

Relationship between Leadership Styles and Employee Performance in Universities in Somalia: A Case Study of University of Somalia

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ABSTRACT

The purpose of this study was to determine the relationships among leadership styles and employee performance in higher education. The study was examining the impact of transformational, transactional and Laissez-Faire leadership styles on employee performance. The study was conducted through descriptive a cross – sectional study involving a self administered questionnaire was used as the measuring instrument. The study population comprised all staff in University of Somalia Registration with 310 numbers. Slovin's formula or method was used to determine the sample size and the sample number was calculated 76 one. Stratified sampling was used in this research. The data was collected and then analyses was used SPSS. And presented in tables, charts and pie charts. The results showed that transformational leadership style, transactional leadership style and lazier-faire leadership styles all have positive but weak impact on employee performance in Universities in Somalia. Recommendations based on these research findings are intended to aid University of Somalia to improve its employee's performance by training managers and leaders to use styles of leadership. Leadership training program is more important than ever. And also, as the study found that there is a positive relationship between the three styles and employee performance in UNISO, and that indicates there may exist other variables which influence employee performance, so the researcher recommends that UNISO should launch another research to find those other variables.

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1. Introduction

In today's competitive environment, organizations expand globally and face a lot of challenges in meeting their objectives and chase to be more successful from others. Leaders play essential role in accomplishment of these goals and boost employee performance by satisfying them with their jobs **Error! Bookmark not defined.** The challenges of coping with today's uncertain business environment have put organizations on thirties to struggle for survival in the heat of competitions. The driver of such strategic approach towards surviving competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee's performance (Obasan Kehinde & Hassan Banjo, 2014).

On the other hand, employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analysed by the organizations. Since every organization cannot progress by depending on one or two individuals' effort, it is collective effort of all the members of the organization (Mwita, 2000, Mohamud, Mohamed, & Mohamud, 2015) define employee performance as the degree to which employees accomplish work requirements. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Nikitha & Madhusudana, 2002).

Throughout human history, always the developments and changes made by individuals and groups associated with the presence of a person as a leader. These actions have been undertaken under his guidance. Throughout history, leadership has been one of the pillars of human societies. When leadership is considered as a function, is an important component of management. And his presence and the existence in the group is consider as a number of skills that these skills can be seen as a means or styles of leadership to achieve certain goals (Bennett & Anderson, 2003). So what is leadership.

To lead is to inspire, influence and guide. Leadership is the process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement (Armstrong, 2009). According to (Faisal et al., 2012) suggests —Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project. The leader affects the group by initiating action, facilitating communication, establishing structure and implementing his own philosophy in the manner in which he leads. Leaders show responsibility and authority while planning, initiating, managing, delegating, coordinating, decision-making, communicating and evaluating. In solving any particular problem, a principal might use one or several of these acts of leadership.

Leaders by take the necessary measures and establish human relationships to provide optimal use of human resources in their organization that among these measures we

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can refer to take correct leadership style. Obviously, every manager in their management and operations uses a particular leadership style that this style is actually a set of his behaviour patterns that frequently occurs during the constant organizational working and others know him by it and as managers of the organization are in very cooperation with the staff, the leadership style of these managers has a significant impact on staff morale. And consequently, the staff morale will effect on their performance (Shafie, Baghersalimi, & Barghi, 2011). In fact, leadership is important for all organizations to achieve goals. Since leadership is a key factor for improving the performance of the organization, the success or failure of an organization depends on the effectiveness of leadership at all levels. Researchers have stated that leadership is an ability to influence attitudes, beliefs, and abilities of employees to achieve organizational goals. However, over the years, leadership has been had a major topic between the researchers but dramatic social changes that have occurred over the past two decades makes the issue of leadership and its relationship with other organizational factors more remarkable (Duckett & Macfarlane, 2003).

Understanding the effects of leadership on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Kaburia, 2013). For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Obiwuru Timothy, Okwu, Akpa, & Nwankwere, 2011). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Jing & Avery, 2011)

Most of the extant leadership research is based on data collected in the North American context (Ardichvili & Kuchinke, 2002). The majority of studies dealing with leadership styles of managers in Russia are based either on consulting or teaching experience of the authors, or on a limited number of case studies (Ardichvili & Kuchinke, 2002). Australian interviewees suggested a wide variety of ways to strengthen leadership capabilities and skills in key priority areas, directed specifically towards particular groups of professional and academic staff. The suggestions focused primarily on different forms of professional networking and development (Murray, Goedegebuure, van Liempd, & Vermeulen, 2014)

Throughout the history of Asia, there have been many famous and influential leaders, such as Sun Yat-sen (China), Mahatma Gandhi (India), Akio Morita (Japan), and Aung San Suu Kyi (Burma). Their impact can be found in political, philosophical, educational, and business domains (Lam, Xu Huang & Lau, 2010). The academic leaders in the Sri Lankan university system Four decades of uninterrupted civilian leadership, progressive social policies, and significant capital investment have created one of the most dynamic economies in Africa. Mineral extraction, principally diamond mining, dominates the economic activity, though agriculture and tourism are growing economic sectors thanks to the country's conservation practices and its extensive natural reserves (Sanou, 2011).

In the context of Africa, African leaders have rediscovered, in the first place, the power of unity and dialogue, which has opened a door to examine African problems. The second discovery is that of building an infrastructure of new leaders, where older leaders share their wisdom and pass on good African values to the next generation. Good leadership in Africa always shares life to others. This sharing of life can be gathered from medicine people. Medicine people always teach other about their wisdom and healing powers before they die. They share their healing wisdom with others. There is an African idiom which reminds adults or senior citizens to "share their herbs and healing powers with the young ones, so that when they die, the young ones will continue the work of healing among their people" (Masango, 2003).

According to (Ali, Elmi, & Mohamed, 2013), Africa for the new millennium demands exceptional leadership. The emergence of a new style of leadership is critical not only for global Africans, but also for a world confronting globalization. There are many challenges, particularly of political, culture, poverty, illiteracy and disunity, yet Africans have come together in Mombasa (and earlier in Gaborone) to maximize and affirm the potential for positive leadership on our continent (Mohamud et al., 2015).

In Somalia, there being no centre of research; therefore, researchers have limited evidence in the literature with regard to study the effect of leadership style on employee performance.

1.1 University of Somalia History

University of Somalia (UNISO), which was established in 2005 by independent scholars, is a private higher education institution which is categorically non-political, non-partisan and non-sectarian. University of Somalia was established at a time when young Somali secondary leavers could hardly get an opportunity to proceed their education after secondary school due to scarcity of affordable and creditable tertiary education institutions in Mogadishu.

The educators who stood for the establishment of UNISO at the hardest time in the modern history of Somalia contributed a lot to the resilience of their country. The enthralling vision and mission UNISO founders chose for the university will continue to inspire and motivate all the university community to remain attached to it in the delivery of tertiary education that meets skill gaps among the rising generation in Somalia. Currently, more than 6,000 students are pursuing various degree programs in the University of Somalia.

UNISO aims at providing tertiary education study programs that are highly relevant to the market and social demands in its quest for better standards of living, justice, equity and good governance among Somali people. To achieve that superior objective together with the vision and the mission of University, UNISO always seeks highly educated, committed, trustworthy, and disciplined personnel for all its administrative and academic programs (UNISO website, 2015).

1.2 Statement of the Problem

Organisations and managers are increasingly aware that they face a future of rapid and complex change. This wave of future oriented uncertainty, coupled with individual demands for increased participation at all levels of the organisation, has dramatically changed perceptions of leadership, specifically with regard to the respective roles played by the leader and the follower.

Almost all leadership theory is based on the relative importance assigned to the leader versus the follower in mission accomplishment (Mester, Visser, Roodt, & Kellerman, 2003). Nowadays, organizations need to effective and efficient managers and employees to be able to achieve their goals in order to achieve all-round development. Director as the official representative of the organization is headed for coordination and increase productivity in the organization and success of the organization and realize of the goals depends on how practices of management and his leadership style effective. Appropriate behavioural pattern of the director in each organization creates a strong morale in the staff and increases their performance rate from their profession (Shafie, Baghersalimi & Barghi, (2013). The increase of organization productivity and employee performance is not possible without effective application of employees' ability and their motivation and the one of the leadership skill is that to strengthen the creativity and innovation in the staff. Certainly, the manager's leadership styles are very effective in right driving of the employees for organizational purposes. Use of the best style of leadership will lead to increased organizational effectiveness and efficiency. (Shafie et al. 2012).

Today many companies believe that the employees are the most important assets in organizations, which without, the goals and objectives may not be accomplished. Several studies have been conducted on the roles that good leaders can play in achieving increase employee job performance. A good leadership may play a mediating role in the relationship between organizational culture and employee outcomes and an atmosphere for good leadership to flourish; which will ultimately lead to increased employees job performance (Toor & Ofori, 2009).

In a competitive business environment, organizations rely on their leaders to facilitate the changes and innovations required to maintain competitive advantage. Effective leadership is helpful in ensuring organizational performance (Hellriegel, Louw and Oosthuizen, 2004). Leadership style has influence on employees' behavior, including their adoption of the firm's strategy and organizational value and has been linked to both organizational outcomes and employee work performance (Ehrhart, 2004).

The above information indicated that the leadership has a great impact on employee performance in organization. Another word the leadership is major factor that may lead organizational success or fail. But one of the important topics that today some of the organizations are involved is ignoring the issue of organizational leadership that any damage in this relationship will lead to low employee performance (Shafie et al. 2012). A preliminary survey of leadership style in UNISO indicates that the leadership style seems to have inactive role in employee commitment, inspiration, empowerment and job satisfaction.

Therefore, this study is considered important to determine the relationship between leadership Style of educational administrators and employee performance in the university.

Research objectives

The specific objectives of this study were:

1. To determine the influence of transformational leadership on employee performance in UNISO.
2. To examine the influence of transactional leadership on employee performance in UNISO
3. To determine the influence of laissez-faire leadership on employee performance in UNISO

Literature Review

Trait Theory of Leadership

According to Kondalkar (2007) Not all managers are effective leaders and not all leaders are effective managers. It is therefore difficult to identify effective managers and leaders. Early studies of leaders defined them by traits they were supposed to exhibit. Sometimes it was also called "attributes" that the leader possesses. The theory therefore was called "trait theory" or attribute theory of leadership. It is also known as "great man's" theory. A leader might be described as loyal, brave, trustworthy or companionate. But all these qualities may not be found in a successful leader. Therefore long list of unending traits may be listed as desirable for a leader. Despite these difficulties, Davis, (1972) has identified four characteristics that leaders tend to have. They are more likely to be present in middle and upper-level managers than in those who hold lower-level supervisory positions. Their characteristics are as under:-

1. **Intelligence:** leaders tend to have higher degree of intelligence than their followers.
2. **Social maturity and breadth:** leaders have a tendency to be emotionally mature and to have a broad range of interests. They are members of somewhat exclusive social club.
3. **Inner motivation and achievement drives:** leaders want to accomplish things, when they achieve one goal they seek out another. They are inner motivated and do not depend on outside forces for their motivation.
4. **Human relations attitude:** Leaders are able to work effectively with other persons. They understand that to accomplish any task they must be considerate of others.

According to Mullins, (2005) this is a Leadership approach which thinks that leaders are born and not made. This has to do with abilities, values, personality traits and many other qualities of people that leads to efficient and superior performance (McShane and Von Glinow, 2000). Other characteristics of trait leadership theory are: belief in one's self, self-confidence, initiative and intelligence (Mullins, 2005). The recommendation is that any leader with one or more of these features: ability of problem-solving, self-confidence, results orientation, energy and initiative, perspective, communication and negotiating ability could likely be effective (Turner, 1999). This theory was criticised by Mullins as a result of some gaps. The first criticism was that the theory stands the danger of being subjective in its judgment as to who is a good or successful leader. Secondly, the traits identified seem to be a lot and has not be prioritised in other of importance.

Behavioural theories

Another theory, the behavioural leadership theorist thinks that effective leaders take up certain behaviours and unlike the trait theories; these types of leaders can be made (Adair, 1983; Blake and Mouton, 1978; Hershey and Blanchard, 1988). According to them, these leaders are characterized by: concern for people or relationships, concern for production, involvement of the team in decision-making and decision-taking, use of authority, and flexibility versus the application of rules. A study which was focused on the effects of leadership styles on group performance by Ohio University on leadership styles and Michigan University study in 1947 discovered two dimensions of leadership behaviour to include: consideration and initiating structure. Consideration here stands for; 'the degree to which the leader pays regard to the comfort, well-being, status, and satisfaction of the followers' (House and Baetz, 1979). On the other hand, initiating structure means the ability to which a leader 'structures his or

her own role and those of his or her subordinates towards goal attainment' (Fleishman and Peters, 1962).

Contingent leadership

The theory of contingent leadership developed by Fiedler (1967) states that the type of leadership exercised depends to a large extent on the situation and the ability of the leader to understand it and act accordingly. This is sometimes called situational leadership. Fiedler wrote: 'Leadership performance... depends as much on the organization as on the leader's own attributes. Except perhaps for the unusual case, it is simply not meaningful to speak of an effective leader or an ineffective leader. We can only speak of a leader who tends to be effective in one situation and ineffective in another.'

The performance of a group, as Fiedler pointed out, is related both to the leadership style and to the degree to which the situation provides the leader with the opportunity to exert influence. He referred to the concepts originated by Halpin and Winer (1957) on the basis of their research into how aircraft captains acted as leaders. Two dimensions of leadership were identified: (1) initiating structure, a task-orientated approach that focuses on defining the task and how it should be carried out, and (2) consideration, a people-orientated approach where the emphasis is on maintaining good relations through behaviour indicative of trust, respect and warmth.

Fiedler's research revealed that an initiating structure approach worked best for leaders in conditions where the leader has power, formal backing and a relatively well-structured task. Considerate leaders do better in unstructured or ambiguous situations or where their power as a leader is restricted.

2.1 Conceptual framework

To implement the study various dependent, independent and moderating variables will be defined for conceptual framework. The independent variable is leadership style and employee performance is a dependent variable. The reason why these two variables have been chosen is to see the relationship between them, i.e. if leadership style is implemented then does it affect the employee performance? To study these two variables their tools are also identified through which the relationship between the two would be studied. It is evident from the existing literature that there are identified variables which influence the employee's. The conceptual framework can be seen from the following schematic diagram (Figure 2. 1).

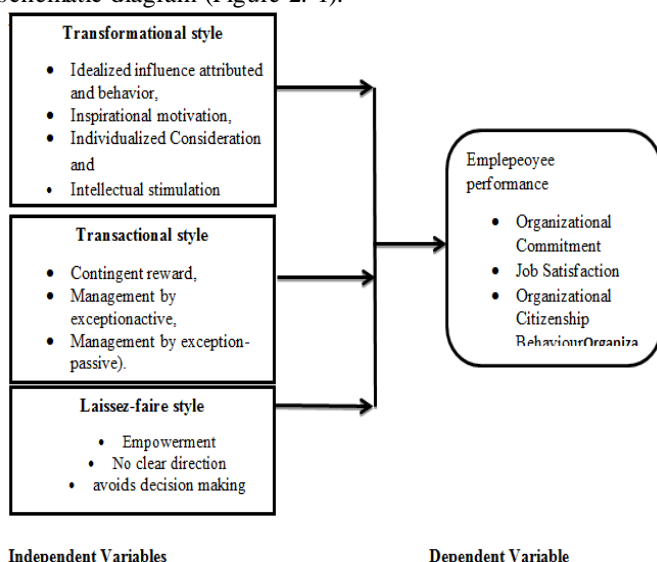


Figure 2.1. Conceptual Framework Model.

2.1.1 Transformational leadership

Transformational leadership style in new ideas is known as one of the effectiveness leadership style. The style has been composed of four dimensions of ideals influence, inspirational motivation, intellectual stimulation and individualized consideration (Storey, 2004). In fact, all of transformational leadership behavior (individualized consideration, inspiration, intellectual stimulation and charisma) that provide high-performance and active leadership has positive and high impact on employee satisfaction and improvement of organization situation (Hoy & Miskel, 2008). Walumbwa, Avolio & Zhu (2008) expressed, transformational leadership correlated with subordinate skills with work worth to assess employees performance. They trained their workers, arranged meeting with their subordinates and take feedback from their subordinates and in end result employee productivity added. Firm mostly increase employee's performance by giving empowerment to their team members (Ozaralli, 2002). Researchers have also studied the employee performance with extraverted leadership and gave very interested results, employee performance are increased under the extraverted leadership when employees are passive. And if employees are proactive, result will be opposite (Grant, Gino & Hofmann, 2011).

More recently, researchers have focused on transformational leadership and relate it with various aspects of organizational outcomes as well as the effect on employees' attitudes towards their job, job environment and their work performance (Leban & Zulauf, 2004; Vigoda-Gadot, 2007; Tabassi & Abu Bakar, 2010). In fact, all of transformational leadership behavior (individualized consideration, inspiration, intellectual stimulation and charisma) that provide high-performance and active leadership has positive and high impact on employee satisfaction and improvement of organization situation (Hoy & Miskel, 2008).

According to Walumbwa, Avolio & Zhu (2008) expressed, transformational leadership correlated with subordinate skills with work worth to assess employees performance. They trained their workers, arranged meeting with their subordinates and take feedback from their subordinates and in end result employee productivity added. Leader with transformational leadership style always gives work motivation with an emphasis on social relationships to employees to achieve good performance Bass (2003).

2.1.2 Transactional leadership

Transactional leadership affect on employee performance. This is consistent with Burns in Bass (2005) that exchange relationship in transactional leadership, where subordinate are expected to offer a performance to leader, in this case the form of transaction, employer offers an abstract reward (trust, commitment and respect), and real rewards. It can be interpreted as fee or remuneration. Transaction process between leaders and subordinates directed to produce a satisfactory performance. It consistent with theory of Bass and Avolio (2003) which says that transactional leadership style affect on employee performance. Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment. Positive effect can occur when employees assess transactional leadership positively and a negative effect can occur if employee considers that transactional leadership styles can not be trusted because they do not keep their promises, dishonest or not transparent. Study effect of transactional leadership on performance is conducted by Haryadi (2003), Andarika (2004), and Ahn et.al (2005)

which explains that transactional leadership style has positive and significant effect on employee performance.

James Macgregor Burns distinguished between transactional leaders and transformational by explaining that: transactional leader are leaders who exchange tangible rewards for the work and loyalty of followers. Transformational leaders are leaders who engage with followers, focus on higher order intrinsic needs, and raise consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved (Odumeru & Ifeanyi, 2013). Transactional leaders tend to be more passive as transformational leaders demonstrate active behaviours that include providing a sense of mission.

2.1.3 Laissez-Faire Leadership

Laissez-faire leadership is a contrast to the active leadership styles of transformational and transactional leadership. It is virtually an avoidance of leadership behaviors, when an individual avoids making decisions and demonstrates a passive indifference to both tasks and followers. Leadership behaviors are ignored and no transactions are carried out. Leaders who score high on laissez-faire leadership avoid making decisions, hesitate in taking action, and are absent when needed (Judge & Piccolo, 2004). According to Joseph Kofi Nkuah Sumani Mohammed Awal, (2013). Laissez-faire leaders avoid attempting to influence their subordinates and shirk supervisory duties. They get busy on their desks dealing with paperwork and avoid situations that preclude any possibility of confrontation with followers or subordinates. They leave too much responsibility with subordinates, set no clear goals, and do not help their group to make decisions. They do not want to offend people therefore they tend to put a blind eye on the issues, since their main aim is to please everybody by being good to everyone.

The laissez-faire leadership style, according to Bass & Avolio (2003), is ineffective because, leaders that provide neither positive nor negative feedback, thus declining to offer personal interaction or direction tend to be ineffective. This type of leadership style is frustrating and less effective in many leadership situations. Its ineffectiveness can be attributed to the fact that it is a form of “hands off” – a management style that is fruitless in today’s workplace. Managers today, in order to be effective, need to be hands-on in their approach by taking charge of situations and not leaving situations to chances.

2.1.4 Employee performance

Delivering high performances is directly connected with the relationship between leadership style and followers’ motivational needs. This fact has encouraged many researchers which have tried to provide an answer which leadership style is the most appropriate (Mario Buble, Ana Juras and Ivan Matić 2014).

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual’s effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000; Abbas, Yaqoob 2009). Organization needs capable employees in handling their job better and faster. High level of performance: It is the duty of every manager to ensure that the employees have a high degree of motivation. He should offer monetary and non-monetary incentives. Highly motivated workers

would be regular for work, and have a sense of belonging for the organization. Quality of product will be improved, wastage will be minimum and there will be increase in productivity, and performance level will be high (Kondalkarm, 2007).

The performance review should review both the ‘what’ and the ‘how’. Many performance reviews focus purely on the job-related objectives and ignore the fact that how someone completes an objective is also of importance. A Sales Account Manager may reach all her targets for sales, but fails to maintain effective working relationships with current customers, acts in a competitive way with other team members and has upset her sales team so much that they decide to leave and work elsewhere. In the short term, she has met her objectives, but in the long term, she is not achieving the level of overall performance expected. Including core competencies within the performance review process elevates their importance and ensures that managers are assessed against the whole picture of performance, rather than against a narrowly focussed financial set of measures Ryan (2008).

In order to help a worker meet standards, you must monitor the worker’s on-going performance, particularly at first. Only then will you truly know how to help the worker improve. If mistakes are made, they can be noted and corrected as they happen. If you wait to see the end-product, you may not be able to pinpoint what went wrong, and the worker may not be able to correct the problem without starting over. This does not mean that you have to look over a worker’s shoulder constantly. Once you feel you have gotten the worker on the right track, you should give him or her more freedom (Ferguson, 2004).

2.2 Empirical Review

Several studies in the past have reported the effect of various leadership styles and approaches on the subordinates and organizational performance. For instance, Judge and Bono (2000) found that by controlling for transactional leadership, transformational leadership behaviour significantly predicted subordinate satisfaction with the leader, organizational commitment, work motivation and supervisory ratings of leader effectiveness.

According to Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action. Leader with transformational leadership style always gives work motivation with an emphasis on social relationships to employees to achieve good performance. Transformational leaders often exhibit a strong set of internal values and are effective at motivating their followers to behave in the way that support and coordinate with the greater good rather than their own self-interests (Northouse, 2007).

According to Yukl (2007) states that application of transformational leadership style can improve performance because transformational leadership wants to develop knowledge and employees potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his mind-set to achieve organizational goals. Similarly, transactional leadership style is one leadership style that emphasizes on transaction between leaders and subordinates.

Transactional leadership motivates and influencing subordinates by exchanging reward with a particular performance.

According to (Kehinde and Banjo , 2014) suggested That “Transformational Leadership Style” will bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower’s higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, in stills pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future.

According to (Gopal & Chowdhury, 2014) indicated their finding that the Leaders should especially focus on motivators such as dimensions of discretion (freedom to choose, what, when and how activities are carried out), job demands (controls vs. lack of control over speed of activity), as well as apt use of skills and competencies. As the study indicates, for leaders to succeed in today’s fast changing business environment, it is recommended that they adopt a transformational leadership style rather than transactional or laissez-faire styles to enhance employee’s motivation consistently and efficiently; which will in turn generate higher quality performance on the employee’s part and boost business performance.

3. Research Methodology

The study adopted descriptive design and specifically cross – sectional study to investigate the relationship between the leadership style and the performance of the employees. According (Levin, 2006) Cross-sectional studies were used to study to describe a situation, often in the form of a survey it was also carried out to investigate associations between two different variables , by the fact that they were carried out at one time point and give no indication of the sequence of events. According to (Mugenda & Mugenda, 2003), Describes descriptive research design as a systematic, empirical inquiring into which the researcher does not have a direct control of independent variable as their manifestation has already occurred or because the inherently cannot manipulated. Descriptive studies are concerned with what, where and how of a phenomenon hence more placed to build a profile on that phenomenon (Mutua, 2010). The study all 310 staff of UNISO include 176 full time and part time lecturers, 67 supporting staff and 67 office holders. As per information obtained from progressive report term1, 2014-2015. A total of 76 staff was used as a sample size for the study.

4. Research Findings

4.1 Effects of transformational leadership style on UNISO employee performance.

The responses are represented by 1-5 as follows:

1-strongly disagree, 2-disagree, 3-not sure, 4-agree, 5-strongly agree the researcher used a descriptive analysis using mean and standard deviation. A mean value between 1 and 2.5 indicates that respondents disagree. A mean value of about 3 indicates that respondents were not sure, while a mean value greater than 3.5 implies that respondents agreed. Standard deviation shows how far the choices of the respondents deviated from the mean score, therefore the greater the value of the standard deviation, the greater the variation and the smaller the value, the closer the responses to the mean value.

The researcher sought to find out the effect of transformational leadership style on employee performance. Table 4.5 presents the level of agreement of UNISO staff how transformational leadership style affects on employee performance. The findings of the study revealed that respondents were not sure that they were optimistic about the future as indicated by a mean of 3.37 with a standard deviation of 1.355. 64% agreed that leaders seek different perspectives when solving problems as indicated by a mean 3.78 with a standard deviation of 1.040. 63% agreed that the leaders spend time teaching and coaching as indicated by a mean 3.66 with a standard deviation of 1.312. and the respondents were not sure that the leaders go beyond self-interest for the good of the group as indicated by a mean 3.42 with a standard deviation of 1.278. 67% agreed that the leaders consider the moral and ethical consequences of decisions as indicated by a mean 3.84 with a standard deviation of 1.020.

As per the findings of the research in regard to the effect of transformational style on employee performance, most of the respondents agreed, that implies that the transformational leadership style has positive impact on employee performance. In fact, all of transformational leadership behavior (individualized consideration, inspiration, intellectual stimulation and charisma) that provide high-performance and active leadership has positive and high impact on employee satisfaction and improvement of organization situation (Hoy & Miskel, 2008). Walumbwa, Avolio & Zhu (2008) expressed, transformational leadership correlated with subordinate skills with work worth to assess employees performance. They trained their workers, arranged meeting with their subordinates and take feedback from their subordinates and in end result employee productivity added. Firm mostly increase employee’s performance by giving empowerment to their team members (Ozaralli, 2002).

Table 4.1. transformational leadership style.

Statement	strongly disagree	disagree	not sure	agree	strongly agree	Mean	Std. Deviation
I talk optimistically about the future.	11.8	15.8	23.7	21.1	27.6	3.37	1.355
I seek differing perspectives when solving problems	2.6	9.2	23.7	36.8	27.6	3.78	1.040
I spend time teaching and coaching.	10.5	9.2	17.1	30.3	32.9	3.66	1.312
I go beyond self-interest for the good of the group.	10.5	14.5	19.7	32.9	22.4	3.42	1.278
I consider the moral and ethical consequences of decisions.	1.3	10.5	21.1	36.8	30.3	3.84	1.020

Table 4.2. Transactional leadership style

Statement	strongly disagree	disagree	not sure	Agree	strongly agree	Mean	Std. Deviation
I provide others with assistance in exchange for their efforts.	6.6	15.8	32.9	34.2	10.5	3.26	1.063
I discuss in specific terms who is responsible for achieving performance targets.	3.9	9.2	27.6	36.8	22.4	3.64	1.055
I express satisfaction when others meet expectations.	1.3	13.2	22.4	26.3	36.8	3.84	1.108
I express confidence that goals will be achieved.	5.3	9.2	17.1	26.3	42.1	3.91	1.202
I keep track of all mistakes	11.8	11.8	28.9	28.9	18.4	3.30	1.244

Effects of transactional leadership style on UNISO employee performance.

The researcher sought to find out the effect of transactional leadership style on employee performance. Table 4.6 presents the level of agreement of UNISO staff how transactional leadership style affects on employee performance. The findings of the study revealed that respondents were not sure that the leaders provide others with assistance in exchange for their efforts as indicated by a mean 3.26 with a standard deviation of 1.063. 59% agreed that the leaders discuss in specific terms who is responsible for achieving performance targets as indicated by a mean 3.64 with a standard deviation of 1.055. 63% agreed that the leader express satisfaction when others meet expectations as indicated by a mean 3.84 with a standard deviation of 1.108. 68% agreed that the leaders express confidence that goals will be achieved as indicated by a mean 3.91 with a standard deviation of 1.202. The findings indicated that respondents were not sure that the leaders keep track of all mistakes as indicated by a mean of 3.30 with a standard deviation of 1.244.

As per the findings of the research in regard to the effect of transactional leadership style on employee performance, most of the respondents agreed, it implies that transactional leadership style has positive impact on employee performance. Transactional leadership affects on employee performance. This is consistent with Burns in Bass (2005) that exchange relationship in transactional leadership, where subordinates are expected to offer a performance to leader, in this case the form of transaction, employer offers an abstract reward (trust, commitment and respect), and real rewards. It can be interpreted as fee or remuneration.

Transaction process between leaders and subordinates directed to produce a satisfactory performance. It is consistent with theory of Bass and Avolio (2003) which says that transactional leadership style affects on employee performance. Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment. Positive effect can occur when employees assess transactional leadership positively and a negative effect can occur if employee considers that transactional leadership styles cannot be trusted because they do not keep their promises, dishonest or not transparent. Study effect of transactional leadership on performance is conducted by Haryadi (2003), Andarika (2004), and Ahn et al. (2005) which explains that transactional leadership style has positive and significant effect on employee performance.

4.3 Effects of laissez-faire leadership style on UNISO employee performance.

The researcher sought to find out the effect of laissez-faire leadership style on employee performance. Table 4.7 presents the level of agreement of UNISO staff how laissez-faire leadership style affects on employee performance. The findings of the study revealed that respondents 59% disagreed that the leaders fail to interfere until problems become serious as indicated by a mean 2.33 with a standard deviation of 1.279. 50% of the respondents were not sure that the leaders avoid getting involved when important issues arise as indicated by a mean 2.55 with a standard deviation of 1.259. 56% disagreed that the leaders wait for things to go wrong before taking action as indicated by a mean 2.43 with a standard deviation of 1.543. 54% of the respondents were disagree that the leaders wait for things to go wrong before taking action as indicated by a mean 2.38 with a standard deviation of 1.395.

Table 4.3. Laissez-faire leadership style.

Statement	strongly disagree	disagree	not sure	Agree	strongly agree	Mean	Std. Deviation
I fail to interfere until problems become serious.	35.5	23.7	19.7	14.5	6.6	2.33	1.279
I avoid getting involved when important issues arise.	26.3	23.7	26.3	15.8	7.9	2.55	1.259
I wait for things to go wrong before taking action.	46.1	10.5	10.5	19.7	13.2	2.43	1.543
I avoid making decisions.	42.1	11.8	19.7	18.4	7.9	2.38	1.395
I delay responding to urgent questions	32.9	32.9	14.5	13.2	6.6	2.28	1.239

deviation of 1.395. While 66% were disagree that the leaders delay responding to urgent questions as indicated by a mean 2.28 with a standard deviation of 1.239.

As per the findings of the research in regard to the effect of laissez-faire leadership style on employee performance, most of the respondents disagreed, it implies that laissez-faire leadership style is not practiced in the University of Somalia (UNISO). And the most past studies found that the laissez-faire leadership style, according to Bass & Avolio (2003), is ineffective because, leaders that provide neither positive nor negative feedback, thus declining to offer personal interaction or direction tend to be ineffective. This type of leadership style is frustrating and less effective in many leadership situations. Its ineffectiveness can be attributed to the fact that it is a form of "hands off" – a management style that is fruitless in today's workplace. Managers today, in order to be effective, need to be hands-on in their approach by taking charge of situations and not leaving situations to chances.

4.4 Regression Analysis

4.4.1 Regression Model

Table 4.4 Model Summary

R	R Square	Adjusted Square	Sig. F Change
.526 ^a	.276	.246	.000

In order to test research questions, a standard multiple regression analysis was conducted using employee performance of UNISO as the dependent variable and the three effects of leadership styles on the employee performance of UNISO: transformational leadership style, transactional leadership style, and Laissez-faire leadership style as the predicting variables. Tables 4.5, 4.6 and 4.7 present the regression results. From the model summary in table 4.5, Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (UNISO Employee performance), that is explained by all the three independent variables (transformational leadership style, transactional leadership style, and laissez-faire leadership style). It is clear that the R² was 0.276 indicating that the combination of transformational leadership style, transactional leadership style, and Laissez-faire leadership style explained a 27.6% of variation in employee performance of Universities (UNISO) in Somalia. This therefore means that other factors not studied in this research contribute 72.4% of variance in the dependent variable. Therefore, further research should be undertaken to find out the effect of leadership styles on UNISO employee performance in Mogadishu.

4.4.2 Analysis of Variance

Table 4.5 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.381	3	3.794	9.167	.000 ^b
Residual	29.795	72	.414		
Total	41.176	75			

From the ANOVA table 4.9, we found that the population parameters had a significant that indicates the data is good for making prediction and conclusion on the population parameter, as P-value is less than 5%. The critical F at 5% level of significance was 2.734. Since F calculated (9.167) is greater than the critical F (2.734). This indicates the overall model was significant.

4.4.3 Multiple Regression Analysis

Table 4.6 Regression Coefficients

	B	Std. Error	Beta	t	Sig.
(Constant)	.402	.454		.884	.380
Transformational	.489	.155	.326	3.151	.002
Transactional	.216	.070	.318	3.075	.003
Laissez Faire	.294	.107	.278	2.742	.008

Table 4.10 summarizes the multiple regression analysis was used for transformational, transactional leadership and Laissez-faire leadership variables explaining employee performance with UNISO. The multiple regression equation was

$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$. And the multiple regression equation became

$$y = 0.402 + 0.489(\text{transfor}) + 0.216(\text{transact}) + 0.294(\text{lazier} - \text{fair})$$

As indicated in table 4.10, there was positive and significant effect of Transformational leadership style and employee performance of Universities in Somalia ($\beta=0.326$, $t=3.151$; $P<0.05$). there was positive and significant effect of Transactional leadership style and employee performance of Universities in Somalia ($\beta=0.318$, $t=3.075$; $P<0.05$). there was also positive and significant effect of Laissez Faire leadership style and employee performance of Universities in Somalia ($\beta=0.278$, $t=2.742$; $P<0.05$).

5. Conclusions

The data gathered and analyzed showed that the most employees at UNISO were male, and most of the employees were married, also the majority of them were young teenagers, and the data gathered illustrates that most of the employees were Masters degree holders among which the highest number were lecturers, and finally all UNISO employees have been working in the institution for a long time.

Since the three leadership styles (transformational, transactional and laissez-faire) that the researcher applied indicated that there is positive relationship with UNISO employee performance. Also the results showed that the transformational and transactional leadership styles had significant with employee performance in UNISO, and laissez-faire leadership style also had significant with employee performance, which can lead positive and negative impacts on University of Somalia.

The positive side is that it provides a positive effects on job satisfaction and results into enhancing their employees morals, and on the other hand it has negative impacts which may lead to an overall lack of control and guidelines over employees, it also avoids decision making and problem solving.

A prior study indicates that transformational and transactional leadership styles have great influence in employee performance and are the most effective leadership styles, and Laissez-faire has a weaker influence on employee performance and it is not very effective leadership style, but this study found out that Laissez-faire leadership style is effective leadership style and has the greatest influence on employee performance in UNISO.

6. Recommendation

1- This study was limited to the relationship between transformational, transactional and laissez-faire leadership styles, and employee performance in Universities in Somalia. In future studies, Visionary, Charismatic and pragmatic leadership should be added to the research questions.

2- As the study found that there is a weak positive relationship between the three styles and employee

performance in UNISO, and that indicates there may exist other variables which influence employee performance, so the researcher recommends that UNISO should launch another research to find those other variables.

3-As per findings indicate that there is a weak positive relationship between the three styles and employee performance in UNISO, so it is suggested that managers to be trained to use styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community, leadership training program is more important than ever. Bass and Avolio (2004) stated that transformational leadership should be taught to all people at all levels of the organization to have a positive impact on the overall performance.

4-Recommendation for further reseach

This study was conducted in University of Somalia. Therefore it is suggested that more reaseach could be conducted in other Universities in Magdishu and also from other regions in Somalia.

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