

Impact of Leadership Style on Employee Motivation Higher Educational Institution in Mogadishu – Somalia (Case Study Uniso)

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Abstract: *The main purpose of this study was the purpose of this study was to explore the leadership style of higher education institution Mogadishu on employee motivation. This study was to examine the effect of transactional leadership on employee motivation in the higher education institution in Mogadishu. To determine the effect of transformational leadership on employee motivation in the higher education institution in Mogadishu. A descriptive research design was adopted the population of this study comprised of all the employees of University of Somalia. The instrument was used is questionnaire. The research was analyzed using Statistical Package for Social Scientists (SPSS) version 20. Based on the findings, which was indicated by R-value of ($r=0.337$). Therefore $p < 0.05$ which indicates that there is significant relationship between Leadership style and employee motivation. The researcher recommends that the higher educational institutions can use both transformational and transactional leadership style according to the employee's behaviors in order to enhance organizational performance. The researcher recommended the higher educational institutions should provide training and give confidence the staffs to contribute their best to the purpose of the organization and motivate to provide higher level of performance. During conducting their search, the availability of data is very difficult and some institutions didn't agree to extend the knowledge through research, so researcher recommends reducing this getting data problem. The instrument used this study was questionnaire, the researcher recommended that using other instruments like interview in order to seek whether the result is going to be same or not.*

Keyword: Leadership, Transformational, Transactional, Employee motivation uniso

1. Introduction

Leadership style was emerged in 21th century and its roots in the beginning of civilizations. Egyptian rulers and Greek heroes have one thing in common --- leadership (Stone & Patterson, 2005). More than two thousand years ago, Plato, the great Greek philosopher, defined leadership as “guiding and influencing people to reach a specific purpose and the power to induce compliance” (HRDQ, 2010). Early organizations have authoritarian leaders who believed employees were intrinsically lazy and transitioned into way to make work environments more conducive to increase productivity rates.

Today, organizations are transforming into places where people are empowered, encouraged, and supported in their personal and professional growth throughout their careers. As the focus of leaders has changed over time, it has influenced and shaped the development and progression of leadership theory (Stone & Patterson, 2005).

The concept of Leadership is one of the most pressing issues and one of the least understood concepts in the corporate world. It passes several paradigm shifts and voluminous body of knowledge.

2. Objective

The study seeks to assess the role of impact of leadership style on employee motivation in Mogadishu higher educational institution objectives.

1) To examine the effect of transactional leadership on employee motivation in the higher education institution in Mogadishu.

2) To determine the effect of transformational leadership on employee motivation in the higher education institution in Mogadishu.

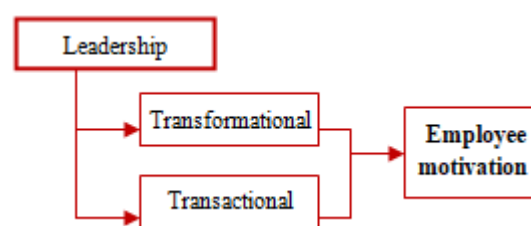
3. Review of Literature

Leadership styles can be seen as a succession of managerial attitudes, behaviours, characteristics and skills based on an individual and organizations' values, leadership interests and reliability of employees in different situations (Rad & Yarmohammadian, 2006: 13).

According to Yukl (2006) Leadership in the organization defined as "The process of influencing others to understand and agree what needed to be and the process of facilitating individual and collective efforts to accomplish shared objectives". Also various researchers such as Quinn, Sluss, Ashford, Shamir, and Eilam (as cited in Derue & Ashford, 2010), leadership can be possessed by people regardless of their formal role or position within an organization because it is formed through a situation where individuals mutually recognize the role relationship of leader and follower.

4. Theoretical and Conceptual Framework

A framework of how variables were being operational listed and related in the study;



5. Methodology

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economic in procedure (Kothari, 2004). Hence, in this study was performed through a descriptive research design. The researcher will use descriptive design to describe the demographic variables and research questions, in order to describe the impact of leadership style on employee motivation.

Table 1: Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.820	.817	4.41185

6. Conclusions

The result of the study indicated that there are major impacts of transformational leadership style and transactional leadership style on employee motivation. In other words, there is a strong influence of transformational leadership style have on employee motivation, while there is also same impact has the transactional leadership style on employee motivation.

That means the managements and staffs of higher educational institutions in Mogadishu Somalia are commonly accepted both transformational leadership style as well as transactional leadership style. Organizations have to build up strong culture in the organization for success. Various organizations are facing the problem of absenteeism, high employee turnover and reputation of the organization for qualified workforce which can be overcome through strong culture which reflects the employee values. Strong culture always represents and can be established by the leadership that increases the organizational commitment. Leader can control the employee with the planning and monitoring tools (dashboard) that also measure organizational culture. Leader can eliminate that uncertainty and improve their commitment through establishing organizational culture and employee values must be the main part of this culture.

7. Recommendations

After data are collected, discussed and concluded, the researchers of this study recommended the following:

- The researcher recommended that the higher educational institutions can use both transformational and transactional leadership style according to the employee's behaviors in order to enhance organizational performance.
- The researcher recommended the higher educational institutions should provide training and give confidence the staffs to contribute their best to the purpose of the organization and motivate to provide higher level of performance.
- During conducting their search, the availability of data is very difficult and some institutions didn't agree to extend the knowledge through research, so researcher recommends reducing this getting data problem.

- The instrument used this study was questionnaire, the researcher recommended that using other instruments like interview in order to seek whether the result is going to be same or not.

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