

EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE SOMALI NATIONAL CIVIL SERVICE COMMISSION

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Abstract: The general objective of the study was to assess the effect of leadership styles on employee performance in the Somali National Civil Service Commission. The specific objectives were to assess the effect of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership on employee performance in the Somali National Civil Service Commission. The study adopted a descriptive research design with target population of 50 respondents and a sample size of 44 respondents, primary and secondary data collection methods were used, stratified and random sampling methods were used, data collection instruments were closed questionnaires and lastly the data collected was analyzed quantitatively and qualitatively and presented in form of tables, frequencies, means and standard deviations using Statistical Package for Social Science (SPSS) software. Data was presented in tables and analyzed using mean scores, standard deviation, frequencies and percentages. From the study data analysis and interpretations, the following summary, conclusions and recommendations were drawn; transformational leadership, transactional leadership, laissez-faire leadership and servant leadership were found to play a big role in effect of leadership styles on employee performance in the Somali National Civil Service Commission. Thus the Somalia National Civil Service Commission should encourage the use of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership in employee performance in the Somali National Civil Service Commission so as to enable quality service delivery.

Keywords: leadership styles, employee performance, Somali National Civil Service Commission, transformational leadership, servant leadership.

1. INTRODUCTION

Background of the Study:

In the recent past leadership has emerged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually been replaced with the human resource management. This gives importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance (Ken & Heresy 2015). The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate in. Different leadership styles are used that befits employees, based on amount of directions, empowerment, and decision-making power. As a result, employee performance is affected due to lack of proper direction and application of strategic style in managing daily duties in any given organization.

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A study by shafie *et al.* (2013) explains that leadership in an organization is very key to the employees who are the main drivers of the organization. It is therefore important that employees are provided with the right direction and psychological satisfaction for the purpose of deriving results based on the assigned duties and responsibilities. The key role of leadership, is to enable an organization to realize its objectives, hence the failure or success of the organization is majorly determined by an effective leadership. Leadership style is described as consistent set of behavior or patterns which categorizes a leader in two ways which include being task oriented and structure oriented in relation to the behavior that is expected to be exhibited (Cuadrado *et al.*, 2007).

Cuadrado *et al.* (2007) described leadership style as consistent set of behaviors /patterns, proposing two dimensions in leaders behavior, structure initiation which includes task oriented leaders and consideration which includes relation oriented leaders. A study conducted in India by Raja and Palanichamy (2015) on a sample of employees from both private and public sector showed that employee performance is affected by the leadership style. From the findings it was evident that both transformational and transactional leadership showed a positive effect whereas the negative effect was reported on laissez-faire. Another study by Rasool *et al.* (2015) in a health sector in Pakistan found out that both transformational and transactional leadership styles affected employee performance but the effect is more pronounced in transformation leadership than in transactional leadership style.

Statement of the problem:

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organizations need strong leadership styles that stimulate the employee performance. These problems happen due to lack of strategic interventions of specific leadership styles to the particular situations to predict problem at hand. These problems continuously affect employee performance. That's why the study investigates the best leadership style that stimulates performance of employees

Public service in the first and second post independent Somali was characterized by laissez-faire leadership. The leaders diligently pursued capacity building for indigenous Somalis to take over roles from the British and Italian transitional authorities. During the Barre regime, public service adopted socialist management style. Prior to the conflict time, the Barre regime nurtured bureaucratic public service. Additionally, the public service inherited heterogeneous British and Italian administrative structures further compounding seamless civil service administration. On the other hand, the post-conflict public service in the country envisions public service reforms with attempts to make it efficient and customer-centric. Helping the current system to work, through clear and transparent partnership between different levels of government with genuine community involvement is a major challenge for public service administrators and development partners. The National Civil Service Commission (NCSC) has an obligation to promote measures that would ensure effective and efficient performance within the Civil Service and to promote values and principles of public administration throughout the Public Service.

NCSC leadership identified that there is a gap of the lack of leadership development programs, lack of qualified and experience public sector managers in Somalia, lack of clear-cut institutional arrangement, lack of records and institutional memory. Currently, the FGS civil service has no performance management framework to reward civil servants who meet institutional objectives, identify objectives not met and to develop action plans for the future. The FGS Civil Service Law as amended (2006) remains obsolete in promoting good HR practices including competitive hiring, merit and performance. Rebuilding the civil service is a priority for the Federal Government of Somalia evidenced by the Somalia National Development Plan (2017 – 2019) that emphasizes performance evaluation. This study seeks to establish the role of leadership style in employee job performance in the public service at National Civil Service Commission (NCSC).

Research Objectives:

This study was guided by both general and specific objectives.

General Objective:

The general objective of this study was to assess the effect of leadership styles on employee performance in the Somali National Civil Service Commission.

Specific Objectives:

- 1) To determine the effect of transformational leadership on employee performance in the Somali National Civil Service Commission.
- 2) To find out the effect of transactional leadership on employee performance in the Somali National Civil Service Commission.
- 3) To examine the effect of laissez-faire leadership on employee performance in the Somali National Civil Service Commission.
- 4) To assess the effect of servant leadership on employee in the Somali National Civil Service Commission.

Research Hypothesis

- 1) HO₁: Transformational leadership has no significant effect on employee performance in the Somali national civil service.
- 2) HO₂: Transactional leadership has no significant effect on employee performance in the Somali national civil service.
- 3) HO₃: Laissez-faire leadership has no significant effect on employee performance in the Somali national civil service.
- 4) HO₄: Servant leadership has no significant effect on employee performance in the Somali national civil service.

2. LITERATURE REVIEW

Transformational Leadership:

Transformational leadership is normally a type of leadership style that is identified with personality rather than function whereby the leaders are prone to share their goals with their followers. Transformational leaders challenge most of their followers' creativity in solving any problem and this normally enhanced through training and mentoring (Cavazotte, Moreno, & Bernardo, 2013).

A study in Australia by Samad, Reaburn, Davis, and Ahmed (2015) on employees well-being, found out that transformational leadership was significantly related to employee wellbeing. The wellbeing of the employees was identified with the outcomes such as job satisfaction, employee commitment, motivation and turnover. Paracha et al. (2012) conducted a survey in Pakistan to determine whether transformational and transactional leadership can influence organizational performance. From this survey Paracha et al. (2012) highlights that there is a positive relationship between transformational leadership and employee performance. This is probably because transformational leaders help individuals transcend their self-interest for the sake of the larger vision of the organization; hence, organizations should carefully analyze the kind of style they adopt if they want to increase employee performance. A study carried out in Vietnam by Nguyen (2014) suggest that transformational leaders exert individualized behaviors on employees such as team building activities and recreational activities that help boost understanding between the leader and subordinates which in turn results in improved employee job performance. Another study by Vera and Crossman (2014) showed that behavior of transformational leaders had a considerable effect on employees' task performance. They argue that transformational leaders deploy intellectual stimulation to encourage subordinates to handle problems in multiple ways which may help them outperform their competitors (Voon *et al.*, 2011).

Similarly, a study by Nemanich and Keller (2007) showed that the behaviors of transformational leaders had a positive relationship with acceptance and acquisition of supervisor-rated performance. One characteristic of transformational leader is that they are able to appeal to subordinates logic; therefore employees can be challenged to think creatively. As a result employees develop strong emotional ties to their managers and feel that their opinions matter and are thus able to positively respond to manager's demand and produce favorable outcomes. In Somalia Ali et al. (2013) conducted a study in Mogadishu on the effect of leadership styles on lecture's performance in three universities, from the findings it was found out that there was a significant relationship between transformational leadership and job satisfaction of the lecturers as well as their overall performance. A strong relationship was also identified between transformational relationships in comparison to transactional leadership styles, therefore it is evident that transformational leadership has a great impact in institutions of higher learning in Somalia.

Transactional Leadership:

Transactional leadership is normally based on contractual obligations of an individual in exchange for instrumental rewards (such as financial payment), and constant monitoring of performance in terms of compliance with organizational standards (Bodla *et al.*, 2012). A study by Abdul and Javed (2012), found out that transactional leadership serves the equilibrium relating to costs and benefits. This type of leadership was identified with leaders mutually agreeing on the system relating to punishment and rewards by the leaders to the followers. In South Africa a study carried out by Garg and Ramjee (2013) on the effect of leadership style on employee commitment in a parastatals found out transactional leadership behaviors had a positive relationship with normative commitment, this implied that leaders involved the clarification of vision and objectives to followers who were motivated to work.

Ersari and Naktiyok (2014) asserts that both transformational and transactional leadership styles exert positive effect on organizational performance and overall level of organizational innovation, however, the significance of these two leadership styles' effects was different whereby transactional showed positive, but not meaningful relationship, while transformational leadership showed strong positive relationship beyond the effects of transactional leadership. This indicates that transactional leadership style has a great effect on employee performance. A study carried out by Knipperberg *et al.* (2009) found out that transactional leadership has inconsistent results despite the fact that certain moderators are put in place to accelerate employee performance. This indicates that the results derived from transactional leadership style should be analyzed carefully to come up with appropriate results

Laissez-faire Leadership:

Under this type of leadership according to Kumar (2015) maximum freedom is allowed to subordinates. They are given free hand in deciding their own policies and methods and to make independent decisions. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. This study aimed at investigating further how laissez-faire may contribute to employee performance. Contingent Rewards: Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates. Active Management by Exception: Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes. Passive Management by Exception: Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.

In Nigeria, Babalola (2016) conducted a study on the influence of leadership style on employee's job performance in the Nigerian media industry, from the findings, it was concluded that the supervisor- subordinate relationship and laissez-faire leadership style had a significant influence on organizational commitment coupled by job satisfaction which contributed to employee performance. This therefore had an implication that laissez-faire leadership style has a significant influence on employee performance in the media industry in Nigeria.

A study conducted in Kenya by Koech & Namusonge (2012) on effect of leadership styles on organizational performance focusing on third middle and senior managers in state-owned corporation in Kenya. From the findings it was concluded that there were no significant relationships between laissez-faire leadership style and employee performance. Therefore it is evident that this type of leadership style is not normally implemented in the State Owned Corporation in Kenya.

In Mogadishu, Somalia Abdulkadir & Ali (2015) carried out a study on the impact of leadership style on teacher satisfaction in secondary schools in Mogadishu ,from the analysis carried out, it was concluded that laissez-faire leadership style had a great impact on employee satisfaction in comparison to transformational and transactional leadership styles. This leadership style was reported to enable the teachers to make decisions regarding their own work as well as space and time to work.

Servant Leadership:

Servant leadership is a realistic philosophy of leadership that encourages teamwork, advances services and develops trust, willingness to listen to others and their future orientation on the expected work performance (Rimes, 2011). This type of

leadership involves leading others meaningfully through service and guidance to enable them to achieve the expected goals that are expected by a particular organization or individuals.

Daft (2013) identified servant leadership with leader's self-interest to serve others and organizations at two levels: which include fulfilling the goals and needs of the subordinate and also to realize long term goals of the organization. The servant leaders are also recognized with sharing many resources and things which include: power, ideas, information, recognition, praise for achievement and even money.

A study carried out in Pakistan by Muhammad et al (2016) on the impact of servant leadership on job satisfaction relating to faculty members of Peshawar universities; found out that servant leadership had a positive relation with the employee's job satisfaction. This implies that servant relations contributes to job satisfaction of employees in institutions of higher learning in Pakistan. Another study carried out in Iran by Izadi (2012) on the servant leadership style on nurses in Tounekabon Shahid Rajaei Hospitals, Imam Sajad and Ahmadnejad concluded that servant leadership had salient performance on nurses. This indicates that the medical institutions in Iran embrace servant leadership in serving the patients in with all the characteristics of empathy and stewardship.

Employee Performance:

The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) defined employee performance as the attained outcomes of actions with skills of employees who are competent in delivery of the organizational goals and objectives. Therefore it is very important to measure the value that is derived from the different leadership styles to ensure effective delivery of services by the employees at the Somali National Civil Service Commission.

3. RESEARCH METHODOLOGY

Research Design:

This study adopted a descriptive survey method, in which both qualitative and quantitative approaches were used. Qualitative analysis was used in behavioral skills, personal attributes and quality data that could not be quantified while quantitative approach was used in the numerical data that can be easily measured. Descriptive studies- cross-sectional are more formalized and typically structured with clearly stated investigative questions (Vyas & Bapat, 2011). This study design was used because it is the most commonly used research method in social research. It serves a variety of research objectives such as descriptions of phenomenon or characteristics associated with a subject population, estimates the proportion of a population that have this characteristics and discovery of associations among different variables. This was used to find out the factors influencing governance in Somalia public service.

Target Population:

The target population contains members of a group that a researcher will study. The target population of this study was 50 management staff working in Somali National Civil Service Commission and working at the Head Quarter of the Commission in Mogadishu City. This population was chosen since the people in the management are involved in the day to day running of the commission's administration and thus well conversant with the information required in the study.

A sampling frame is a list of all the items in your population. It's a complete list of everyone or everything you want to study. It contains the names of all items of a universe. The sampling frame involved study members from the Somali National Civil Service Commission.

Sample Size:

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Bryman & Bell, 2015). The total sample size for this study was obtained using the formulae developed by Cooper and Schinder, (2013) together with (Kothari, 2014). The sample size was 44.

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$$n = N / 1 + N (\alpha)^2$$

Where: n= the sample size,

N= the sample frame (population)

α = the margin of error (0.05%).

$$n = 50 / 1 + 50(0.05)^2 = 44$$

Sampling Technique:

Stratified random sampling design was used in the study. Kombo and Tromps (2006) points out that it involved dividing ones' population into homogenous sub groups and then taking a simple random sample in each sub group. The stratified random sampling method was best suited in this research because the population consisted of different people who work in different sections in the commission. This method was appropriate because it was able to represent not only the overall population but also the key sub groups at the populations. The general procedure for taking a stratified sample was to stratify population, defining a number of separate partitions using sample size, and then the research combined the results to obtain the required stratified sample. The sample was therefore drawn from each stratum from which respondents' were selected.

Data Collection Instruments:

This section outlined the methods that were used to collect primary data which was a questionnaire. It also indicated the method that was used to collect secondary data for the study.

Primary Data:

The primary research data was collected using a semi-structured questionnaire. Items in the questionnaire was arranged in a logical sequence according to the themes being studied and items that would elicit similar responses being grouped together. The questionnaire had both closed and open-ended, predetermined and standardized set of questions. These closed-ended questions were adopted since they are easier to analyze as they are in an immediate usable form, are easier to administer and are economical to use in terms of time and money (Kothari, 2014). The open ended questions gave the respondents complete freedom of response in one's own words. The researcher hopes to access greater depth of responses from these open-ended questions since the respondents' responses could give an insight into their feelings, background, hidden motivation, interests and decisions (Bryman and Bell, 2015).

Secondary Data:

Secondary data was obtained from literature sources through review of published literature such as journals, articles, published theses and text books. The researcher made use of secondary data from the education sector. These sources were reviewed to give insight in the search for the primary information.

Data Collection Procedure:

The data collection instrument in this study was a questionnaire. The research instrument were conveyed to the respondents through the drop and pick technique. The researcher approached each respondent, introduced himself to the respondents by explaining to them the nature and purpose of the study and then will leave the questionnaires with the respondents for completion and picked later within three days. Before the questionnaire is given out, the researcher had to seek for authorization from Somali National Civil Service Commission to collect data. A covering letter explaining the objectives of the study and assuring the respondents' confidentiality and asking them to participate in the study accompanied the questionnaire. Respondents were asked to willingly participate in the survey and give the data. Respondents were required to fill the questionnaires that included responses on measurement of sustainable performance as well as the demographic information.

Pilot Testing:

Cooper and Schindler (2013) indicates that a pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. Pilot testing provides an opportunity to detect and remedy a wide range of potential problems with an instrument. By conducting a pilot testing it ensures that appropriate questions

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are asked, the right data is collected, and the data collection methods works. A pilot study was undertaken on 5 respondents to test the reliability and validity of the questionnaire. The rule of the thumb is that 1% of the sample should constitute the pilot test (Cooper & Schindler, 2013; Creswell, 2013). The proposed pilot test was within the recommendation.

Reliability:

Testing of the reliability of the scale is very important as it shows the extent to which a scale produces consistent results if measurements are made repeatedly. This was done by determining the association between scores obtained from different administrations of the scale. If the association was high, the scale yielded consistent results, thus it was reliable. Cronbach's alpha was used to determine the internal reliability of the questionnaire that was used in this study. Values ranged between 0 and 1.0; while 1.0 indicated perfect reliability, the value 0.70 was deemed to be the lower level of acceptability (Hair, Black, Barry, Anderson, & Tatham, 2006).

Validity:

Validity is the degree to which results obtained for the analysis of the data actually represent the phenomena under study. It indicates how accurate the data obtained in the study represent the variables of the study (Mugenda & Mugenda, 2009). The researcher used the most common internal consistency measure known as KMO Bartlett's test. It may be mentioned that its value varies from 0 to 1 but, satisfactorily value is required to be more than 0.6 for the scale to be reliable (Bryman & Bell, 2015). The recommended value of 0.7 is the cut off of reliability.

Data Processing, Analysis and Presentation:

Kothari and Gang, (2014) argue that data collected has to be processed, analyzed and presented in accordance with the outlines laid down for the purpose at the time of developing the research plan. Data analysis involves the transformation of data into meaningful information for decision making. It involved editing, error correction, rectification of omission and finally putting together or consolidating information gathered. The collected data was analyzed quantitatively and qualitatively. Descriptive and inferential statistics was done using SPSS version 22 and specifically multiple regression model was applied. Set of data was described using percentage, mean standard deviation and coefficient of variation and presented using tables, charts and graphs. Fraenkel and Wallen, (2014) argue that regression is the working out of a statistical relationship between one or more variables. The researcher used a multiple regression analysis to show the influence of the independent variables on the dependent variables.

The multiple regression equation was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = Represents the dependent variable, Employee Performance

β_0 = Intercept of regression line

$\beta_1 - \beta_4$ = Partial regression coefficient of the Independent Variables

X_1 = Transformational Leadership

X_2 = Transactional Leadership

X_3 = Laissez-faire Leadership

X_4 = Servant Leadership

ε = error term or stochastic term.

4. DATA ANALYSIS RESULTS AND DISCUSSIONS

Response Rate:

The study targeted 44 management staff working in Somali National Civil Service Commission and working at the head quarter of the commission in Mogadishu city. From the study all the 44 sample respondents filled-in and returned the questionnaires making a response rate of 100% because the questionnaire was self-administered as per Table 4.1 below.

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According to Kothari and Gang, (2014) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate was adequate for analysis and reporting.

Table 4.1: Questionnaire Response Rate

	Frequency	Percentage
Response	44	100
TOTAL	44	100

Validity Analysis:

Factor analysis was used to check validity of the constructs. Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) & Bartlett's Test of Sphericity is a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accepted index is over 0.5. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. For Factor Analysis to be recommended suitable, the Bartlett's Test of Sphericity must be less than 0.05.

The study applied the KMO measures of sampling adequacy and Bartlett's test of sphericity to test whether the relationship among the variables has been significant or not as shown in below in table 4.2. Factor 1 was based on five items that represented transformational leadership; Factor 2 was based on five items that represented transactional leadership, Factor 3 was based on five items that represented laissez-faire leadership, Factor 4 was based on five items that represented servant leadership. The Kaiser-Meyer-Olkin measures of sampling adequacy shows the value of test statistic as 0.679, which is greater than 0.5 hence an acceptable index. While Bartlett's test of sphericity shows the value of test statistic as 0.000 which is less than 0.05 acceptable indexes. This result indicates a highly significant relationship among variables.

Table 4.2: KMO & Bartlett Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	39.015
	df	10
	Sig.	.000

Reliability Analysis:

Prior to the actual study, a pilot study was carried out to pre-test the validity and reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results on reliability of the research instruments are presented in Table 4.3.

Table 4.3: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items	Remarks
Transformational Leadership	0.787	5	Accepted
Transactional Leadership	0.809	5	Accepted
Laissez-faire Leadership	0.777	5	Accepted
Servant Leadership	0.981	5	Accepted
Employee Performance	0.891	5	Accepted

The overall Cronbach's alpha for the four categories which is 0.849. The findings of the pilot study showed that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Bryman and Bell, 2015).

Correlation Analysis:

To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

Coefficient of Correlation:

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Employee Performance) and the independent variables (Transformational Leadership, Transactional Leadership, Laissez-faire Leadership and Servant Leadership). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari and Gang, 2014).

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson’s coefficient of correlation (r). This is as shown in Table 4.4 below. According to the findings, it was clear that there was a positive correlation between the independent variables, Transformational Leadership, Transactional Leadership, Laissez-faire Leadership and Servant Leadership and the dependent variable Employee Performance. The analysis indicates the coefficient of correlation, r equal to 0.385, 0.420, 0.779 and 0.459 for Transformational Leadership, Transactional Leadership, Laissez-faire Leadership and Servant Leadership respectively. This indicates positive relationship between the independent variable namely Transformational Leadership, Transactional Leadership, Laissez-faire Leadership and Servant Leadership and the dependent variable Employee Performance.

Table 4.4: Pearson Correlation

Correlations					
	Employee performance	Transformational leadership	Transactional leadership	Laissez-faire leadership	Servant leadership
Employee performance	1				
	44				
Transformational leadership	.385**	1			
	.010				
Transactional leadership	.420**	.357*	1		
	.005	.017			
Laissez-faire leadership	.779**	.276	.243	1	
	.000	.070	.112		
Servant leadership	.459**	.186	.698**	.358*	1
	.002	.227	.000	.017	
	44	44	44	44	44

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Coefficient of Determination (R²)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (Transformational Leadership, Transactional Leadership, Laissez-faire Leadership and Servant Leadership), and the dependent variable (Employee Performance).

Table 4.5: Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.646	2.39230

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), Servant leadership, Transformational leadership, Laissez-faire leadership, Transactional leadership

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The model explains 67.9% of the variance (Adjusted R Square = 0.646) on employee performance. Clearly, there are factors other than the four proposed in this model which can be used to predict employee performance. However, this is still a good model as Cooper and Schinder, (2013) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research.

This means that 67.9% of the relationship is explained by the identified four factors namely transformational leadership, transactional leadership, laissez-faire leadership and servant leadership. The rest 32.1% is explained by other factors in the employee performance not studied in this research. In summary the four factors studied namely transformational leadership, transactional leadership, laissez-faire leadership and servant leadership determines 67.9% of the relationship while the rest 32.1% is explained or determined by other factors.

Regression Analysis:

Analysis of Variance (ANOVA):

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model is as per Table 4.6 below with P-value of 0.000 which is less than 0.05. This indicates that the regression model is statistically significant in predicting factors of employee performance. Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 20.616$, $p = 0.001$.

Table 4.6: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	471.958	4	117.990	20.616	.000 ^b
	Residual	223.201	39	5.723		
	Total	695.159	43			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Servant leadership, Transformational leadership, Laissez-faire leadership, Transactional leadership						

Multiple Regression:

Table 4.7: Multiple Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.009	6.276		2.479	.001
	Transformational leadership	.267	.208	.129	2.282	.000
	Transactional leadership	.227	.209	.146	3.087	.003
	Laissez-faire leadership	.785	.116	.675	6.739	.000
	Servant leadership	.134	.196	.091	2.683	.002
a. Dependent Variable: Employee performance						

The regression equation was:

$$Y = 3.009 + 0.267X_1 + 0.227X_2 + 0.785X_3 + 0.134X_4$$

Where;

Y = the dependent variable (Employee Performance)

X₁ = Transformational Leadership

X₂ = Transactional Leadership

X₃ = Laissez-faire Leadership

X₄ = Servant Leadership

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The regression equation above has established that taking all factors into account (transformational leadership, transactional leadership, laissez-faire leadership and servant leadership) constant at zero employee performance was 3.009. The findings presented also shows that taking all other independent variables at zero, a unit increase in transformational leadership will lead to a 0.267 increase in the scores of employee performance; a unit increase in transactional leadership will lead to a 0.227 increase in employee performance; a unit increase in laissez-faire leadership will lead to a 0.785 increase in the scores of employee performance ; a unit increase in servant leadership will lead to a 0.134 increase in the score of employee performance. This therefore implies that all the four variables have a positive relationship with laissez-faire leadership contributing most to the dependent variable.

From the table we can see that the predictor variables of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership got variable coefficients statistically significant since their p-values are less than the common alpha level of 0.05.

Table 4.8: Hypotheses Testing

Research Hypothesis	β	t	Sig	Comments
HO ₁ : Transformational leadership has no significant effect on employee performance in the Somali national civil service	.129	2.282	.000	Reject HO ₁
HO ₂ : Transactional leadership has no significant effect on employee performance in the Somali national civil service	.146	3.087	.003	Reject HO ₂
HO ₃ : Laissez-faire leadership has no significant effect on employee performance in the Somali national civil service	.675	6.739	.000	Reject HO ₃
HO ₄ : Servant leadership has no significant effect on employee performance in the Somali national civil service.	.091	2.683	.002	Reject HO ₄

5. SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

Summary of the findings:

The objective of this study was to assess the effect of leadership styles on employee performance in the Somali National Civil Service Commission. The study was conducted on the 44 employees that constituted the sample size. To collect data the researcher used a structured questionnaire that was personally administered to the respondents. The questionnaire constituted 28 items. The respondents were management employees of Somali National Civil Service Commission. In this study, data was analyzed using frequencies, mean scores, standard deviations, percentage, and correlation and regression analysis. From the study findings, there were more degree holders respondents having a working experience of between 6-10 years and an age bracket of between 36-49 years. The study showed that there was a positive correlation between independent variable and dependent variable. The goodness of fit was 67.9%.

Effect of Transformational Leadership on Employee Performance:

The study established that transformational leadership through idealized influence, inspirational motivation, intellectual stimulation and individualized consideration help administer employee performance in the Somali National Civil Service Commission. Further the study established that transformational leadership reduces poor employee performance hence helping the Somali National Civil Service Commission to have high performing employees. The study results in general showed that there was a statistically significant effect of transformational leadership on employee performance in Somali National Civil Service Commission.

The study established that transactional leadership through contingent rewards, management by exception (active) and management by exception (passive) help administer employee performance in the Somali National Civil Service Commission. Further the study established that transactional leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance .The study results in general showed that there was a statistically significant effect of transactional leadership on employee performance in Somali National Civil Service Commission.

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The study established that laissez-faire leadership through minimal supervision of employees, employee freedom on decision making, employee freedom on problem solving and low level input by the leaders help administer employee performance in the Somali National Civil Service Commission. Further the study established that laissez-faire leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance. The study results in general showed that there was a statistically significant effect of laissez-faire leadership on employee performance in Somali National Civil Service Commission.

The study established that servant leadership through communication to employees, commitment of employee growth, creation of awareness by leaders, stewardship, persuasion of employees and empathy leaders help administer employee performance in the Somali National Civil Service Commission. Further the study established that servant leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance. The study results in general showed that there was a statistically significant effect of servant leadership on employee performance in Somali National Civil Service Commission.

Conclusion:**The study concluded the following:**

The study concluded that transformational leadership through idealized influence, inspirational motivation, intellectual stimulation and individualized consideration help administer employee performance in the Somali National Civil Service Commission. Further the study concluded that transformational leadership reduces poor employee performance hence helping the Somali National Civil Service Commission to have high performing employees. The study results in general concluded that there was a statistically significant effect of transformational leadership on employee performance in Somali National Civil Service Commission.

The study concluded that transactional leadership through contingent rewards, management by exception (active) and management by exception (passive) help administer employee performance in the Somali National Civil Service Commission. Further the study concluded that transactional leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance. The study results in general concluded that there was a statistically significant effect of transactional leadership on employee performance in Somali National Civil Service Commission.

The study concluded that laissez-faire leadership through minimal supervision of employees, employee freedom on decision making, employee freedom on problem solving and low level input by the leaders help administer employee performance in the Somali National Civil Service Commission. Further the study concluded that laissez-faire leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance. The study results in general concluded that there was a statistically significant effect of laissez-faire leadership on employee performance in Somali National Civil Service Commission.

The study concluded that servant leadership through communication to employees, commitment of employee growth, creation of awareness by leaders, stewardship, persuasion of employees and empathy leaders help administer employee performance in the Somali National Civil Service Commission. Further the study concluded that servant leadership enhances employee performance hence helping the Somali National Civil Service Commission to have high productivity in terms of employee performance. The study results in general concluded that there was a statistically significant effect of servant leadership on employee performance in Somali National Civil Service Commission.

Recommendation:**The study recommended the following:**

1. That the Somalia National Civil Service Commission should adopt transformational leadership policies such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration so as to enhance employee performance in Somali National Civil Service Commission.
2. That the Somalia National Civil Service Commission should encourage transactional leadership by investing heavily on contingent rewards, management by exception(active)and management by exception (passive) so as to enhance employee performance in Somali National Civil Service Commission.

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3. That the Somalia National Civil Service Commission should adopt laissez-faire leadership policies such as minimal supervision of employees, employee freedom on decision making, employee freedom on problem solving and low level of input by the leaders so as to enhance employee performance in Somali National Civil Service Commission..
4. That the Somalia National Civil Service Commission should adopt servant leadership policies such as communication to employees, commitment of employee growth, creation of awareness by leaders, stewardship, persuasion of employees and empathy leaders so as to enhance employee performance in Somali National Civil Service Commission.

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