

## THE EFFECT OF LEADERSHIP BEHAVIOURS ON STAFF PERFORMANCE IN SOMALIA

Abdikarin Sheikh Abdulahi Ali<sup>1</sup>, Hussein Osman Elmi<sup>2</sup>, Ali Ibrahim Mohamed<sup>3</sup>

Faculty of Business and Accountancy, Simad University,  
SOMALIA.

<sup>1</sup> [Cabdikarim9@hotmail.com](mailto:Cabdikarim9@hotmail.com), <sup>2</sup> [Xuska009@hotmail.com](mailto:Xuska009@hotmail.com), <sup>3</sup> [Alidugaa195@hotmail.com](mailto:Alidugaa195@hotmail.com)

### ABSTRACT

*This study was designed to investigate the relationship between leadership behaviour and employee performance in Mogadishu. Emphasis was put on trying to establish the relationship between leadership behaviour and employee performance in Mogadishu-Somalia. The study employed the use of both descriptive and correlation research design to establish the nature of the relationships. To analyze the data, the spearman correlation statistical tool was used with the aim of establishing the relationship between above variables. This formed the basis of the detailed analysis, conclusions and recommendations. The findings revealed the existence statistically significant has a positive relationship between leadership behaviour and employee performance, the study also indicate that there is a statistically significant moderate positive relationship between leadership behaviour and employee performance. The basis of the findings, the researchers made the following conclusions. Telecommunication companies should provide good leadership behaviour to their employee that will improve performance of employee. Telecommunication companies should provide the performance appraisal of their employees that based on their system of their promotion to better satisfactory. Telecommunication companies should promote their employee performance in order to satisfy it. Finally, telecommunication companies should supposed to not only think about resource or money but take into account that there are other factors that can effects their employee performance. Further research on human capital and employee performance.*

**Keywords:** Leadership behaviour, abilities, skills, Performance and organizational goals

### INTRODUCTION

The business environment is changing completely as a result of major societal forces. Technological advances, globalization, deregulation, consumer awareness and the competition are discharge their duty on organizational performances and creating new behaviours and challenges. Although many factors may influence the performance of an organization, there can be little doubt that the quality of leadership available to it will be one of the most critical determinants of ultimate success. Leadership behaviour plays a very important role in enhancing employee job satisfaction, work motivation and work performance. Good leadership behaviour accelerates the development of most organizations.

Therefore, plays a critical role in the performance of organizations. 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 analyzed 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. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000).

In the US businesses (Bass and Avolio 1989), managers still exhibit it in varying amounts (Bass 1990a). Prior research has found that *laissez-faire* leadership has an adverse effect on work-related outcomes of employees (Bass 1990; Yammarino and Bass, 1990). Most of the extant leadership research is based on data collected in the North American context (Northouse, 1997).

Regarding leadership styles of German managers, Kuchinke (1999), in his comparison of US and German telecommunications. Employees, has found that the US respondents ranked higher than Germans on two dimensions of transformational leadership (charisma and inspirational motivation).

In the context of Africa, It is recognized that leadership, especially in Africa, is difficult and management systems appear currently to be mainly results and control oriented with some country differences. Democratic Republic of Congo is more control oriented. Mozambique, Rwanda, Burkina Faso and Botswana are more people (normative) oriented. According to Mazrui (2007), 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 (Rotberg, 2004).

Employees are the most important assets in organizations, which without, the goals and objectives may not be attained. 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 leads to increased employees' job performance (Toor & Ofori, 2009).

In Somalia, there is no center of research; therefore researchers have no evidence in the literature with regard to study the effect of leadership behaviour on employee performance. Thus, this current study examines the effect of leadership behaviour on employee performance. Theories of much leadership have been proposed in the last fifty years, which are claimed to have influenced the overall efficiency of the organizations where they have been employed.

In the competitive world with technological changes within the business environment, it is very important that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Maritz, 1995; Bass, 1997). And also theoretically, there are three basic ways to explain how people become leaders: the trait leadership theory, the great event theory and the process leadership theory (Bass, 1990).

Trait theory is a situation where some personality traits may lead people naturally into leadership roles. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person; this is the Great Events Theory. The process theory is a situation when leadership skills are learnt.

Leadership can be defined as a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007). However, good leaders must understand that positive relationships with all organizational stakeholders are the gold standard for all organizational efforts. Good quality relationships built on respect and trust are the most important determinants of organizational success. As the performance of an organization is dependent on the quality of the workforce at all levels of the organization it is essential to discuss the concept of individual performance (Temple, 2002).

According to Millcorvich and Bondream (1997) 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 (Mwita, 2000). In this study researchers will use the definition of Millcorvich and Bondream (1997) define employee performance as the degree to which employees accomplish work requirements because it is more generalized or appropriate than other definitions.

Since, there is a need to enhance employee's performance; this study investigates the effect of leadership behaviour on the employee's performance.

Many leadership theories have been proposed in the last fifty years, which are claimed to have influenced the overall effectiveness of the organizations where they have been employed. In the competitive world with technological changes within the business environment, it is vital that organizations employ leadership behaviour that enables organizations to survive in a dynamic environment (Maritz, 1995; Bass, 1997). Leadership behaviour plays a very important role in enhancing employee job satisfaction, work motivation and work performance.

According to the researcher's knowledge awareness, it seems that the most organizations in Mogadishu, their work schedules are task-focused and routine, with no flexibility, and yet decisions and policies are imposed on subordinates. Since there is a need to enhance employee's performance, this study investigates the effect of leadership behaviour on the employee's performance. this study has three objectives which are:

1. To identify the effects of leadership behaviour on employees performance.
2. To identify the relationship between leadership behaviours and employee performance.

### **Definition of Leadership Behaviour and Employee Performance**

Stodgill (1948) defined leadership as "the process of influencing the activities of an organized group towards goal setting and goal accomplishment". This definition is much broader than previously cited definitions for, in addition to mentioning the importance of goal and group; it takes into account the relevance of goal setting as well as accomplishment.

The traditional perspectives of leadership perceive the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson et, al., 1998). In addition to that, the old leadership perspectives are based on leader's role as formulating goals, and ensuring their efficient accomplishment.

Mcswain (2010), of Lincoln University also defines leadership as a capacity, which implies that, the capacity of a leader is to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision making, and to articulate their own values and visions clearly but not to impose them. Furthermore, Schermerhorn, Hunt and Osborn (2000) define leadership as a case of interpersonal influence that get individuals, or groups of people to do what the leader wants to be done.

However, Maxwell (1999) has a different opinion; he argues that the leader's attention is on what he/she can put into people rather than what he/she can get out of them, so as to build the kind of relationship that promotes and increase productivity in the organization. For example, Jaques and Clement (1991) define leadership as a process in which an individual sets

direction for other people and carries them along in that direction with competence and productivity. This approach emphasis is on transformation that brings positive change in the organization, groups, interpersonal relationships and the environment.

An organization is judged by its performance. For more than a decade, organizational environments have experienced radical changes. As a result of greater competition in the global marketplace the majority of organizations have greatly streamlined their operations (Collis and Montgomery, 1995). The performance measurement system employed in an organization must therefore measure the performance of all assets including the human ones. The Balance Score card of Kaplan and Norton (1996) is a mechanism, which provides a holistic measure of organizational performance.

As the performance of an organization is dependent on the quality of the workforce at all levels of the organization (Temple, 2002), it is essential to discuss the concept of individual performance. Millcorvich and Bondream (1997) define employee performance as the degree to which employees accomplish work requirements. To them employee performance in effect reflects the efficiency of the organization.

### **The Relationship between Leadership Behaviour and Employee Performance**

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership (Wall, Solum and Sobol, et al, 1996). Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999). Effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999).

### **The Effects of Leadership Behaviour on Employees Performance**

According to Tandoh (2011) study found that if a job-centred style or behaviour is exhibited by leaders or managers is limited and that this style has positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. However, it is also observed that there is very little or minimal employee-centred style of leadership exhibited and this negatively impacts performance. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centred style corroborates.

## **THEORETICAL AND CONCEPTUAL FRAME WORK**

The great man theory is based on the idea that leaders are born with innate, unexplainable leadership skills, which cause other people to see them as heroes. It is based on the opinion that leaders are right and leadership is rooted in the authority of their righteousness. Leaders are elevated by their followers on the ground of their unique qualities that others do not have. As a result, followers do not doubt their leader's judgments.

Trait theories are based on great man theories. Trait approach to the understanding of leadership perceives leadership as the core of organization effectiveness and performance. Like the great man theories, trait perspective assumes that great leaders are born with

distinguished traits/characteristics that make them different from other people. According to Sashkin and Sashkin (2003), researchers like Ralph Stogdill, in his quest for the secret of great leaders, review many research reports on leadership, based on the assumption that great leaders are born. Sashkin and Sashkin (2003) indicate that Ralph Stogdill found that leaders were a bit more intelligent, outgoing, creative, assertive, responsible, taller and heavier than average people.

McGregor's Theory X and Theory Y Managers McGregor (1960) proposed that leadership strategies are influenced by a leader's assumptions about human nature. As a result of his experience as a consultant, McGregor summarized two contrasting sets of assumptions made by managers in industry. He developed two attitude profiles, or assumptions, about the basic nature of people. These attitudes were termed, Theory X and Theory Y. McGregor maintained that many leaders in essence subscribe to either Theory X or Theory Y and behave accordingly.

## METHODOLOGY

The research team used correlation design. Correlation studies may be used to show relationships between two variables there by showing a cause and affect its relationships (Rippy nd.). The purpose of the research team was to identify the relationship between leadership behaviours and employee performance of some selected in private telecommunication companies in Mogadishu, Somalia. This study was used primary data and questionnaire instrument as main tool for collection data, which used in quantitative research.

### Research Design

The population of this study were derived from some selected telecommunication companies in Mogadishu and the target population is unknown because the employees of telecommunication companies reached about thousands of employees and the researchers cannot be able to conduct a research for this huge population since they are a bachelor degree. So the researchers categorize the population into three categories such as high level managers, middle level managers and low level employees. The researchers were focused on low level employees.

### Research Population

#### *Sample Size*

In sample size the researcher decides to take sample about 100 employees of low level employees in the three telecommunication companies the reason that the researcher takes this sample size is that the previous researchers take as sample size between 100 up to 200 such Reena & M. Shakil (2009). They take sample size 100 respondents, so 100 hundred respondents were divided in some telecommunication companies in Mogadishu according to their customers as follows: 35 of total respondents were taken from employees of Nation link, 25 of total respondents were taken from employee of Telecom and 40 of total respondents were taken from employee of Hormuud.

<i>Companies</i>	<i>Sample size</i>
Telecom Somalia	25
Nation link	35
Hormuud	40
Total	100

### **Sample Procedures**

This study will employ non- probability sampling and technique used for purposive sampling to select the sample size. During the purposive sampling the researchers consciously decides who will include the sample, the main purpose of purposive sampling is that it designed to collect focused information. It is preferred for this study because of its efficiency particularly it saves time and money.

### **Research Instrument**

This study was used questionnaire instrument as main tool for collection data, which used in quantitative research and questionnaire was adapted from (Tandoh, 2011). Questionnaire may be defined as technique of data collection in which each person is asked to respond to the same set of questions in prôt ermined order. The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives of the study and the overall aim of study is to investigate the effect of leadership behaviours on employee performance. And questionnaire techniques have been adopted in collecting primary data as it provides and efficient way of collecting responses from a large sample size. The researcher were used questionnaire of this study because of the population is literate, time constraints and information needed can be easily described in writing. (Oso & Onen, 2008).

### **Validity and Reliability of the Instrument**

Validity and reliability are very important for research to be accurate. Therefore, the researchers of this study are going to use adopted questionnaire, which has already been tested by other researchers, in order to ensure that the instrument validity and reliability are common problems for all of the researchers. To increase validity and reliability, this study conducted a pilot survey to pre-test and questionnaire. Cronbach alpha for Reliability to measure the internal consistency.

To measure reliability the researchers used Cronbach's alpha. It is most commonly used when there are multiple Likert questions in a survey questionnaire that form a scale, and you wish to determine if the scale is reliable. Table 3-3 shows the Cronbach's alpha for the variables. The reliability for this study ranged from 0.869 to 0.665 the first dimension (leadership behaviour) has obtained the highest alpha (0.869). The dimensions employees performance has obtained alpha (0.665).

**Table 1. Reliability test of the study**

<i>No</i>	<i>Variables</i>	<i>N</i>	<i>Items</i>	<i>Cronbach's Alpha</i>
1	Leadership Behaviour	100	10	0. 869
2	Employees Performance	100	7	0. 665

### **Data Gathering Procedures**

This study the data was collected from 100 respondents from three telecommunication companies in Mogadishu, Somalia. The data was collected by hand and the researchers responsible for this collection. Then the researchers were tried to cooperate with the respondents to fill the questionnaires appropriately.

### **Data Analysis**

Data was analyzed by using statistical package of social science (SPSS.Version 16.0) that was measured the degree of relationship between leadership behaviours and employee

performance. Also researchers were used correlation and descriptive analysis in order to explain the relationship between leadership behaviours and employee performance.

**Table 2. The interpretations of the mean values**

<i>No</i>	<i>Mean Range</i>	<i>Interpretation</i>
1	1.00 up to 1.80	Strongly Disagree
2	1.80 up to 2.60	Disagree
3	2.60 up to 3.40	Neither
4	3.40 up to 4.20	Agree
5	4.20 up to 5.00	Strongly Agree

**Table 3. The meaning of the values of correlation coefficient**

No	Coefficient Correlation	Meaning
1	-1	Perfect negative
2	-0.7 up to -1	Strong negative
3	-0.4 up to -0.7	Moderate negative
3	-0.2 up to 0.4	Weak negative
4	0	Perfect independency
5	0.2 up to 0.4	Weak positive
6	0.45 up to 0.7	Moderate positive
7	0.7 up to 1	Strong positive
8	1	Perfect positive

## FINDINGS AND DISCUSSIONS

### Demographic Characteristics of the Respondents

The researchers distributed the questionnaire into 100 respondents in the three selected telecommunication companies based on the sample, 100 questionnaires were successfully collected. The data comes from some selected telecommunication companies of Mogadishu in relation to the research objectives; the respondents of the questionnaire were indifferent in the qualification and experience. The introduction statement of the research questionnaire was efficient the Significance, rationale and purpose of the study. Furthermore, the respondents have also been given the promise that all the data they provided is used for the purpose of Academic research and the identities of the respondents will be confidential. The shape of the respondents is looked upon in terms of, Gender, Age, Qualification and Experience.

**Table 4. Demographic Characteristics**

<i>Demographic Characteristics</i>		<i>Frequency</i>	<i>Percent</i>
Gender	Male	84	84.0
	Female	16	16.0
Age	Less than 20 Yrs	11	11.0
	20-35 Yrs	65	65.0
	35-50	13	13.0
	above 50	10	10.0
Qualification	Secondary	11	11.0
	Batch	80	80.0
	Master	9	9.0
Marital status	Married	63	63.0
	Single	37	37.0
Total		100	100%
Forms	Employee	88	88.0
	Manager	12	12.0
Firm's age	Less than 15 years	3	3.0
	Above 15 years	97	97.0
Experience	Less than 3 years	28	28.0
	4-6	50	50.0
	7-10	18	18.0
Total		100	100%

Table 4 shows demographic characteristics of the respondents. 84% percent of the respondents were male, showing that most of the respondents considered as male 16% of the respondents were Female.

Based on the gathered questionnaires, majority of the respondents are composed male, while a small number of respondents were female. This result shows that the more telecommunication companies sectors operate in Mogadishu involves the male.

Ages of the respondents, majority of them were in between the ages of less than 20 years (11%) and (65%) of 20-35 years, (13%) of 35- 50 and above 50 were (10). Thus, this result indicates that the majority of the respondents are aged among 20-35 years and above, also shows that the employees of the Mogadishu's telecommunication companies are in-between twenty and thirty five years old.

Qualification of the respondents, the table above shows that 80% were bachelor level, 9% were master's level and the respondents of secondary that show 11%. Based on these results illustrate that the more telecommunication companies in Mogadishu involve bachelor degree. The respondents at those telecommunication have a degree at least they are bachelor level, but this decade has been increased in the universities' employees the level of masters.



Marital status: The respondents were asked to specify their marital status. 63% of the respondents were married and 37% of the respondents were single. Respondents were married status.

Forms: The respondents were asked to specify the forms of telecommunication. 88% of the respondents were employee and 12% of the respondents were managers.

Firm's age: The respondents were asked to specify the firm's age of telecommunication. 3% of the respondents were less than 15 years and 93% of the respondents were above-15.

Experience: The respondents were asked to specify the forms of telecommunication. 28% of the respondents were 3-years and 50% of the respondents were 4-6, 18% the respondent's were 7-10 years.

## DATA PRESENTATION AND ANALYSIS

### *Leadership Behaviour*

In this part of the section, major analysis and presentation of the research data are presented in detail. According to the below of table 5 presented that comfort ability 3.38 and standard deviation 1.169. The results specify that leadership behaviour my manager generally understands the problems I face in my job in some selected telecommunication companies is agreed.

My manager shows a real interest in me as a person was also scored highly mean 3.62 while standard deviation was 1.033. This indicates that telecommunication companies there interest was agreed. I feel significant actions have been taken as a result of previous grievance by the manager was scored highly mean 3.61 and standard deviation was 0.994 this result stated that the view of telecommunication companies is a agreed.

I believe my company's leadership acts on the issues identified in employee value was rated mean 3.63 while standard deviation was 1.022. This could indicate that there leadership acts of employee is agreed. My manager considerate of my life outside work was scored mean 3.02 and standard deviation was 1.279. This result shows that leadership behaviour towards employee considered their life's is also neutral. I have stretch objectives agreed with my manager was scored mean 3.50 while standard deviation was 1.133. This indicates that an objective agreed with managers by means of giving authority to objectives stretch is agreed.

My manager trusts my judgment with in my job was scored mean 3.65 while standard deviation was 1.095 this indicates that managers trust judgment with employees is agreed.

My manager shows a good relationship was scored mean 3.57 while standard deviation was 1.289. This indicates that a manager shows a good relationship with their employees is agreed.

The overall mean score for all the items under leadership behaviour was computed and the overall score was 3.80 and standard deviation was 0.921. The result indicates that there is existence of leadership behaviour in some selected telecommunication companies in Mogadishu is agreed. My manager shows a good relationship, has mean average of 4.04 and standard deviation of .974 which shows that the respondents. Agreed this question.

Leadership behaviour used as dependent variable so as to know how leadership behaviour relates to employee performance as well as to identify the performance of telecommunication executives in some selected telecommunication companies. The respondents were asked the leadership behaviour of their managers and how their decisions affect their performance; their responses were analyzed and described using means, standard deviation and interpretation. As shown in table below.

**Table 5. Leadership Behaviour (The results are summarised in the following table)**

<i>Leadership Behaviour</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Interpretation</i>
My manager generally understands the problems i face in my job.	3.38	1.196	Neutral
My manager shows a real interest in me as a person.	3.62	1.033	Agree
I feel significant actions have been taken as a result of previous grievance by the manager.	3.61	.994	Agree
I believe my company's leadership acts on the issues/opportunities identified in employee value.	3.63	1.022	Agree
My manager is considerate of my life outside work.	3.02	1.279	Neutral
I have stretch objectives agreed with my manager.	3.50	1.133	Agree
My manager trusts my judgment within my job.	3.65	1.095	Agree
My manager values all the ideas and skills i bring to the company.	3.57	1.289	Agree
The leaders in my business motivate me to deliver the company objectives.	3.80	.921	Agree
My manager shows a good relationship.	4.04	.974	Agree

### Employees Performance

According to table 6 below, my personal performance contributions are valued and recognized which scored mean 3.47 while standard deviation was 1.096. This indicates that most employee performance of the telecommunication companies is agreed.

I feel secure that I am able to work for the company as long as I do a good job has got a mean scored 3.86 and standard deviation was .853. This result indicates that the employee performances aimed to leadership's behaviour contribution are agreed.

I have annual set of performance standards was scored a mean 3.53 while standard deviation was 1.132. This outcome indicates that there is somewhat of factor annual of performance of telecommunication companies in Mogadishu are agreed.

I receive regular job performance feedback was scored mean 3.41 and standard deviation was 1.065. This result suggested that some telecommunication companies are regular job performance is agreed. The mean scores for I believe there is fairness in the way May performance is assessed 3.54 and standard deviation was 1.184. So it's good. This indicates that employee performance based. And the mean scores for I have opportunities to advance in my line of function 3.81 and standard deviation was 1.022. So it's good. This indicates that an employee opportunity is not advance line of function.

The mean scores for my performance gets reward 3.44 and standard deviation was 1.438. So it's good. This indicates that the performance reward gets employees from their organizations are good.

The overall mean score for all the questions under employee performance was computed and the stander deviation outcome is a sign of that the leadership behaviour of the employees and enhancement employee performance, for the telecommunication companies in Mogadishu are good.

So, the last objective in the study was to determine the relationship between leadership behaviour and employee performance of telecommunication companies in Mogadishu,

Somalia. The researchers correlated all, using the Pearson's Linear Correlation Coefficient (PLCC,  $r$ ). Results of this test are presented in table below:

**Table 6. Employee Performance**

<i>Employee performance</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Interpretation</i>
My personal performance contributions are valued and recognized.	3.47	1.096	Agree
I feel secure that i am able to work for the company as long as i do a good job.	3.86	0.853	Agree
I have an annual set of performance standards.	3.53	1.132	Agree
I receive regular job performance feedback.	3.41	1.065	Agree
I believe there is fairness in the way my performance is assessed.	3.54	1.184	Agree
I have opportunities to advance in my line of function.	3.81	1.022	Agree
My performance gets reward	3.44	1.438	Agree

### Correlation Analysis

This study was basically proposed to identify the relationship between leadership behaviour and employee performance in telecommunication companies in Mogadishu-Somalia. Further, the study also tested the relationship between Leadership behaviour and Employee performance to achieve these objectives, the respondent asked to react to several items by choosing according to their perceptions. Data on these objectives was analyzed using SPSS descriptive statistics tool that indicate the means and standard deviation as following; questionnaire from employees who work the these telecommunication.

The second objective of this study was to identify the relationship between leadership behaviour and employees performance in some selected telecommunication companies in Mogadishu, Somalia. The correlation between leadership behaviour and employees performance table 7 shows is 0.677. It tells us that one level increase good leadership behaviour leads to 0.677 higher employee's performance. The probability of this correlation coefficient occurring by chance is .00. This coefficient shows that there is a statistically significant moderate positive relationship between leadership behaviour and employees performance ( $r = .677^{**}$   $p = .00$ ).

**Table 7. The Correlation between Leadership Behaviour and Employee Performance**

<i>Variable</i>		<i>Leadership Behaviour</i>	<i>Employee Performance</i>
Leadership Behaviour	Pearson Correlation	1	.677**
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson Correlation	0.677**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

## DISCUSSION

The objective of this study was to examine the effect of leadership behaviour on employee performance in some selected telecommunication companies in Mogadishu-Somalia. The correlation between leadership behaviour and employee performance in some selected telecommunication companies in Mogadishu-Somalia shown 0.677\*. This coefficient indicated that there is a moderate positive relationship between leadership behaviour and employee performance in some selected telecommunication companies in Mogadishu-Somalia. Thus, the objectives of this study was confirmed.

According to the different studies about leadership behaviour and employee performance around the world, the supported material and results of the studies indicated that there is a significant relationship or link between leadership behaviour and employee performance. Eg Tandoh (2011) in Ghana.

## CONCLUSION

This section presents on the conclusion of the research. Leadership behaviour are highly informed and demanding more effective support, also employee performance needs has become important for telecommunication companies to succeed and this call for the improvement employee performance.

Given the consistent interaction between the dimensions leadership behaviour especially understanding problem the findings suggested that high understanding could aid a telecommunication in. Hence, the results suggest that leadership behaviour based acts as a driver of employee performance.

## RECOMMENDATIONS

This study indicates that leadership behaviour have significant relation on employee performance

Therefore, telecommunication hoping to enhance its employee performance should consider the following:

1. Telecommunication companies should provide good effective leadership behaviour to their employee that will improve performance of employee.
2. Telecommunication companies should provide the performance appraisal of their employees that based on their system of their promotion to better satisfactory.
3. Telecommunication companies should promote their employee performance in order to satisfy it.

**REFERENCES**

- [1] Abraham, S. E., Karns, L. A., Shaw, K., & Mena, M. A. (2001). Managerial competencies and the managerial performance appraisal process. *The Journal of Management Development*, 20(9/10), 842–853.
- [2] Amos, T. L., Ristow, A., & Ristow, L. (2004). *Human Resource Management* (2<sup>nd</sup> Edition). Lansdowne: Juta and Co Ltd.
- [3] Anderson, T. D., Frod, R., & Hamilton, M. (1998). *Transforming Leadership: equipping yourself and coaching others to build leadership organizations* (6<sup>th</sup> Edition). London: St. Lucie Press.
- [4] Armstrong, M., & Baron, A. (1998). *Performance Management - The new Realities*. London: IPD.
- [5] Bass, B. M., Avolio, B. J., & Goodheim, L. (1987). Biography and the Assessment of Transformational Leadership at a World Class Level. *Journal of Management* .
- [6] Brownell, J. (2008). Leading on land and sea: Competencies and context. *International Journal of Hospitality Management*, 27, 137-150.
- [7] Corvellec, H. (1995). *Stories of Achievement: Narrative Features of Organizational Performance*. Sweden: Lund University Press.
- [8] DiStefano, J. J., & Maznevski, M. L. (2000). Creating value with diverse teams in global management. *Organizational Dynamics*, 29, 45-63.
- [9] Hook, M. F. (1999). *Introducing Human Resource Management*. London: Longman.
- [10] Kaempf, G. L., Wolf, S., & Miller, T. E. (1993). Decision making in the Aegis combat information centre. *Proceedings of the Human Factors and Ergonomics Society 37th Annual Meeting* (pp. 1107-1111). Santa Monica, CA: Human Factors and Ergonomics Society.
- [11] Kaplan, R. S., & Norton, D. P. (1996). *The Balance Scorecard*. The Harvard Business School Press.
- [12] Martiz, D. (1995). Leadership and Mobilizing Potential Human Resource Management. *International Journal of Global Business*, 10(1), 8-16.
- [13] Maxwell, J. C. (1999). *The 21 Indispensable Qualities of a Leader*. Tennessee: Tomas Nelson Publishers.
- [14] McGregor, D. (1960). *The Human Side of Enterprise*. New York: McGraw Hill.
- [15] Morrison, J. G., Kelly, R. T., Moore, R. A., & Hutchins, S. G. (1997). Tactical decision making under stress (TADMUS) decision support system. *Paper presented at the IRIS National Symposium on Sensor and Data Fusion*. Retrieved on August 21, 2006, from [http://www.pacific-science.com/Images/TADMUS\\_DSS.pdf](http://www.pacific-science.com/Images/TADMUS_DSS.pdf)
- [16] Mullins, L. (1999). *Management and Organizational Behaviour*. London: Pitman Publishing.
- [17] Mwita, J. I. (2000). Performance Management Model, a system-based approach to system quality. *The International journal of public sector management*, 13(1), 19-12.
- [18] Neely, A., Greegory, M., & Platts, K. (1995). Performance Measurement System Design. *International Journal of Operational and Production Management* .

- [19] Northouse, G. (2007). *Leadership Theory and Practice*. London, New Delhi: Sage Publication Inc.
- [20] Sashkin, M., & Sashkin, M. (2003). *Leadership that Matters*. San Francisco: Berrettkoehler.
- [21] SHCERMERHORN, K. R., Hunt, J. G., & Osborn, R. N. (2000). *Organizational Behaviour* (7<sup>th</sup> Edition). New York: John Wiley & Sons Inc.
- [22] Stefan Seiler and Andres C. Pfister (2009). "Why did I do this?": Understanding leadership behavior through a dynamic five-factor model of leadership. *Journal of leadership studies*, 3(3), 41-52.
- [23] Tample, B. I. (2002). Avoid Downsizing Disasters: Empower Your Employees. *San Diego Business Journal*.
- [24] Toor, S. & Ofori, G. (2009). Examining the Relationships with full Range Leadership Model Employee outcomes and Organizational Culture. *Business Ethics*, 9, 533-547.
- [25] Wickens, C. D., & Gopher, D. (1977). Control theory measures of tracking as indices of attention allocation strategies. *Human Factors*, 19, 249-366.
- [26] Yammarino, F. J., & Bass, B. M. (1990). Transformational Leadership and Multiple Level of Analysis. *Human Relations*, 43(10), 975-995.