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THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT UNIVERSITIES IN MOGADISHU

Fowzia Dahir Ali

Student, Department of Business Administration, University of Somalia [UNISO], Benadir, Somalia

ABSTRACT

The purpose of this study is to identify the impact of leadership style on employee performance. A sample size of 67 was used from one private organization in Mogadishu, Somalia is using a convenience sampling technique. The study used quantitative approaches, and a questionnaire was designed. A five-point Likert scale questionnaire was used to determine the impact of leadership style on employee performance. SPSS software was used in analyzing the questionnaires. Demographic analysis, , reliability test (Cronbach's Alpha), descriptive analysis and regression analysis were presented. Descriptive statistics show that the most significant value associated with employee performance is Democratic leadership style followed by laissez-faire leadership style and autocratic Leadership style. Democratic leadership style has the highest mean value corresponding to 3.784 and standard deviation value of 0.8124, laissez-faire leadership style scores the second highest mean value corresponding to 3.416 and standard deviation value of 0.5858, and autocratic leadership style have the lowest mean value corresponding to 3.404 and standard deviation value of 0.7330 indicating that the autocratic leadership style is poorly correlated with employee performance. Regression coefficient analysis shows that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance. Autocratic leadership style beta coefficient value is -0.168 with a significant value of 0.025 which is higher than 0.01, hence autocratic leadership is found to have a significant negative impact on employee performance

KEYWORDS: *employee performance, servant leadership, effectiveness, empowerment, productivity*

INTRODUCTION

Leadership is very difficult to define, many scholars, they defined in their ways (Russell, 2005). Russell (2005) suggests leadership is the “interpersonal influence exercised by a person or persons, through the process of communication, toward the attainment of an organization’s goals” (Russell, 2005, p. 16). Furthermore, Rue and Byars (2009) define leadership as “the ability to influence people to willingly follow one’s guidance or adhere to one’s decisions” (Rue and Byars, 2009, p. 465). Northouse (2012) defines leadership as a “process whereby an individual

influences a group of individuals to achieve a common goal” (Northouse, 2012, p. 5). According to McGregor (1960; (Stone and Patterson, 2005)), the traditional organization with its centralized decision making, hierarchical pyramid, and external control of work is based on certain assumptions about human nature and human motivation. There are numerous styles of leadership, but for this study, the autocratic, democratic, laissez-faire and servant leadership style are considered. The autocratic leadership style is more innovative, productive, effective, and satisfying to followers as both parties work towards the good of

organization propelled by sharing visions and values as well as mutual trust and respect (Avolio et al., 1991).

Democratic leadership style as opined by Burns (1978) indicated that Democratic leaders are those who sought to motivate followers by appealing to their self-interests. These leaders motivate followers to achieve expected levels of performance by helping them to recognize task division, identify goals and strength the relation about meeting wanted performance level (Bass and Avolio, 1990), while laissez-faire style is totally passive leadership and servant leaders care deeply about people. They seek to remove the barriers and obstacles that hold others back from achieving their full potential (Thornton, 2013).

Performance is the ratio between output and total of factors required to achieve it. Performance is efficiency in individual production. It is a multinational factor in companies, in which it could be usually improved by employees' efforts. The relationship between leaders' behavior or the leadership style and workers has gained increased attention from the community. The type of leadership style has an impact on how organizations cope with improving productivity; the Transformational leadership style has a crucial function in improving productivity by way of improved marketability and creating a strategic vision of the organization.

Leadership style influences the overall operational performance of efficiency, effectiveness, income, colossal market share and as well as the organization's commitment to achieve the goal. Behind the surprise of any organization's performance today is the leadership style adopted by the organization. Productivity in every company is generally focused on labor performance, perhaps human-labor is the universal key resources required of any organization and the assertion that a critical element in all successful productivity effort today has been due to good leadership style.

In Somalia organizations, dishonest and unprincipled practices have been reported Gratifications, increasing rate of turnover, incapability to fulfil essential mandatory responsibility, and inconsiderate financial suffering condition, which provoked many organizations being combined and acquired the foremost reason of many organizations is to complete its specified objectives therefore, there is a dire need to efficiently manage and inspire the employees by an effective leadership unfortunately, many organizations did not consider any perception regarding specific leadership style which should be adopted by their managers what extent, the members of an organizations can contribute in connecting the organization's resources equally will depends on how well the leaders understand and implement suitable leadership style for their roles as leaders It is on this

evidence that this study will examine influence of different leadership style and employee's performance. (Hertzberg F. '1996)

The major purpose of this study is to categorize the different approach of leadership which have been adopted by the executives and leaders then scrutinize its effect on the performance of workers, which ultimately transform organizational performance.

LITRATURE

In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large the traditional concept of personnel administration has gradually replaced with the human resource management this give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance assert that the effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operates Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power an administrative phenomenon reflects the contingency of leadership, and style, situation and performance criteria have been left to suffocate on their own.As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties. (Hersey P, Blanchard KH (1988) responsibility. (Hersey P, Blanchard KH (1988) Leadership is a process by which an executive can direct, guide and influence the behavior and work of others toward the accomplishment of specific goals in a given situation. Leadership is an ability of a manager to induce the subordinates to work with confidence and zeal leadership can be defined as the capacity to influence a group realization of the goal leaders are required to develop the future style encourage active involvement on the part of everyone on the team, people often are able to express their creativity and demonstrate abilities and talents that would not be made apparent otherwise that ultimately improve the performance of employees. The discovery of these hidden assets helps to benefit the work of the current team, but also alerts the organization to people within the team who should be provided with opportunities to further develop some skill or ability or future use Leadership style refers to a leader's behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders. Rhetoric specialists have also developed a framework for understanding leadership Different situations require different leadership styles. When there is little time for coverage on an agreement and quick work is required and where a designated authority has significantly more

experience or expertise than the rest of the team, an autocratic leadership style may be most effective, however, in a highly motivated and aligned them with a homogeneous level of expertise, a more participative and democratic style may be more effective. The style should be one that most effectively meets the objectives of the team while balancing the interest of its followers and team members of that group which led by an effective leader. (Collins, J (1995)

AUTOCRATIC LEADERSHIP

Autocratic leadership can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects need strong leadership in parliamentary procedure to get things accomplished quickly and efficiently ever worked with a group of students or co-workers on a task that became derailed by poor governan

Democratic leadership

Milgron and Ittner [11,14] state that this style is usually considered a benefit for the most companies. This style focuses the management that provides guidance and help to its team and departments while accepting and receiving the inputs from individual team members. These leaders not reserve to their activities and authority only but in actual they bother about consultation of employees, a lack of leadership and an inability to set deadlines.

Free Rain (Laissez Faire Leadership)

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved.

METHODOLOGY

The researcher will be used Cross-Sectional explanatory design. Cross-Sectional Survey design why is collecting Data at one point in time from a sample selected to represent a larger population or cause relationship variables because to consideration time and cost of data gathering a correlation is data collection method that determines whether, and to what extent an association exists between two or more paired and quantifiable variables. (OmenandOso, 2008)..

The target population of this study will be assigned of research populations Dalluay & Jalagat (2016) conducted a research on title Impacts of Leadership Style on employee performance The target population of this study will be 80 respondents consist middle managers, lectures employee respondent from university of Somalia in Magadishu-Somalia .

After the research proposal is approved, the researcher was first obtained an authority letter from the student Affairs and Registration department of Somalia to authorize the researcher to carry out a research about leadership style on employee performance .Data was collected from both primary and secondary sources; primary data was obtained and, Secondary data was obtained through reviewing related literature such as published books, magazines, journals and internet sources. His study was applied qualitative methods especially correlation design for analyzing collected questionnaire. An item analysis was illustrated the strengths and weaknesses based on the indicators in terms of mean, standard deviation and rank.

SUMMARY

The purpose of this work was to look into the impact of leadership style on employee performance in Mogadishu, Somalia. The dimensions or indicators of the study had three aims. An empirical investigation was undertaken, utilizing the simple correlation analytical technique, especially the Pearson product movement correlation coefficient (PPMC). The foremost aim of this survey was to find out the impact of autocratic leadership on employee performance in Mogadishu, Somalia. The survey base that there is a strong significant relationship between leadership style of employee performance. The second aim of this survey was to find out the impact democratic leadership on employee performance in Mogadishu, Somalia. The survey base that there is a strong significant relationship (0.57) democratic leadership between in Mogadishu, Somalia. The tertiary objective of this survey was to define the impact free rain leadership on employee performance in Mogadishu, Somalia. The survey base that there is a strong significant relationship (0.58) free rain leadership between in Mogadishu, Somalia.

RECOMMENDATIONS

1. The researcher recommended that the university in Somalia should increase its leadership style which increases the functioning of its employee.
2. The researcher also recommended the Employee must hold a job spec to reach organisational goals.
3. Leadership Style has recognized employee's word condition.
4. Finally, the Leadership Style of university of Somalia must evaluate employee characteristics.

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