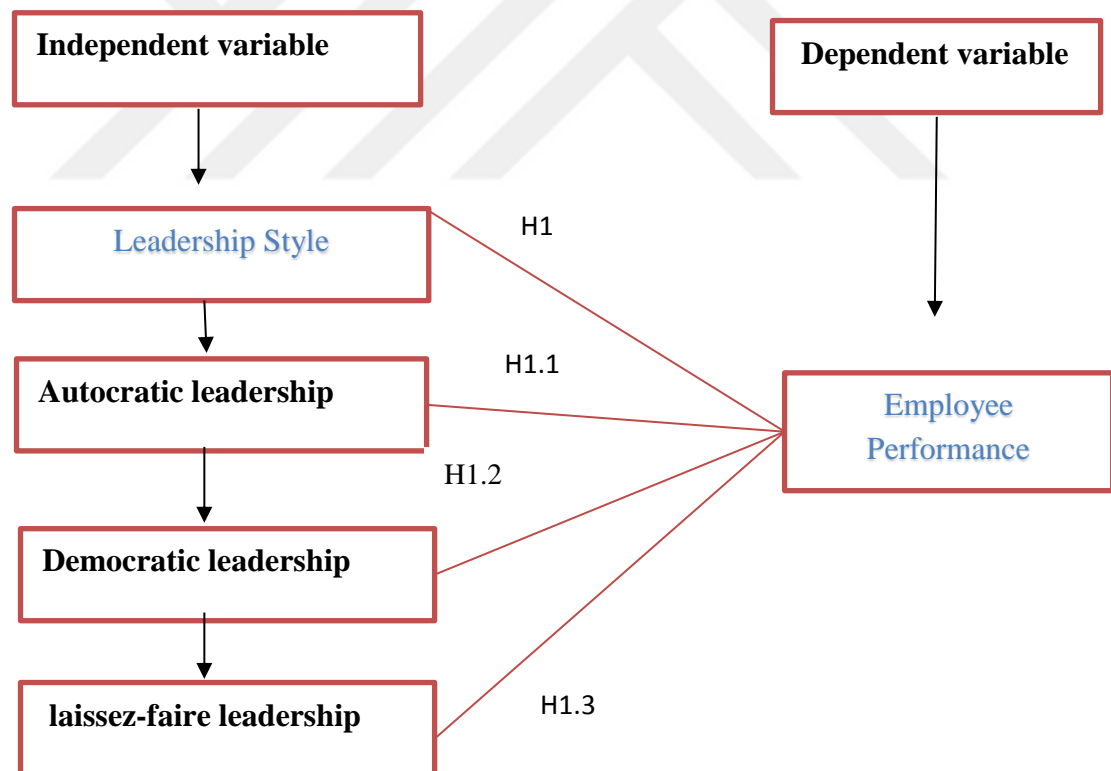


Figure 3.1: Conceptual Framework

3.3 Research hypothesis

- H1: There is a positive effect between Autocratic leadership and Employee performance
- H2: There is a positive effect between Democratic leadership and Employee performance
- H3: There is a positive effect between laissez-faire leadership and Employee performance

3.4 Research sample Design

The researchers used a random sample as the way of gathering information. With the help of Google Forms, the survey form was sent to 320 people. A quantitative research approach is used in this study in order to evaluate the relationship between leadership style and employee performance in Mogadishu, Somalia. Final results were obtained from 200 surveys completed by workers of small businesses in Mogadishu, Somalia. Respondents did not complete 120 questionnaires because of the time constraints and lack of interest.

3.5 Research Instruments

To get information from people, a closed-ended questionnaire with structured questions from the original scale was used. During this study, there are four variables, each with a set of scale items that people choose from. The Leadership Styles Scale Clark, D. R. (2007), includes of three dimension such as Democratic Style, Autocratic Style, and Laissez-Faire Style. It contains 29 questions. The scale is measured by 5-Likert Scale. Employees performance was evaluated by a scale which developed by Liao et-al (2012), and the items of this variable is six with used 5-point Likert scale.

3.6 Data Collection

The information gathered from the internet through the questionnaire and SPSS 26 software suite was used to conduct the analysis. The results of the study's analysis were interpreted to reach the desired objective. For the investigation, proper statistical approaches have been used to draw findings. The questionnaire form was

used to collect demographic information about the participants, as well as to ask them to assess their judgements on the scales that were used. The scale variables were identified by using factor analysis on the scales in the appropriate cases. The reliability study was performed on the scales and the variables that were acquired in order to determine whether or not they were acceptable for research. It is concluded that the dependability determined by the scale of the variables is reliable. Following the completion of these processes, correlation and regression analyses, as well as effect values, were carried out. In order to test the hypothesis, it was necessary to determine how and to what extent the variables interacted with each other. The hypothesis's results are described in detail.



4. RESEARCH FINDINGS

4.1 Background characteristics of Respondents

The background information of the respondents / general information in the study that were considered relevant included gender of the respondents, level of education, age and education. Results obtained about each of them together with their relevance to the study are presented henceforth.

Table 4.1: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	132	66.0	66.0	66.0
	Female	68	34.0	34.0	100.0
	Total	200	100.0	100.0	

Primary source data 2022

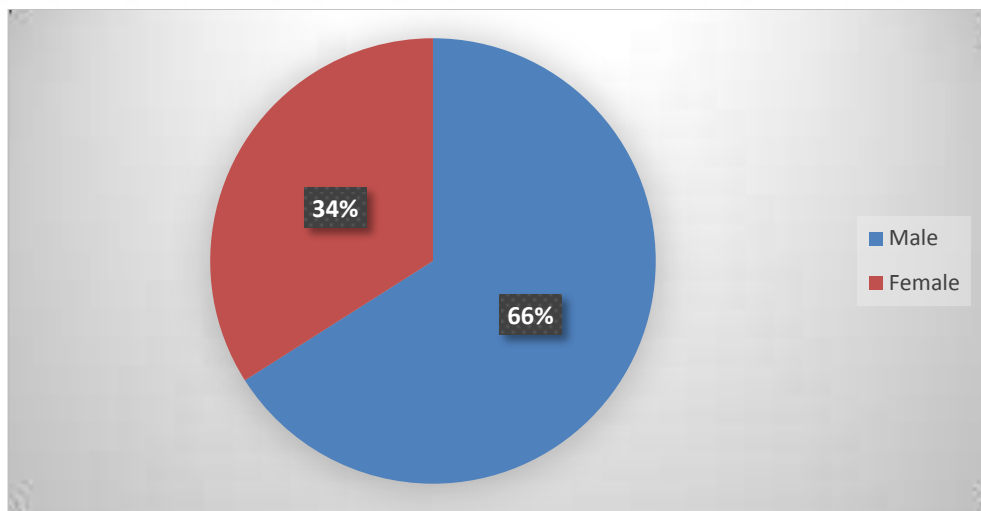


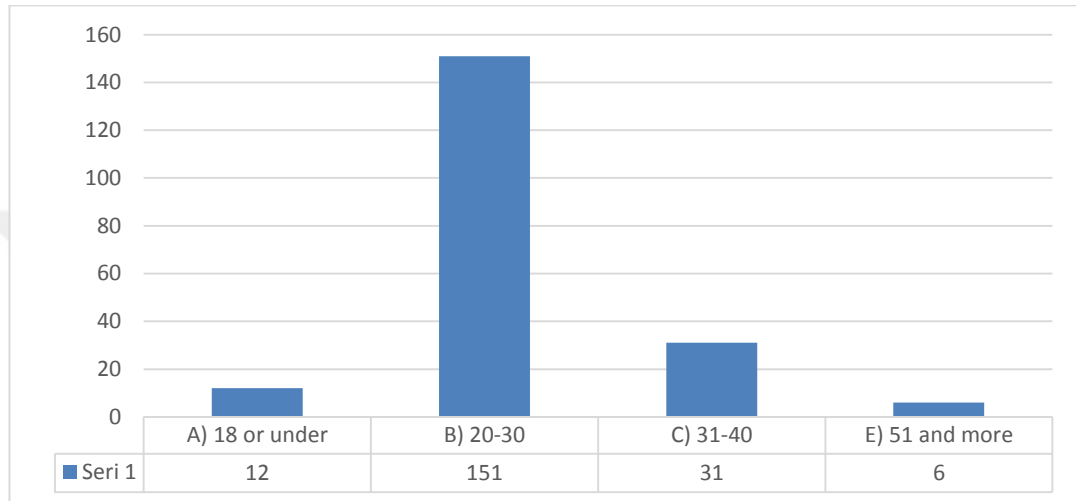
Figure 4.1: Gender of the Respondents

Table 4.1 & figure 4.1 above reveal that 66% of the respondents were males and 34% were females. The findings represent the views of the two sex groups about leadership style and employee performance. The result indicates the majority respondents of study are male, while minor participants of the study are female.

Table 4.2: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) 18 or under	12	6.0	6.0	6.0
	B) 20-30	151	75.5	75.5	81.5
	C) 31-40	31	15.5	15.5	97.0
	E) 51 and more	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

Primary source data 2022

**Figure 4.2: Age of the Respondents**

From Table 4.2 and figure 4.2 above, the study used respondents of different age groups. The study used the following age groups: 18 or under were aged (6%), 20-30 years of age were (75.5%), which is the majority participants of the study, where respondents aged between 31-40 years of age were (15.5%), while more than 51 and more years old were (3%) of the total respondents of the study. The study result indicates the majority of respondents are youth people, this caused by study area because Somali people most of them are youth.

Table 4.3: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) Secondary school	32	16.0	16.0	16.0
	B) University diploma	27	13.5	13.5	29.5
	C) Undergraduate	90	45.0	45.0	74.5
	D) Postgraduate Degree	43	21.5	21.5	96.0
	E) Ph.D.	8	4.0	4.0	100.0
	Total	200	100.0	100.0	

Primary source data 2022

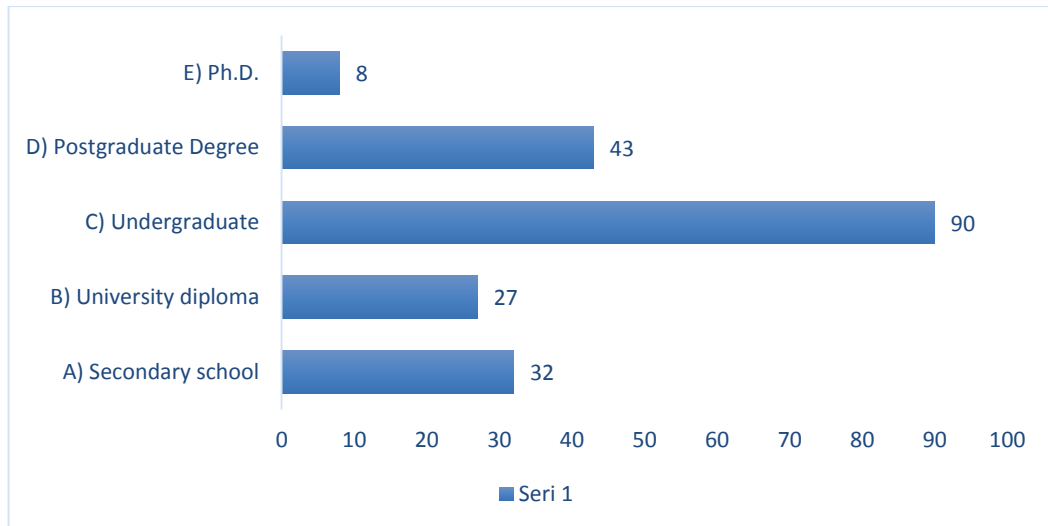


Figure 4.3: Education Level of Respondents

The table 4.3 and figure 4.3 above show the level of education was also considered as an important variable in the study. The findings indicate that 32 (16%) of the respondents had secondary school, where 27(13.5%) had university diploma, 90(45%) had University undergraduate degree, and also the result indicates that 43(21.5%) had university postgraduate. While the minority participants of the study are the people who had Ph.D, which is equal to (4%). These results indicate that the majority (44%) of the respondents had university undergraduate. These findings might be associated with the fact that respondents were selected from people with good levels of education implying that their ability to understand organization identification and performance.

Table 4.4: Working Experience of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) 1-3 years	110	55.0	55.0	55.0
	B) 3 to 6 years	48	24.0	24.0	79.0
	C) 7 to 10 years	33	16.5	16.5	95.5
	D) 11 years or more	9	4.5	4.5	100.0
	Total	200	100.0	100.0	

Primary source data 2022

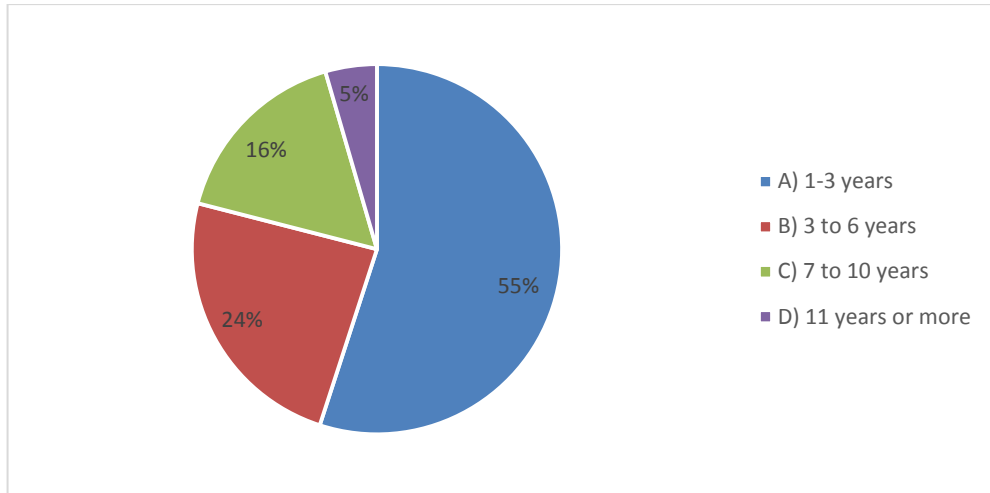


Figure 4.4: Working Experience of the Respondents

The table 4.4 and figure 4.4 above shows the working experience of the respondents. So, 110(55%) were had 1-3year experience, and 48 of the respondents had 3-6 year of working experience equal to 24% of the total respondents of the study, also the study show the respondents had 7-10 years of working experience are 33 people that means 16.5% of the total respondents of the study. The respondents had 11 years or more of working experience are 9 people which is equal to 4.5% of total respondents of the study.

4.2 Descriptive test

In a short period of time, descriptive statistics can be used to summarize an entire population or a subset of a population. Descriptive statistics include measures of central tendency and variability (spread). The standard deviation, variance, minimum and maximum variables, kurtosis, and skewness are all indicators of central tendency.

Table 4.5: Descriptive Analysis

	Democratic Leadership	Autocratic leadership	Laissez-Faire Leadership	Employee Performance
Mean	33.2780	28.4761	33.3380	18.9308
Median	34.4000	28.3889	34.4000	19.5833
Mode	36.40	32.44	36.40	20.67
Std. Deviation	6.70642	5.97455	6.78574	4.05849
Variance	44.976	35.695	46.046	16.471
Skewness	-0.985	-0.490	-0.748	-0.764

Table 4.5: (Cont.) Descriptive Analysis

	Democratic Leadership	Autocratic leadership	Laissez-Faire Leadership	Employee Performance
Std. Error of Skewness	0.172	0.172	0.172	0.172
Kurtosis	1.755	0.868	0.860	0.644
Std. Error of Kurtosis	0.342	0.342	0.342	0.342
Range	36.40	32.44	36.40	20.67
Minimum	9.10	8.11	9.10	5.17
Maximum	45.50	40.56	45.50	25.83
Sum	6655.60	5695.22	6667.60	3786.17
N	200	200	200	200

Table 4.5 shows descriptive analysis the highest mean of the data 33.2780 which is having Democratic Leadership variable with high (SD= 6.70). The lowest mean of data shows is 18.9308 which having one of the dependent variables called employee performance with low (SD= 4.05). The study also provides skewness and kurtosis that show where the data tail is, so the data have a negative skewness, as we can see from the conclusion in the table. It shows that the tail on the left side of the distribution is longer or fatter than the tail on the right side of the distribution. The mode will be more popular than the mean and median in terms of popularity. A positive kurtosis was also detected, indicating that the data includes peaks and fat tails, as seen by the positive value of kurtosis reported in the study.

Skewness is a measurement that concerned about how symmetrical a variable's distribution is. When a variable already has a distribution of responses, we say that it is skewed when it tends to expand toward the distribution of either the right or the left tail. A measurement known as kurtosis may be used to establish whether or not a certain distribution is excessively skewed. A normal distribution is said to be present in a series of answers If the number is more than +1 or less than -1, according to a general rule of thumb for skewness, the distribution is considered to be severely skewed. If the kurtosis value is greater than one, according to the standard rule, the distribution has reached its maximum value. In a similar vein, a kurtosis value that is smaller than -1 implies a repetitively Small distribution. Non-normal distributions outperform these characteristics in terms of skewness and/or kurtosis.

Table 4.6: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Employee Performance	0.115	200	0.000	.958	200	0.000
Democratic Leadership	0.101	200	0.000	.942	200	0.000
Autocratic leadership	0.058	200	0.095	.976	200	0.002
Laissez-Faire Leadership	0.099	200	0.000	.963	200	0.000

Table 4.6 shows the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests. When two cumulative distributions are compared, the KS test displays the biggest difference that can be identified between the two. The p-values for both of these samples are the same since they were drawn from the same distribution, which is displayed in the table. Although the format has been significantly modified, the statistics show that the test is still not as accurate as the Shapiro-Wilk test is.

The Kolmogorov-Smirnov test can be used as an alternative to the chi-square test in certain circumstances. Additionally, there is the option of dealing with low sample sizes. There was no evidence of any outliers, as determined by the normalcy test. In addition, a Shapiro-Wilk normality check was performed. Scale. The data was judged to have a normal distribution since their values were greater than 0.00, it was determined that the data followed a normal distribution.

4.3 Explanatory Factor Analysis

Explanatory factor analysis (EFA) is a popular method for examining a measurement's structure. This method was given the label "size reduction technique" due to its ability to focus on a smaller number of sub-dimensions than previous techniques. For each scale Bartlett, Kaiser-Meyer-Olkin (KMO) was used to determine whether or not there was a sufficient sample size and whether or not the variables were consistent. In a similar vein, the sphericity test yielded statistically significant findings. Testing revealed that a sufficient sample could be acquired for an explanatory factor analysis, and based on the findings, it was decided that factor analysis would be the most appropriate approach to use. Data compliance employed

the factor retention technique to confirm the factor structure through a battery of tests. Both principal component analysis and the "varimax rotation approach" were employed in this paper. Analyze the principal components The scales were recreated using the same measurement standards as previously, based on the results of the explanatory factor analysis. Has shown that factorization is a valid phenomenon.

Table 4.7: KMO and Bartlett's Test of Democratic Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.883
Bartlett's Test of Sphericity	Approx. Chi-Square	626.966
	Df	45
	Sig.	0.000

The KMO value for the first dimension is 0.883, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.8: Total Variance Explained of Democratic Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.396	43.962	43.962	4.396	43.962	43.962
2	0.909	9.092	53.054			
3	0.893	8.927	61.981			
4	0.763	7.634	69.615			
5	0.703	7.031	76.646			
6	0.561	5.607	82.254			
7	0.526	5.257	87.511			
8	0.479	4.786	92.297			
9	0.399	3.985	96.282			
10	0.372	3.718	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the first dimension, we discovered that none of the variables are reduced and that they explain 43.962% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.9: KMO and Bartlett's Test of Autocratic Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.851
Bartlett's Test of Sphericity	Approx. Chi-Square	481.416
	Df	36
	Sig.	0.000

The KMO value for the second dimension is 0.851, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.10: KMO and Bartlett's Test Laissez-Faire Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.861
Bartlett's Test of Sphericity	Approx. Chi-Square	672.008
	Df	45
	Sig.	0.000

The KMO value for the third dimension is 0.861, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.11: Total Variance Explained of Autocratic Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.790	42.108	42.108	3.790	42.108	42.108
2	1.008	11.205	53.313	1.008	11.205	53.313
3	0.857	9.520	62.833			
4	0.753	8.362	71.195			
5	0.663	7.366	78.561			
6	0.590	6.559	85.121			
7	0.493	5.479	90.600			
8	0.445	4.947	95.547			
9	0.401	4.453	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the second dimension, we discovered that none of the variables are reduced and that they explain 42.108% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.12: Total Variance Explained of Laissez-Faire Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.364	43.645	43.645	4.364	43.645	43.645
2	1.172	11.717	55.361	1.172	11.717	55.361
3	0.857	8.574	63.935			
4	0.720	7.197	71.132			
5	0.683	6.828	77.959			
6	0.536	5.357	83.316			
7	0.511	5.112	88.428			
8	0.492	4.920	93.348			
9	0.367	3.665	97.013			
10	0.299	2.987	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the third dimension, we discovered that none of the variables are reduced and that they explain 43.645% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.13: KMO and Bartlett's Test of Employee Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842
Bartlett's Test of Sphericity	Approx. Chi-Square	285.873
	Df	15
	Sig.	0.000

The KMO value for the four dimension is 0.842, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.14: Total Variance Explained of Employee Performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.930	48.831	48.831	2.930	48.831	48.831
2	0.797	13.288	62.119			
3	0.681	11.356	73.475			
4	0.619	10.315	83.790			
5	0.496	8.261	92.051			
6	0.477	7.949	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the four dimension, we discovered that none of the variables are reduced and that they explain 48.831% of the variance in the result of the analysis, and the result can be clarified in the above table:

4.4 Correlation Analysis

Correlation analysis is a statistical approach that is used to determine the linear connection and link between two variables. Correlation analysis, in its simplest form, is the act of identifying the connection between two variables. A high correlation value indicates a strong relationship between two variables, while a low correlation coefficient indicates a poor relationship between two variables.

Researchers use correlation analysis to examine quantitative data gathered by survey and live polling methodologies, such as market research, in order to draw conclusions. They are responsible with determining the relationships, patterns, and general trends that exist between two variables or datasets, among other things. In contrast, a positive correlation means that while one variable rises, the other one falls.

Table 4.15: Correlation Analysis

	Democratic Leadership	Autocratic leadership	Laissez-Faire Leadership	Employee Performance
Democratic Leadership	1	0.715 ^{**}	0.687 ^{**}	0.624 ^{**}
Autocratic leadership	0.715 ^{**}	1	0.673 ^{**}	0.639 ^{**}
Laissez-Faire Leadership	0.687 ^{**}	0.673 ^{**}	1	0.878 ^{**}
Employee Performance	0.624 ^{**}	0.639 ^{**}	0.878 ^{**}	1
	N	200	200	200

^{**}. Correlation is significant at the 0.01 level (2-tailed).

It can be seen from the table above that there is a positive association between Democratic Leadership and employee performance, with a correlation coefficient of 0.624^{**} and this results statistically significant. There is substantial connection between Autocratic leadership and employee performance with the value 0.639^{**}. The result indicates that there is strong positive association between Laissez-Faire Leadership and employee performance with value of 0.878^{**}. Also, the study

indicates the Democratic Leadership variable have multi-correlation between Autocratic leadership with the value of 0.715** and as well as Laissez-Faire Leadership with 0.687** and also, there is a positive relationship between Autocratic leadership and Laissez-Faire Leadership with 0.673** and statistically significant.

4.5 Reliability Analysis

This relates to a scale's ability to consistently reflect the construct being measured. Reliability analysis was used to examine the internal consistency of the variables. Developed by Cronbach, a metric often employed in dependability research. This metric is approximately equivalent to measuring the correlation coefficient for each data split after splitting the data in half in every manner imaginable. A Cronbach's alpha-like average may be found by averaging these numbers. Cronbach's alpha is used to quantify internal consistency, with values ranging from 0 to 1. Reliability should have a minimum acceptance level of 0.5 or more.

- It is unreliable if Cronbach alpha is less than 0.40.
- There is a low degree of reliability value between 0.40 and 0.60.
- A value between 0.60 and 0.80 indicates a high level of reliability.
- A high level of reliability is achieved if Cronbach alpha exceeds 0.80.

Table 4.16: Reliability Analysis

	Cronbach's Alpha	N of Items
Employee Performance	0.786	6
Democratic Leadership	0.857	10
Autocratic leadership	0.827	9
Laissez-Faire Leadership	0.853	10
N	200	

The Employee performance scale in the table above has a Cronbach's alpha score of 0.786, indicating that it is very reliable. The value for Democratic Leadership is 0.857, were Autocratic leadership scale is 0.827 and Laissez-Faire Leadership scale is 0.853 which is high reliable and the appropriateness of the estimated cronbach alpha values was determined by looking at the reliability values for the variables of the scales, which were around 0.90.

4.6 Multicollinearity Analysis

Multicollinearity is a situation in which the independent variables and the predictor variables are intimately interconnected, as described by Daoud (2017). "Multicollinearity in regression analysis suggests that redundant information is being employed in the model, which may easily lead to unstable regression coefficient estimations." "Multicollinearity in regression analysis suggests that redundant information is being utilized in the model." According to Haitovsky (1969), it specifies an ideal or precise correlation between the exploratory variables in a regression. The technique of linear regression presumes that the exploratory variables do not have a clear and full relationship with one another. The problem of multicollinearity appears if this assumption is broken in the course of regression analysis. When undertaking regression analysis, the word "multicollinearity" refers to predictors that are related with one another. Multicollinearity happens when your model has numerous components that are related not only with your response variable, but also with each other.

Table 4.17: Multicollinearity Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.918	0.766		1.198	0.232		
	Democratic Leadership	-0.002	0.032	-0.004	-0.078	0.938	0.411	2.433
	Autocratic leadership	0.061	0.035	0.090	1.736	0.084	0.426	2.347
	Laissez-Faire Leadership	0.491	0.030	0.820	16.427	0.000	0.460	2.172
a. Dependent Variable: Employee Performance								

As can be seen in the table above, both tolerance and VF are within the limit; therefore, the suggested value for tolerance is greater than 1, which indicates that multicollinearity is not present in the data. Indicating that there is an adequate amount of multicollinearity, the value should be less than one. Having a problem with multicollinearity will only occur if the value of V is more than 10, which is not the case in this scenario since V is less than 10, there is no multicollinearity in the data.

Table 4.18: Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Democratic Leadership	Autocratic leadership	Laissez-Faire Leadership
1	1	3.951	1.000	.00	.00	.00	.00
	2	.024	12.755	.98	.05	.09	.04
	3	.013	17.182	.01	.03	.44	.87
	4	.011	18.698	.00	.92	.47	.08

a. Dependent Variable: Employee Performance

The findings of the condition index for the variables in the research are provided in the table situated above. Index numbers larger than 15 indicate collinearity; however, our indexes all reveal that there are two values higher than 15, hence collinearity is suspected in this specific situation.

4.7 Outliers and influential analysis

An outlier is a point in the data that has a substantial residual. Key points are those that have a significant impact on the advancement of the regression. Both of these terms are distinct from one another. Even if a point doesn't have much of an influence, it might be considered an outlier for statistical purposes. Without being an anomaly, a point can be influential. It is possible for a point to be both or neither. Outliers are data points that differ dramatically from the general trend of the sample. The difference between the predicted value (x) and the actual value (y) may be seen externally and is known as a significant residue (y). Outliers have a negative impact on statistical model fit since they don't fit the model's predictions. Points that have a considerable impact on the regression line's performance are regarded important. It's very uncommon for them to be extremely high or extremely low figures. As the first stage in the impacted point technique, the proposed impact point is removed from the dataset. It's a significant point if the total length of the regression line changes significantly as a consequence of this offset.

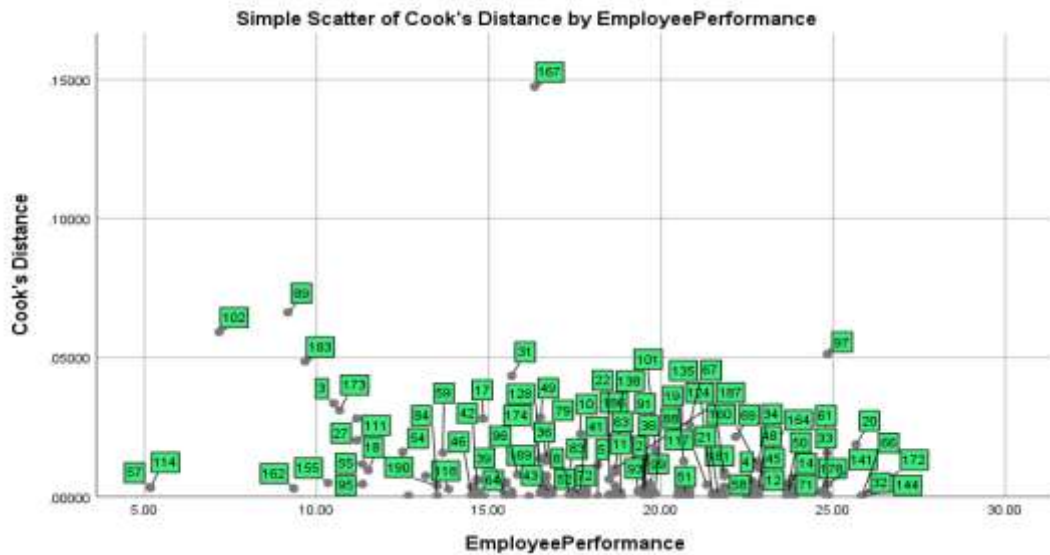


Figure 4.5: Outliers and Influential Analysis of the Data

Most of the cook's distances are congregated near the bottom of the chart, as shown. A few values are somewhat higher, thus any number that exceeds the y-axis is considered abnormal; this sort of result is referred to as an important outlier. To see this, look at the chart. The largest value we have is 0.15, which suggests that row 167 is not a severe outlier in regard to that chart. The evaluation of multivariate outliers shown in row 167 cannot be removed for the lack of rationale.

4.8 Linear Regression Analysis

Regression analysis is used to identify the connection between a single dependent variable and a large number of other independent variables. When some of the independent variables change, regression analysis can help you understand how the dependent variable changes. This approach is used to discover and estimate cause-and-effect connections between variables. Below are the test findings for the factors and hypotheses that influence Strategic implementation.

Table 4.19: Linear Regression between Employee performance and Democratic Leadership

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	0.624	0.389	0.386		3.17978	
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1275.815	1	1275.815	126.181	0.000
	Residual	2001.979	198	10.111		
	Total	3277.793	199			

The table above show the linear regression analysis and the result indicates that 0.624 is the correlation between the predicted values and the observed values of Y. The variation of the model 0.389 which is not high. The fact that the model's F value is 126.181 and its related sig value is 0.000 which is less than p-value of 0.01, indicates that the model's variables are statistically significant.

Table 4.20: Coefficients between Democratic Leadership and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.367	1.141		5.581	0.000
	Democratic Leadership	0.378	0.034	0.624	11.233	0.000

a. Dependent Variable: Employee Performance

The table above shows that there is positive coefficient of democratic leadership which is 0.624 and statistically significant. This means the democratic leadership has substantial effect with employee performance. In this case, the H1 hypothesis is accepted.

Table 4.21: Linear Regression between Autocratic Leadership and Employee Performance

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	0.639	0.408	0.405		3.12975	
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1338.322	1	1338.322	136.629	0.000
	Residual	1939.471	198	9.795		
	Total	3277.793	199			

The table above show the linear regression analysis and the result indicates that 0.639 is the correlation between the predicted values and the observed values of Y. There isn't much variety in the model's variation of 0.408. and F=136.629, and the associated sig.=0.0000 which is less p-value 0.01 that shows the variables of the study is statistically significant.

Table 4.22: Coefficients between Autocratic Leadership and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.571	1.080		6.082	0.000
	Autocratic Leadership	0.434	0.037	0.639	11.689	0.000
a. Dependent Variable: Employee Performance						

The table above show the coefficient of the autocratic leadership variable is 0.639 and is positive which is statistically supported. The autocratic leadership has influence of employee performance. In this case, the H2 hypothesis is accepted.

Table 4.23: Linear Regression between Laissez-Faire Leadership and Employee Performance

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	0.878	0.771	0.770		1.94805	
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2526.404	1	2526.404	665.738	0.000
	Residual	751.389	198	3.795		
	Total	3277.793	199			

The table above show the linear regression analysis and the result indicates that 0.878 is the correlation between the predicted values and the observed values of Y. The model's variation is 0.771, which is deemed high. F = 665.738, which is statistically significant because the sig. value is 0.000 is lower the p-value of 0.01.

Table 4.24: Coefficients between Employee performance and Laissez-Faire Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.426	0.692		2.059	0.041
	Laissez-Faire Leadership	0.525	0.020	0.878	25.802	0.000
a. Dependent Variable: Employee Performance						

The coefficient for the variable pertaining to laissez-faire leadership is 0.877, and its positive and statistically significant value shows that it is a critical contributor. This

factor has an increasingly substantial effect on employee performance. In this case, the H3 hypothesis is accepted.

Table 4.25: Hypothesis Analysis

H1	There is a positive effect between Democratic leadership and Employee performance	Accepted
H2	There is a positive effect between Autocratic leadership and Employee performance	Accepted
H3	There is a positive effect between laissez-faire leadership and Employee performance	Accepted

5. CONCLUSION AND DISCUSSION

Based on the primary goal of this study is to investigate the interrelationship between leadership style and employee performance. In the literature there is some empirical studies that have already study similar area with this study. In data analysis shows that there is strong correlation between the variables of the study. In the result indicates that H1 is accepted because there is substantial effect between Democratic leadership and Employee performance. This result was found using regression analysis and correlation test. This implies increasing one percent of Democratic leadership will lead increasing (0.624) of employee performance. Democratic leaders have the ability to arrange brainstorming sessions in order to get a diverse range of opinions from the group. It is possible that this will lead to the development of creative solutions and problem-solving techniques. The ability to empower team members is a critical component of a democratic leadership style. Major decisions are seldom taken without the participation of the workforce, which is a characteristic of democratic leadership practices. Inclusiveness is a powerful motivational tool for democratic leaders: the department operates well because the employees have a role in the choices that are made. There is some scholar who found a similar result such as (Ojokuku, et al. 2012), this had been supported by (Iqbal, et al. 2015; Bhatti, et al. 2012; and Abdul Basit, et al. 2018).

Also, the study found that there is positive effect between Autocratic leadership and Employee performance, this result was found by employing regression test and correlation. So, hypothesis two is accepted because the study was found statistically significant and the result implies that increasing one percent of autocratic will lead to increase (0.639) of employee performance. It is one of the most significant benefits of autocratic leadership since it allows for the taking of quick decisions. When it comes to attaining organizational goals, being able to make judgments swiftly is critical. In times of constant change or crisis, authoritarian leadership may be advantageous to the organization. Because of its reduced organizational structure and swift decision-making capabilities, it will be able to react to the problem much more

rapidly than other leadership styles, which will benefit the company. This result supported by Karakili. (2019).

The study found H3 is supported because laissez-faire leadership has a favorable effect on the performance of employees. and statistically significant because the p-value was found less than the significant level, this results confirms by employing regression analysis and correlation analysis. this implies increasing one percent of laissez-faire leadership will lead to increase (0.878) of coefficient with employee performance. When it comes to economic growth, laissez-faire policies are the most effective since they provide individuals the most incentive to accumulate wealth. Employees who operate in a laissez-faire environment are held accountable for the consequences of their own efforts. Because the success of their project is on the line, this is an excellent strategy for motivating people to do their very best job possible. A relaxed and informal business environment. An environment where this kind of leadership is prevalent is often connected with a more relaxed work environment. Because of capitalism's free market system, dressing up as king and putting a crown on your head will not compel people to give you money in exchange for money. There is a comparable finding (Omar, A. 2020) who discovered similar results in his leadership style research. This discovery is comparable to one found in a research done by (Chaudhry & Javed 2012; Nuhu 2010; Sougui, et al. 2016; and Abdul Basit, et al. 2018).

5.2 Implementation

This section discusses the numerous hurdles that might prevent a research endeavor from being successful. There are a variety of variables that might influence the accuracy of research results. The first point to keep in mind is that there is a problem with sampling. Because a sample cannot be representative of the whole population, assumptions about the population as a whole may differ. In addition, the willingness of responders to answer the questions may be a hurdle in certain cases. People who are pressed for time may be tempted to answer the questionnaire carelessly and fill it out completely in order to save time. Within the limits of a single organization, it is hard for us to examine how various leadership styles affect employee performance concerns since we cannot do it with a sample this size because it would need investigating a very large number of individuals. Due to the fact that individuals may

not feel comfortable recognizing the challenges they face at work, respondents may also be prejudiced in their responses to the questions. Another point to consider is the study's sample size. Because it is a private company, government authorities may impose restrictions on the organization's capacity to exert influence on its surroundings. Researchers may have problems in completing the investigation and achieving all of their aims and objectives with more accuracy as a result of these limits.

Furthermore, our results have implications for organizational management. In order for managers to be successful, they must recognize that their leadership style may motivate staff to increase their performance. This is particularly true in Somali businesses, where some studies have shown negative effects on employees. In reality, multiple academics have already established that, in resource-constrained environments, a firm's leadership style has a positive influence on the success of the organization. Companies in Somalia with leaders that prioritize discipline and standards may find that their workers' abilities and performance increase as a result of their efforts. We also observed that the association between leadership style and employee outcomes might vary depending on the power gap between the leader and the employees being managed. While leadership style may have a stronger positive influence on employee performance for those with more power distance, the effect may be reduced for those with a lower power distance, according to some research. As a result, it is acceptable for authoritarian leaders to assess the power gap between individuals throughout the selection process.

5.3 Recommendation and Limitation

There are a number of limitations to this study, which hint to potential new research directions. Future study might build on these results by investigating how leadership affects other outcomes for workers in addition to performance. Employees may benefit from enhanced task attention and work engagement, which may be achieved, for example, via improved leadership. The role of learning goal orientation as a mediator between leadership and employee outcomes is currently being investigated. Future studies might evaluate the role of other self-related dimensions, such as core self-evaluation and self-esteem. To round out our assumptions about power distance, we have hypothesized that individual power distance is important in the moderating

impact. In order to reconcile the inconsistent findings in the leadership literature, future research may include other contextual factors. The effect of leadership style on their subordinates may be influenced by leadership characteristics such as honesty, as well as environmental issues such as organizational justice, among other things.



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APPENDIX

Appendix-A: Questionnaire

My name is **Said Ali Said**. I am a candidate for a Master's degree at Istanbul Gedik University's Institute of Science, Department of Business Management Program, and I am now working on my graduation thesis for that degree. **The Effect of Leadership Style On Employee Performance in Mogadishu Somalia. Case Study Private Companies in Mogadishu Somalia.** You are kindly invited to participate in this survey by sharing your expertise and experiences. The objective of this questionnaire is to collect data about it. The results of this survey form will be used only for academic purposes, and your responses will remain anonymous. Your attitude toward this topic is critical to the success of this study.

Section A: Demographic part

Please provide the following information about yourself by placing a circle on one of the choices to assist me in analyzing the responses.

1. What is your Gender?

A) Male B) Female

2. What is your age group?

A) 18 or under B) 20-30 C) 31-40 D) 41-50 E) 51 and more

3. What is your Education level?

A) Secondary school B) University diploma C) Undergraduate D) Postgraduate Degree E) Ph.D.

4- How long have you been work?

1. 1-3 years 2) 3 to 6 years 3) 7 – 10 years 4) 11 years or more

SECTION B: Measurement of Leadership Style Scale

Please indicate with a tick (x) The Leadership style using a scale 1= Strongly Disagree 2= Disagree 3= Nether Agree nor Disagree 4=Agree 5= Strongly Agree

Democratic Style Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I usually strive to involve one or more workers in deciding what to do and how it should be done. However, final power for making decisions rests solely with me.					
2. I solicit suggestions from my staff and share forthcoming initiatives and objectives with them.					
3. Meetings with my staff are held when things go wrong and I need to devise a plan to keep the project or process on track.					
4. It is important to me that the workers feel that they have a stake in the outcome of the project. The decision-making process is open to them, and I encourage them to do so..					
5. As a manager, I ask my staff what they see for the future of their careers, and then utilize that vision when appropriate..					
6. I guide my workers in establishing priorities.					
7. I work with my coworkers when there are inconsistencies in the roles they are expected to play.					
8. I like using my authority as a leader to assist my subordinates develop.					
9. Employees will utilize autonomy if they are dedicated to the goals.					

10. Employees are adept at coming up with innovative solutions to the company's difficulties.					
Autocratic Style Questions					
11. I am always in charge of making the ultimate decisions in my department or team.					
12. I don't take into account ideas from my staff since I don't have the time.					
13. To avoid repeating a mistake, I advise the person not to do it again and keep a record of it.					
14. I must first provide my approval before allowing any new staff to make any choices.					
15. I warn my staff when a process isn't operating properly and create a new one when anything goes wrong.					
16. I keep a careful eye on my workers to make certain they are doing their jobs appropriately.					
17. I like the influence that my leadership decisions have on my subordinates..					
18. To accomplish the goals of the company, employees must be instructed or threatened with penalty.					
19. Employees are primarily concerned about safety.					
Laissez-Faire Style Questions					
20. I and my staff, our votes have to be taken for each and every time a significant choice.					
21. When making a major choice in my team, each member or the majority of the members must agree to it before it can be implemented.					
22. I use email, notes, or voice mail to spread information; actually rarely do I call a meeting. Then, my workers are					

obligated to take action based on the data..					
23. I let my staff make decisions about what has to be done and how it should be done..					
24. I trust my employees more than I trust myself, therefore I enable them to make the choices necessary to complete their task.					
25. I assign duties to others in order to put in place a new technique or method.					
26. Individuals are accountable for determining their own roles and responsibilities in the workplace.					
27. When I'm in charge, I prefer to share my authority with my subordinates.					
28. Employees are entitled to set their own goals for the company.					
29. My staff are just as capable of leading themselves as I am.					

SECTION C: Employees Performance

Please indicate with a tick (x) The Employee performance using a scale 1= Strongly Disagree 2= Disagree 3= Nether Agree nor Disagree 4=Agree 5= Strongly Agree.

EMPLOYEE PERFORMANCE	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I know what my company looks for in a performance review.					
2. It is clear to me what my responsibilities are, as well as how to carry them out,.					
3. I'm able to meet tight deadlines despite changes in my plans.					
4. I have a solid attendance record with this organization.					
5. I am capable of completing specified tasks quickly and successfully..					
6. I'm quite familiar with my job's standard operating procedure.					

RESUME

Saidali Said DIRIE

EDUCATIONAL BACKGROUND

- Diploma of Turkish language at T.C. Uskudar University (Istanbul)
- Bachelor of public Administration at University of Somalia.(UNISO).
- Diploma of Election Protocol System at University of Somalia.(UNISO)
- Completed Secondary School at Jowhar Al-islam Primary & Secondary School.

WORK EXPERIENCE AND SKILLS

November 2015– August 2022

- Bayaan General Trading Company LC Istanbul
- Ladan Travel & Tourism Agency
- Galmudug State of Somalia

TRAINING AND WORKSHOPS

Training Date Between 2015-2021

- Excellent interpersonal skills
- Team building skills
- Bookkeeping skills
- Analytical and problem solving skills
- Decision making skills
- Effective verbal and listening communications skills
- Stress management skills
- Time management skills