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The effect of leadership style on employee motivation: A case study of Hormuud telecom in Somalia

Sadia Abdulkadir Ibrahim * and Aylin Erdoğdu

Republic of Türkiye, Graduate school of Istanbul Arel university, Türkiye.

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Abstract

The research is used to investigate the effect of leadership style on employee motivation in homuud telecom somalia, the main objects of this study is used to discover, To study the prevalent leadership styles practiced at Hormuud Telecom, How do these leadership styles affect employee motivation and job satisfaction, and how strategies can be implemented to enhance leadership effectiveness and employee motivation. For the research, a quantitative approach was utilized, and the sample size consisted of 140 individuals. The data was gathered through the use of a questionnaire. this study was conducted in spss, and the data analysis was utilized. The questionnaire based the independent variable of transformational leadership and transactional leadership and dependent variable of productivity level of the study

Keywords: Leadership; Style; Employee; Motivation; Transformational; Transactional; Productivity level

1. Introduction

Organizations, as well as the development and continued existence of a community, are an essential component of an individual's day-to-day performance and job function in today's world. To address social concerns and to participate in activities that benefit the community, organizations were established. In the majority of cases, organizations are driven by people. They devote every waking moment of their lives to organizations and work tirelessly to help them accomplish their objectives. As a consequence of this, it is not possible to accomplish the goals without the presence of management, human development, and efforts, as well as the results of these efforts. Given that the presence of people is the essential notion of the organization, the most fundamental action that must be conducted in order to accomplish this is to retain employees and ensure that they are psychologically and professionally fulfilled during the duration of their job (Mullins, 2007). The expansions and variations that have been brought about by people and organizations have been attributed to the leadership of that person throughout the entirety of human history. This has occurred whenever a person has served in a leadership role. Leadership that has been retained throughout history is not only an essential component of the foundations upon which human civilizations are built, but it is also an essential component of efficient management. When considered as a function, it becomes readily apparent. To be successful in accomplishing its goals, every company has to have strong leadership.

The success or failure of a corporation is determined by the efficacy of leadership at all levels of the organization. This is due to the fact that good leadership is an essential component in improving the performance of all levels of the organization. The research conducted by Shirzad, Kebriya, and Zanganeh (2011) revealed that leadership is comprised of the beliefs, attitudes, and abilities that enable one to influence others to accomplish the goals of the organization. According to Shirzad, Kebriya, and Zanganeh (2011), overall performance will have an effect on the morale of the personnel. According to Duckett and Macfarlane (2003), the efficacy of leadership is essential at every level of the organization. Leadership is essential for any organization since it is essential for enhancing the overall performance of the organization in order to accomplish that organization's goals. A manager has to have the necessary skills and

*Corresponding author: sadia abdulcadir Ibrahim

strategies, as well as the ability to boost employee motivation and job satisfaction, in order to effectively manage colleague relationships. According to Yukl (2001), this has the potential to dramatically improve the performance of an organization on account of the fact that people are the organizational engine. There is a considerable relationship between the leadership style of an organization and the amount of engagement and devotion that its workers exhibit (Obiruwu, 2011). According to Chi, Lan, and Dorjgotov (2012), it is very important to provide employees with encouragement in order to boost employee motivation and motivate employees to contribute to the goals of the firm. A wide range of leadership and management styles should be utilized by managers in order to maximize efficiency. This necessitates the utilization of a number of leadership strategies in order to achieve the powerful symbol of attaining departmental objectives. Additionally, according to HueryrenYeh (2012), the leadership style is intrinsically linked to both the level of commitment to the organization and the level of performance.

1.1. Problem statement

Effective leadership is essential for promoting employee engagement and performance in the fast growing telecommunications sector in Somalia, notably within Hormuud Telecom. Both of these factors are essential for the success of the company. There is a lack of awareness regarding the ways in which various leadership styles influence the degrees of motivation that employees have, despite the fact that the firm is prominent in the market. There is a dearth of thorough research in this area, which presents issues for management as well as employees. These challenges have the potential to result in decreased job satisfaction, greater turnover, and decreased productivity. The purpose of this study is to evaluate the link between several leadership styles, such as transformational, transactional, and laissez-faire, and the motivation of employees working for Hormuud Telecom. Through the investigation of this connection, the research endeavors to determine which types of leadership styles are most successful in boosting the levels of motivation and engagement among employees. In a market that is highly competitive, the findings will give management at Hormuud Telecom with vital insights that will enable them to adopt tactics that not only boost the morale of their employees but also contribute to the overall success of the firm.

Objectives of the study

- To study the prevalent leadership styles practiced at Hormuud Telecom
- To study How do these leadership styles affect employee motivation and job satisfaction
- To study How strategies can be implemented to enhance leadership effectiveness and employee motivation.

1.2. Significant of the study

Due to the one-of-a-kind socioeconomic and cultural environment of Somalia, the impact of leadership style on the motivation of employees at Hormuud Telecom in Somalia has the potential to be enormous. Not only is the investigation of the impact of leadership style on the motivation of employees at Hormuud Telecom relevant for the company itself, but it is also significant for the larger context of business practices in Somalia. It has the potential to offer insightful information that may help to the enhancement of leadership initiatives, levels of employee happiness, and the efficiency of the business. Despite the socioeconomic issues that Somalia is facing, strong leadership has the potential to play a significant role in the stability of the workforce and the growth of the economy. This study has the potential to contribute to more extensive conversations regarding the role that companies play in the progression of society. There is a considerable relationship between leadership styles and company culture. The cultivation of a constructive working environment that fosters creativity and cooperation may be facilitated by Hormuud Telecom via the understanding of this relationship.

2. Literature review

2.1. Leadership

According to Yukl (2001) and Musinguzi et al. (2018), the word "leader" is used to identify an individual who is in charge of a group of individuals. In some situations, a person can be considered a leader if they are able to exert influence on their partner and continue to be crucial to the accomplishment of the organization's core objective. It has been suggested by Yulk (2001) that the cliques may include of the leader's close relatives or friends, in addition to the leader's subordinates. You must first amass a group of followers that are willing to follow you in order to achieve the position of leader. People are willing to follow anyone who can supply them with the resources they need to make their ambitions and wishes come true. A leader is someone who has power over their group of coworkers or cliques, which gives them the ability to affect a group's behavior. As a consequence of this, leaders possess authority and influence over other people, respect their followers, and contribute to the accomplishment of the objectives of the group and the organization

(Nwachukwul, 2007). According to Bernis (2009), a leader is someone who possesses influence over persons who have the ability to impose their beliefs and behaviors on other people or on those who follow them.

According to Prentice (2004), leadership is considered to be related with the accomplishment of organizational goals through the management and organization of the resources of one's cliques, coworkers, and associates in order to accomplish a shared objective. According to the definitions of some experts, leadership is an endeavor to lead or guide the development of clubs and the accomplishment of a particular task for the common benefit (Fiedler, 2009; Zenger and Folkman, 2002). According to Smylie et al. (2005), leadership is practiced by a person who possesses specified tasks and concepts that are task-oriented, and who also serves as a vital "function" in connections with other leaders, followers, and circumstances.

2.2. Motivation

It would appear that leadership and motivation are two topics that have received a great deal of attention in the corporate world over the course of the prior twenty years (Schaffer, 2008). When attempting to describe leadership, the term "motivation" is frequently employed (OroziSougui et al., 2017). Enthusiasm is a potent motivator that works well for the achievement of corporate goals. As a consequence of this, it is reasonable to suppose that satisfying individual requirements might result in a sense of personal exhilaration. 2014 publication by Haque, Haque, and Islam. In addition, they asserted that in order to motivate employees, it is necessary to meet the desires of the employees while simultaneously achieving the objectives of the organization. According to Ramlall (2004), motivation is a process that takes place when individuals engage in voluntary behaviors that are directed in the desired direction and remain committed to their objectives and priorities. According to Judge and Robbins (2013), the degrees of motivation that an individual possesses can vary from person to person, and even within the same individual, motivation levels might function differently depending on the circumstances. In light of this, they suggest a three-part synergy as a means of achieving motivation. A person's capabilities, dispositions, and perseverance in achieving their goals are all included in this category. In the event that we examine each of these three qualities on their own, we are able to observe that none of them can function independently without the assistance of other people.

When it comes to intensity, it is quite improbable that a high degree of power would result in solid work performance unless the energy is funneled in a precise way. One further thing to consider is the question of persistence, which plays a role in determining how long a person can work. When people are motivated, they will work hard to achieve their goals, no matter what it takes. Based on the findings of Haque, Haque, and Islam (2014), Maslow's Hierarchy of Needs, which was published in 1954, is widely recognized as one of the most prominent motivational factors in the world. The idea of Maslow states that "people are always looking for something," and that the things that they truly desire are contingent upon the things that they currently possess. The five categories that Maslow identified as being necessary for human beings are as follows: physiological, safety, love/belonging, esteem, and self-actualization. Maslow has arranged these five requirements in a hierarchy, starting at the bottom and working its way up: A worker's fundamental requirements are located at the base of the triangle. The individual will be promoted to the next tier if they are able to address each of the lower levels. The incentive theories X and Y were initially proposed by Douglas McGregor in the year 1960. It was he who distinguished between two separate types of human nature.

Based on Theory X, managers are of the opinion that certain individuals have a natural aversion to their jobs, and that it is essential to monitor and manage these employees in the workplace in order to ensure that the organization is doing exceptionally well. Apart from hypothesis Y, regular people are willing to accept and even seek duties because they view labor as a type of fun and relaxation in the life of an organism. This is the reason why common people are eager to take chores. The Two Factor Motivation Theory, which was developed by Frederick Herzberg in 1966, is yet another theory that came into being in the late 1960s and is connected to motivation. According to Robbins and Judge (2013), the attitude that one has toward their job is the same for everyone, and the attitude that one has toward their work may be a determining factor in whether or not they are successful. Because of this, Psychologist Herzberg posed a question to the participants, asking them to describe how they felt about their work in a certain situation. The Two-Factor Theory was created by him based on the comments that were received. The notion in question necessitates the fulfillment of two prerequisites: sanitary dimensions and motivating factors. Robbins and Judge (2013) state that the research conducted by Herzberg reveals that the opposite of satisfaction is not sadness, contrary to what was previously believed, There will be no improvement in job satisfaction if unfavorable characteristics are dismantled. As a result, you will feel unhappy with the outcome.

2.3. Types of leadership

2.3.1. Autocratic leadership

Zenger and Folkman (2002) and Smylie et al. (2005) are two examples of scholars who use the term "authoritarian leadership" to define autocratic organizational leadership. Leaders that exercise autocratic rule have great authority and influence, which they use to control others. When it comes to completing chores, authoritarian leaders offer directions that are clear and unambiguous. This is because they have influence over the people of their followers. In light of this, it is not always accurate to assume that autocratic leadership is utilized in negative leadership (Dyczkowska and Dyczkowski, 2018). According to Pellegrini and Scandura (2008), this style of leadership is utilized by the majority of medium and small firms. The followers are kept at a distance by the authoritarian leadership style, which never gives workers the opportunity to make decisions. According to them, in order to be a leader, whether it be in person or in a group, one must maintain a certain distance from the people they are leading (Egwunyenga, 2010). Many scholars are of the opinion that the majority of totalitarian regimes do not pay sufficient attention to the socio-emotional components of organizations, such as the development of cohesiveness as a vital component in social life cycles and the promotion of group cohesion (Yukl, 2014).

2.3.2. Democratic leadership

Employees are taken into consideration during the decision-making process under this type of leadership. Igbaekemen and Odivwri (2015) are well-known for their remarkable qualities of courage, intelligence, fairness, competence, innovation, and honesty, in addition to their democratic leadership that is generally seen as favorable. It is characteristic of leaders with this personality type to provide their followers with alternatives and support. It is important to note that democratic leadership, which is sometimes referred to as participatory leadership, is not to be mistaken with persons who occupy elected positions of authority (Igbaekemen and Odivwri, 2015). Democratic leadership advocates for equitable participation, inclusion, and self-determination, as the name suggests. The establishment of power by democratic leaders is accomplished through processes such as accountability, active engagement, cooperation, and delegation of duties and responsibilities. Within the organization, the democratic leadership is responsible for a variety of functions, including the distribution of responsibilities and the promotion of group debates. Taking on the role of leader when it is required or appropriate, accepting personal responsibility for the organization, being accountable for their choices, wanting to preserve their collective's self-determination and independence, and cooperating with leaders are all responsibilities that democratic followers are expected to comply with (McShane et al., 2009).

2.3.3. Laissez fair leadership

In the work of Luthans (2011), the concept of laissez-faire leadership is described as the practice of abdicating obligations and refusing to take part in the process of motivating others. According to Robbins and Judge (2013), on the other hand, they concur with Luthans (2011) and arrive at the same conclusion. There is a lack of interest on the part of laissez-faire leaders in the efforts that their followers and coworkers put forth. Leaders that embrace a laissez-faire leadership style are generally considered to be passive in their leadership style. The performance of their followers is negatively impacted as a result of their attribution, according to Judge and Piccolo (2004). According to Hinkin and Schriesheim (2008), who concur with the preceding argument, laissez-faire leadership styles appear to be a passive form of leadership. This is the conclusion that they reach. People that possess this leadership trait are more inclined to maintain a social gap between themselves and the people they do business with. The long-distance relationship that exists between leaders and followers is detrimental to the successful operation of businesses.

When you take into account the fact that they will be avoiding the followers, it is less likely that they will be presented with the requirements of the company and the goals of management than they should be. This will reduce the likelihood of a firm running at its full potential. According to Hinkin and Schriesheim (2008), a "lack of leadership" is one of the defining characteristics of the laissez-faire leadership style. On the other side, Wong and Giessner (2016) are of the opinion that this style of leadership is beneficial. The degree to which their followers acknowledge the leadership traits they possess is the determining factor in the efficacy of their actions. There may be a follower who flourishes and is drawn to the laissez-faire leadership style, despite the fact that some leadership literature deems it to be a poor leadership style (Hinkin&Schriesheim, 2008). As part of the process of being empowered, some followers may consider greater duties and decision-making authority to be components of empowerment. Rather of viewing all of their duties and autonomy as challenges, they view them as chances to better themselves by exceeding the expectations of their superiors, The authors Chaudhury and Javed (2012) state that a laissez-faire leadership style may be advantageous to an organization in situations when both the leaders and the followers are equally driven and skilled in their respective sectors respectively.

2.3.4. Transactional leadership

Max Weber, a German philosopher, is credited as being the first person to propose this notion of leadership style. In the literature that he did on the socio-economic style of organizations, he elaborated on everything. This type of leadership, according to his definition, is one that is achieved by the application of normative standards and regulations, regulation, and discipline. In the course of his research on the socio-economic aspects of the organization, Max Weber was the first person to present this idea to the public. A similar definition was provided by Burns (2010), who described it as a work-related connection that fosters a system of reciprocity. This relationship is characterized by a spirit of giving and taking between the management and the employee, which serves as the foundation for their formal interactions. As an illustration, a pay raise as a reward for commitment is one example. In addition to being based on reasoning, the loyalty of employees was also predicated on contracts that had already been established. Transactional leaders give the organization's goals and objectives the highest importance, and they make certain that these goals are comprehensive and that they are communicated to employees in a way that is crystal obvious.

This kind of leader is resolute in his determination to disregard the personal interests of his staff and does not leave any room for feeling in the workplace. "If you do this, you will get this," is a style that is straightforward and unambiguous. This style of leadership is characterized by Burns as a "favor-for-favor" exchange, which is a trade-off of wishes, a give and take, with the goal of ensuring that all parties are content with the fact that their aims have been accomplished. In this specific approach, there is a strong emphasis placed on completing predetermined chores in the appropriate manner. Within the transactional style of leadership, there are three primary branches that may be found. (1) Contingent Rewards (2) Management by Exception (passive) and Management by Exception (active) are the two types of management mechanisms here.

2.3.5. Transformational leadership

James MacGregor Burns is credited as being the first person to propose this idea of leadership. "a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents" is how he described transformational leadership (Burns, 1978). He characterized it as "a relationship of mutual stimulation and elevation." Additional to this, he proposed that the notion takes place when "one or more individuals engage with others in such a manner that leaders and followers raise one another to higher levels of motivation and morality" (Burns, 1978). Along with the moral aspect of leadership, this viewpoint places a strong emphasis on the ability of leaders to inspire and empower the people they are responsible for, as well as the moral dimension of leadership. Burn's idea later metamorphosed into what is today known as 'transformational leadership' where the leader transforms followers: "The objective of transformational leadership is to 'transform' people and organizations and to change them in mind and heart; enlarge their vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building" (Bass and Jones, 2001). The method has gained popularity among a wide range of businesses and is utilized as a tool to bridge the gap that is caused by organizational and human deficiencies. Additionally, it is utilized as a method of coping with the change that is occurring in the world.

3. Research methodology

3.1. Data analysis

We made advantage of data analysis. In this study, descriptive statistics such as frequency, mean, median, maximum, minimum, standard deviation, variance, and skewness were utilized in order to analyze and interpret the data. This research is referred to as statistically significant, statistical analysis (spss). The use of multiple regression to analyze the relationship between the dependent variable and the independent variable.

3.2. Reliability test

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
0.712	3

The internal consistency of a test or scale is measured by Cronbach's Alpha, which is a measure of how effectively the items on the test or scale assess the same underlying notion. Numbers normally fall anywhere between 0 and 1, with higher numbers indicating a higher level of dependability, although the threshold for a good dependability score is

typically considered to be 0.7, it is possible for it to change depending on the area of research being conducted. In many different types of research environments, a result of 0.712 suggests a moderate level of internal consistency, which is typically regarded to be of acceptable quality.

4. Finding and interpretation

4.1. Demographic characteristics

4.1.1. Gender of the respondents

Table 2 Gender of the respondents

		Frequency	Percent
Valid	Male	82	58.6
	Female	58	41.4
	Total	140	100.0

The gender of the respondents is represented in Table 2. An overwhelming majority of the participants were male, accounting for 82 (58.6%), while the number of female participants was 58 (41.4%).

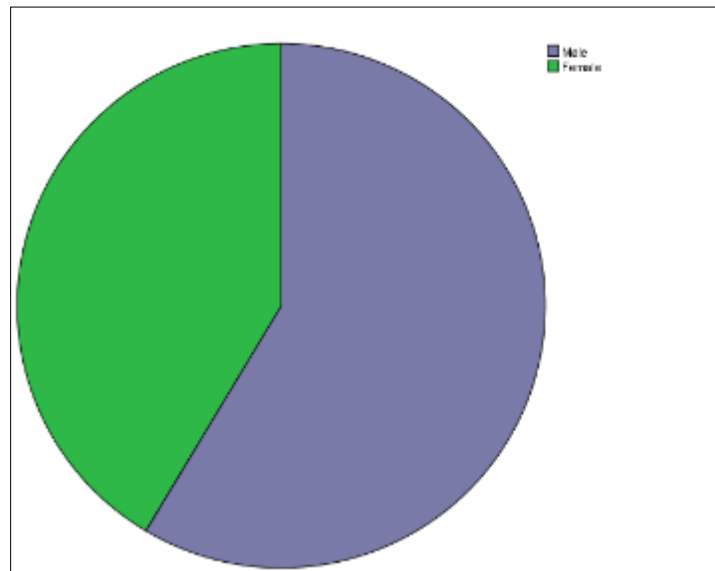


Figure 1 Gender of the respondents

4.1.2. Age of the respondents

Table 3 Age of the respondents

		Frequency	Percent
Valid	18-25	36	25.7
	26-30	39	27.9
	31-40	38	27.1
	41-50	27	19.3
	Total	140	100.0

Table 3 above represents age of the respondents, The group of respondents between the ages of 26 and 30 (27.9% of the total) is the largest age group in the sample, closely followed by the group of respondents between the ages of 31 and 40 (27.1%). The group of people aged 18 to 25 years old has a considerable presence, which is 25.7%. With just 19.3% of the total responders, the age group of 41-50 years old is the lowest.

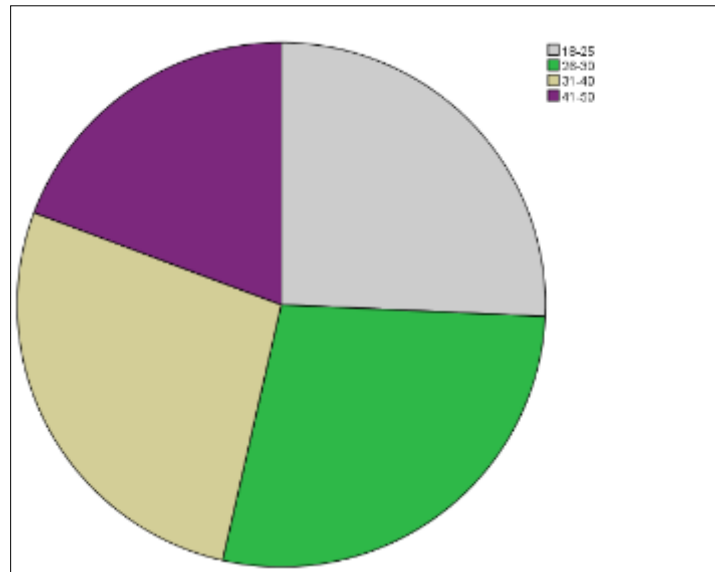


Figure 2 Age of the respondents

4.1.3. Educational level

Table 4 Educational level

		Frequency	Percent
Valid	Secondary	15	10.7
	Bachelor degree	49	35.0
	Master degree	49	35.0
	Phd	27	19.3
	Total	140	100.0

The sample is composed of individuals who have either a Bachelor's degree or a Master's degree, with each group accounting for 35.0% of the total sample. The sample is divided evenly between those who have both types of degrees. It would appear from this that a sizeable proportion of the people who responded the survey have qualifications from higher education.

The percentage of respondents who have a doctoral degree is 19.3 percent, which indicates a smaller but still significant proportion of persons who have completed more schooling beyond a master's degree.

In terms of secondary education, just 10.7% of respondents have completed secondary school, which indicates that the bulk of the sample has completed at least some degree of higher education.

4.1.4. Level of Experience

Table 5 Level of experience

		Frequency	Percent
Valid	1-2 year	40	28.6
	3-4 year's	51	36.4
	5-6 year's	22	15.7
	7-8 year's	8	5.7
	8 and above	19	13.6
	Total	140	100.0

Table 5 represents that level of experience, The respondents who have three to four years of experience make up the largest category, accounting for 36.4% of the total, followed by those who have one to two years of experience, which accounts for 28.6% of the total, In the group of having five to six years of experience, 15.7% of the respondents are included, which indicates that they have intermediate experience. With 5.7% and 13.6% of respondents, respectively, these two groups make up a lesser part of the sample. 7-8 years and 8 years and above are the categories that fall into this category. In light of this, it appears that a sizeable proportion of the sample possesses a level of experience that is lower than eight years, with a comparatively smaller number of individuals falling on the higher end of the experience scale.

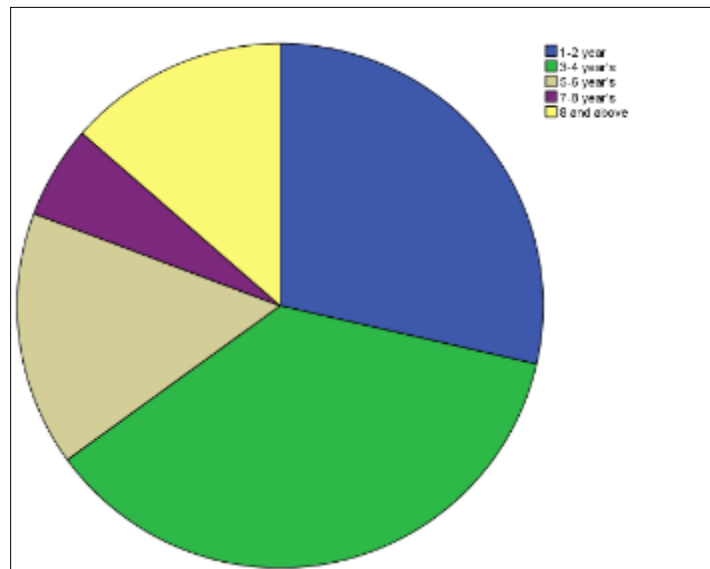


Figure 3 level of experience

4.2. Descriptive statistics for productivity level, transformational and transactional leadership

Based on these three factors, it appears that respondents are generally in agreement with the assertions; nevertheless, there is a degree of variation in the degree to which they agree. In spite of the fact that the distribution is not totally skewed, the negative skew shows that a greater number of respondents are shifting their weight toward the positive side of the scale. The means are all quite close to the medium to high range, indicating that there is a general agreement among the variables, but there are some disparities in the degree of agreement between them.

Table 6 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
they work more time to achieve their goal	140	1.00	5.00	3.9214	1.29230	1.670	-1.252	.205
Aims to bring about a transformation not just inside the team but also across the company by fostering creativity, personal growth, and change, as well as by building a common vision.	140	1.00	5.00	3.7857	1.38743	1.925	-1.035	.205
In accordance with the level of performance, they either issue prizes or punishments	140	1.00	5.00	3.7000	1.39733	1.953	-.845	.205
Valid N (listwise)	140							

Table 7 Productivity level

		Frequency	Percent
Valid	Strongly disagree	15	10.7
	Disagree	9	6.4
	Neutral	5	3.6
	Agree	54	38.6
	Strongly agree	57	40.7
	Total	140	100.0

There were 140 respondents who answered the question with varied levels of agreement, ranging from "Strongly Disagree" to "Strongly Agree." This table illustrates the range of replies to the question. The categories of "Agree" (38.6%) and "Strongly Agree" (40.7%), which together account for 79.3% of all replies, contain the biggest proportion of responses ever received.

Table 8 Transformational leadership

		Frequency	Percent
Valid	Strongly disagree	19	13.6
	Disagree	11	7.9
	Neutral	5	3.6
	Agree	51	36.4
	Strongly agree	54	38.6
	Total	140	100.0

Both Strongly Agree (38.6%) and Agree (36.4%) make up the largest categories of replies, collectively accounting for 75% of the responses, which indicates that the general opinion is favorable. When compared to the total of 21.5%, the percentages of respondents who strongly disagree (13.6%) and disagree (7.9%) are rather low. There is a tiny percentage of responders that are neither in agreement nor disagreement, as indicated by the 3.6% of comments that are neutral.

Table 9 Transactional leadership

		Frequency	Percent
Valid	Strongly disagree	18	12.9
	Disagree	15	10.7
	Neutral	10	7.1
	Agree	45	32.1
	Strongly agree	52	37.1
	Total	140	100.0

Both "Strongly Agree" (37.1% of replies) and "Agree" (32.1% of responses) continue to be the most popular responses, accounting for 69.2% of the total responses. There is a moderate amount of disagreement, as indicated by the fact that 23.6% of respondents are either strongly disagreeing (12.9%) or disagreeing (10.7%). The proportion of respondents who gave neutral comments (7.1%) is still quite low, which indicates that a small number of respondents do not have a strong view either way.

4.3. Regression analysis

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.847 ^a	0.717	0.713	0.69241

Indicating a strong positive linear association between the independent factors and the dependent variables, the correlation coefficient (R) is 0.847. This implies that the relationship is strong. It is indicative of a high positive correlation when the R value is near to 1. R Square: The value of R square is 0.717, which indicates that the independent variable(s) in the model are responsible for explaining about 71.7% of the variation in the dependent variable through their contributions. To put it another way, the model is able to account for a significant percentage of the variability that is present in the data. 0.713 is the value of the adjusted R square, which is used to adjust the R square value for the number of predictors that are included in the model. Because it takes into consideration the degrees of freedom (that is, the number of predictors and the sample size), it is somewhat lower than R², which is the standard deviation. especially helpful in situations when models with varying amounts of predictors are being compared against one another. The estimate has a standard error of 0.69241, which is represented by the value of the standard error. This reflects the average distance that the values that were observed fell from the line that was established via regression. A lower number suggests that the model is a better match to the data than a higher value.

Table 11 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.453	2	83.227	173.593	.000b
	Residual	65.683	137	.479		
	Total	232.136	139			

As a result of the fact that the F-statistic (173.593) is extremely high and the p-value (0.000) is extremely significant, it can be concluded that the regression model is statistically significant and offers a satisfactory adaptation to the data. It may be deduced from the fact that the Regression Sum of Squares (166.453) is significantly higher than the Residual Sum of Squares (65.683) that the majority of the variability in the dependent variable can be accounted for by the independent variables. The fact that the Mean Square of Regression (83.227) is much higher than the Mean Square of Residuals (0.479) provides additional evidence that not only does the model fit the data well, but it also provides an appropriate explanation for the data.

There is a statistically significant correlation between the model and the regression, and the model explains a considerable percentage of the variance in the dependent variable. The independent variables that incorporated into the model are likely to have a significant influence on the variable that is being studied.

Table 12 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.806	.207		3.888	.000
aims to bring about a transformation not just inside the team but also across the company by fostering creativity, personal growth, and change, as well as by building a common vision.	.774	.044	.831	17.662	.000
In accordance with the level of performance, they either issue prizes or punishments	.050	.044	.054	1.143	.255

a. Dependent Variable: they work more time to achieve their goal

The coefficient of determination, often known as the constant term or intercept, in the regression model is 0.806. The fact that this term has a p-value of 0.000 indicates that it is statistically significant, which implies that it substantially deviates from zero. The coefficient of 0.774, which is not standardized, indicates that the dependent variable (working more time to attain objectives) increases by 0.774 units for every one-unit increase in the independent variable (aiming to bring about transformation). This is assuming that all other variables remain constant. The fact that this variable has a t-value of 17.662 and a p-value of 0.000 indicates that it has a very significant influence on the variable that is being studied (the dependent variable). There is a very slight influence on the variable that is being studied, as indicated by the unstandardized coefficient value of 0.050. Because the p-value of 0.255 is higher than 0.05, it can be concluded that this variable does not serve as a statistically significant predictor of the dependent variable, which is the amount of time spent striving to accomplish one's goals.

5. Conclusion

The purpose of this study is to examine the effect of leadership style on employee motivation in hormuud telecom Somalia; this study is significant according to independent and dependent variables of the study. The manner in which a leader operates is a significant factor in determining the rate of staff motivation and overall work satisfaction. Whether they are transformational, transactional, democratic, autocratic, or laissez-faire, the many styles of leadership each have their own unique influence on the degree to which people feel engaged, appreciated, and motivated to perform to the best of their abilities. When it comes to increasing the motivation of employees, transformational leadership is typically the most successful method. Employees are driven by both intrinsic and extrinsic causes when they work in an atmosphere that is created by leaders that inspire, empower, and support personal progress. They are responsible for the development of creativity, inventiveness, and dedication, which ultimately leads to high levels of motivation and performance. It is possible that motivation can also be driven by transactional leadership, which places an emphasis on defined goals, incentives, and punishments. This is particularly true for activities that need structure and compliance. On the other hand, it is more probable to encourage employees through the use of extrinsic rewards as opposed to fostering long-term intrinsic drive. Democratic leadership, in which leaders include employees in decision-making, often increases employee ownership and engagement in the firm, which in turn generates motivation among workers. Making employees feel appreciated and respected is one of the ways that this approach contributes to increased job satisfaction and engagement. The style of leadership known as autocracy is known to have a greater detrimental effect

on motivation. As a result of the lack of autonomy and influence in decision-making processes, employees who are employed under this style may experience feelings of disempowerment and disengagement. While it may result in compliance in the near term, it is extremely unlikely to maintain motivation over the long run or to encourage creativity. When it comes to motivating employees, laissez-faire leadership, which is defined by a hands-off style, can be negative. This is especially true in teams that require guidance and assistance. There is a possibility that uncertainty, apathy, and poor motivation will result from a lack of guidance and feedback. In general, a transformational leadership style is often the most successful in promoting high levels of motivation among employees. This is because it generates an atmosphere that is characterized by trust, respect, and personal growth. Nevertheless, the optimum leadership style may differ from one firm to another, based on the organization's objectives and the particular requirements of the staff members. It is important for leaders to be flexible and adopt a variety of leadership styles in order to encourage people in a variety of scenarios and to align themselves with the values and culture of the organization.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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