

EFFECTS OF LEADERSHIP STYLE ON PERFORMANCE OF THE FEDERAL GOVERNMENT OF SOMALIA

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Abstract: The general objective of this study was to examine the Leadership style determinants performance of federal government of Somalia. Specifically, this study explored the effects of Autocratic leadership, Democratic leadership, and Laissez-faire leadership on performance of the federal government of Somalia. The study engaged a survey research design in data collection. This research employed quantitative data collection method whereby data was gathered by the use of closed ended questionnaires which were self-administered. Dynamic analysis was used to assess the validity and Cronbach's alpha to assess reliability of the questionnaire. Multiple regression analysis (standard and step wise) were conducted to determine the relationship between the leadership style and performance of the federal government of Somalia. Results confirm the one leadership style associated with performance of the federal government of Somalia. In general, Democratic leadership has significant and positive effects on performance of the federal government of Somalia, while Autocratic leadership and laissez-faire leadership have insignificant effects on performance of the federal government of Somalia. The study recommends that using Democratic leadership will improve performance of the federal government of Somalia.

Keywords: Leadership style, Democratic leadership, federal government of Somalia.

1. INTRODUCTION

1. Objectives of the Study:

1.1 General Objectives:

The general objective of this study is to determine the effect of leadership style on the performance of federal government of Somalia.

1.2 Specific Objectives:

1. To find out the effect of Autocratic Leadership on the performance of federal government of Somalia
2. To identify the effect of Democratic Leadership on the performance of federal government of Somalia
3. To determine the effect of Laissez-faire Leadership on the performance of federal government of Somalia

1.3 Research Objective:

1. How does Autocratic affect the performance of federal government of Somalia?
2. How does Democratic Leadership affect the performance of federal government of Somalia?
3. How does the Laissez-faire Leadership affect the performance of federal government of Somalia?

2. LITERATURE REVIEW

2.1 Introduction

This chapter discusses the theoretical and conceptual background of leadership style and its Effect to the performance of the federal government of Somalia. The chapter elaborates in more detail the relationship between the different leadership

styles such Autocratic, Democratic, and participative and their impact in the performance of a federal government. While considering examples of a number of countries, the chapter will critically examine, evaluate and summarize the leadership literature and its relations to the performance of federal government.

2.2 Theoretical Framework

2.2.1 Leadership Continuum Theory:

According to the Tannenbaum & Schmidt's Leadership Continuum, One criticism of early work on leadership styles is that they looked at styles too much in black and white terms. The autocratic and democratic styles or task-oriented and relationship-oriented styles which they described are extremes, whereas in practice the behavior of many, perhaps most, leaders in business will be somewhere between the two. Contingency theorists Tannenbaum and Schmidt suggested the idea that leadership behavior varies along a continuum and that as one moves away from the autocratic extreme the amount of subordinate participation and involvement in decision taking increases. They also suggested that the kind of leadership represented by the democratic extreme of the continuum will be rarely encountered in formal organizations.

Four main leadership styles can be located at points along such a continuum:

Autocratic: The leader takes the decisions and announces them; expecting subordinates to carry them out without question (the Telling style).

2.2.2 Fiedler's Contingency Theory:

Fiedler's Contingency Model Fiedler's contingency theory postulates that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impinge on the situation. For example, in a highly routine (mechanistic) environment where repetitive tasks are the norm, a relatively directive leadership style may result in the best performance, however, in a dynamic environment a more flexible, participative style may be required. Fiedler looked at three situations that could define the condition of a managerial task: 1. Leader member relations: How well do the manager and the employees get along? 2. Task structure: Is the job highly structured, fairly unstructured, or somewhere in between? 3. Position power: How much authority does the manager possess? Managers were rated as to whether they were relationship oriented or task oriented. Task oriented managers tend to do better in situations that have good leader-member relationships, structured tasks, and either weak or strong position power. They do well when the task is unstructured but position.

2.3 Review of Literature on Study Variables:

2.3.1 Autocratic leadership:

Autocratic leadership also known as authoritarian leadership is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers, Involves absolute, authoritarian control over a group.

This leader has full control of the team, leaving low autonomy within the group. The leader has a vision in mind and must be able to effectively motivate their group to finish the task. The group is expected to complete the tasks under very close supervision, while unlimited authority is granted to the leader. Subordinate's responses to the orders given are either punished or rewarded (Dictionary, n.d). Some of the primary characteristics of include: Little or no input from group members, leaders make the decisions, group leaders dictate all the work methods and processes, group members are rarely trusted with decisions or important tasks can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects require strong leadership to get things accomplished quickly and efficiently. In situations that are particularly stressful, such as during military conflicts, group members may prefer an autocratic style. It allows members of the group to focus on performing specific tasks without worrying about making complex decisions. This also allows group members to become highly skilled at performing certain duties, which is ultimately beneficial to the success of the entire group (K., Liippit, R. and White, R.K. , 1939).

While can be beneficial at times, there are also many instances where this leadership style can be problematic. People who abuse a style are often viewed as bossy, controlling and dictatorial, which can lead to resentment among group members. Because autocratic leaders make decisions without consulting the group, people in the group may dislike that they are unable to contribute ideas. Researchers have also found that often results in a lack of creative solutions to problems, which can ultimately hurt the group from performing. Autocratic leaders tend to overlook the knowledge and expertise that group members might bring to the situation (K., Liippit, R. and White, R.K. , 1939).

2.3.2 Democratic Leadership:

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While the democratic process tends to focus on group equality and the free flow of ideas, the lead of the group is still there to offer guidance and control (Martindale, 2011).

Because group members are encouraged to share their thoughts, democratic leadership can lead to better ideas and more creative solutions to problems. Group members also feel more involved and committed to projects, making them more likely to care about the end results. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members (K., Liippit, R. and White, R.K. , 1939).

While democratic leadership has been described as the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process (Martindale, 2011).

2.3.3 Laissez-faire leadership:

A philosophy or practice characterized by a usually deliberate abstention from direction or interference, especially with individual freedom of choice and action. This self-rule style empowers individuals, groups or teams to make decisions. Critics of this hands-off leadership style contend it is risky to universally delegate decision-making responsibility to staff members. Groups and teams do not have the power to make far-reaching strategic decisions, but laissez-faire leaders allow individuals or teams to decide how they will complete their work (Gill).

Laissez-faire leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation (Hersey, P. and Blanchard, K. H., 1969). Laissez-faire leadership tended to result in groups that lacked direction where members blamed each other for mistakes, refused to accept personal responsibility, and produced a lack of progress and work (K., Liippit, R. and White, R.K. , 1939).

2.3.4 Measurement of performance of the federal government:

The concept of federalism in the government defines the relationship between the central government at the national level and its constituent units at the regional, state, or local levels. Under this principle of government, power and authority is allocated between the national and local governmental units, such that each unit is delegated a sphere of power and authority only it can exercise, while other powers must be shared. System of government whereby there are at least two levels of government operating simultaneously, exercising autonomous powers. Under such a system the constitution must, and usually does, specify which level of authority has power in which areas and should provide a method of resolving jurisdictional disputes.

The precise allocation of responsibilities and powers varies widely, but usually the higher-level body deals with matters such as foreign policy and macroeconomics. Depending upon history, the power may have developed to the lower levels or come together in the higher level (when sometimes the word confederation is used). The USA, Canada, Australia, Germany and Switzerland are examples of federal arrangements. The UK is not a federation, although every so often proposals are made for varying degrees of devolution that might inevitably lead to a federal arrangement. The European Union is not a federation because the Union institutions are supreme in the (limited) areas over which the member states irrevocably gave them jurisdiction, making the European Union a supranational body. The Court of Justice of The European Union decides points of community law applicable in all the member states. In recent years, however, there has been discussion among commentators of the possibility that continued expansion may mean that a federal arrangement would be needed to cope with the diversity of views and cultures at national level (W.J. Stewart, 2006).

3. RESEARCH METHODOLOGY

3.1 Research Design:

Labaree (2014) defines research design as a comprehensive master plan of the research study to be undertaken, giving a general statement of the methods to be used. The function of a research design is to ensure that requisite data in accordance with the problem at hand is collected accurately and economically. Simply stated, it is the framework, a blueprint for the research study which guides the collection and analysis of data (Burns & Groove, 2013).

The study adopted a descriptive research design. The design is considered appropriate as it enabled the researcher to reach many subjects within limited time. Descriptive research design was used to obtain information concerning the current status of phenomena and to describe “what exist” with respect to variables in the situation (Mugenda,2013).

3.2 Target Population:

According to (Ogula, 2005), a population refers to any group of institutions, people or objects that have common characteristics. The study will cover some target people in Mogadishu City in Somalia geographical area of and a total population of 330.

The target population of this study is the former/current Somali Government Members of Parliament, Cabinet Ministers, Educated Elders and Political Experts within Mogadishu in Somalia.

Table 3.1: Population of the study

No	Name of the Target population	Target population	Sample size
1	Current Somali Government Members of Parliament	275	125
2	Cabinet Ministers	30	20
3	Educated Elders	15	15
4	Political Experts	10	20
Total		330	180

3.3 Sampling frame:

Sampling frame is the source material or device from which a sample is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households or institutions (Carl-Erik Särndal; Bengt Swensson; Jan Wretman, 2003). The sample frame for the study will include Current Somali Government Members of Parliament, Cabinet Ministers, Educated Elders and Political Experts.

3.4 Sample Size and Sampling techniques:

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda, O. M. and Mugenda, A. G., 1999). This subgroup is carefully selected so as to be representative of the whole population with the relevant characteristics. Each member or case in the sample is referred to as subject, respondent or interviewees. Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study (Ogula, 2005). It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The study will apply both random sampling procedures to obtain the respondents for questionnaires. The sample frame of the study includes a representative sample of the individuals living in the informal settlement. At least 54% of the total population is representative (Borg, 2003). Thus, 54% of the accessible population is enough for the sample size. This study will employ simple random technique. Simple random technique will be used to select the respondents to include in the sample. Simple random technique is a technique used to select samples without bias from the target/accessible population. The researcher is convinced that the issue under investigation effects the target population.

The sample size was determined by using Slovin’s formula for sample-size determination:

Where:

- N = Total Population 330
- n = Sample
- e = is the confidence level at 0.05

Substituting into the formula,

$$\begin{aligned}
 n &= \frac{330}{1 + 330(0.05)} \\
 &= \frac{330}{1 + 82.5} \\
 &= \frac{330}{1.825} \\
 &= 180
 \end{aligned}$$

Therefore n =180 respondents

Hence the sample consisted of 180 respondents who the current formal government and Educated Elders, Seafood market workers and fishing industries. The study will consider 54% of the sample of 180 who were in Mogadishu Somalia.

3.5 Data collection Instruments:

According to (Owens, 2002.), survey research design is unique as it gathers information not available from other sources as information is collected from respondents. Such as statistical tables and charts

3.5.1 Questionnaire:

A structured questionnaire will be used to collect quantitative data. From the respondents will be used to supplement the qualitative data, Key Informant interviews were then conducted with member of the parliament, cabinet ministries, Educated Elders and political Expert.

3.5.2 Observation Checklist:

This will involve viewing how particularly things are happening in these areas therefore it. This would be targeted on the member of the parliament, cabinet ministries, Educated Elders and political Expert.

3.6 Data collection procedure:

Prior to the beginning of data collection, the researcher will obtain all the necessary documents, including an introduction letter from the University. Audience with the sampled Member of Parliament and cabinet ministries in the Mogadishu will also be sought to clarify the purpose of the study. Upon getting clearance, the researcher will go to the field in person and distribute the questionnaires to the sampled individuals who are living in the informal settlements. Use of questionnaires is expected to ease the process of data collection as all the selected respondents will be reached in time. During the distribution of the instruments, the purpose of the research will be explained.

3.7 Pilot Test:

3.7.1 Validity:

Validity refers to the degree to which evidence and theory support the interpretation of test scores entailed by use of tests. The validity of instrument is the extent to which it does measure what it is supposed to measure. According to (Mugenda, O. M. and Mugenda, A. G., 1999), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. The research instrument will be validated in terms of content and face validity. The content related technique measures the degree to which the questions items reflected the specific areas covered.

3.7.2 Reliability:

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time. It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda, O. M. and Mugenda, A. G., 1999). Reliability is concerned with consistency, dependability or stability of a test (Nachmias, (1996):). The researcher will measure the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique will be used to estimate the reliability of the instruments. This will involve administering the same test twice to the same group of respondents who have been identified for this purpose.

3.8 Data processing and analysis:

Qualitative data analysis was based on the quantification of the size, distribution and association of variables of the study population. The data was collected through observation, and close ended questions. Quantitative data from the questionnaire will be coded and entered into the computer for computation of descriptive statistics as regression analysis. The Statistical Package for Social Sciences SPSS will be used to run descriptive statistics such as frequency, percentages and measures of central tendencies as well as correlations among the identified variables so as to present the quantitative data in form of tables and graphs based on the major research questions.

3.8.1 Quantitative Analysis:

Whereas quantitative analysis goes further to test the theories in the theoretical framework behind the study and prove or disapprove it. For this kind of a study, there is need to go further and test hypothesis. The multiple regression analysis was used to explore the relationship between, Democratic Leadership, and laissez-faire Leadership as the independent variables and performance of the federal government of Somalia, as the dependent variable. Pearson's correlation analysis was also used and it's a powerful technique for exploring the relationship among variables. Correlation coefficient was used to analyze the strength of the relations between variables. Correlation coefficients were calculated to observe the strength of the association. A series of multiple regression analysis (standard and step wise) were used because they provide estimates of net effects and explanatory power. Analysis of variance (ANOVA) was used to test the significance of the model. R2 was used in this research to measure the extent of goodness of fit of the regression model. The regression model is indicated as shown as follows:

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

Where:-

Y = represents the dependent variable, Performance of the federal government of Somalia

$\beta_0 \dots \beta_4$ are the Regression Coefficient

X1 = Autocratic leadership

X2 = Democratic Leadership

X3 = Laissez-faire Leadership

ϵ = Stochastic term

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction:

This chapter describes the findings of the study. The findings of the study were used to answer the research questions and make conclusion about the objectives of the study.

4.2 Response rate of the study:

The researcher administered 180 questionnaires and all were returned having been full filled. The respondents were presented with the questionnaires by the researcher and were filled by the respondents spot on under the guidance of the researcher because some of the respondents did not understand English. The response rate was 100 percent which is within Mugenda and Mugenda (2003) prescribed significant response rate for statistical analysis which they established at a minimal value of 54 percent.

Table 4.1: Response Rate

	Frequency	Percentage
Response	180	100%
Non-response	-	-
Total	180	100%

4.3 Descriptive Analysis:

The following presents the findings on the various study variables.

4.3.1 Effect on performance of federal government of Somalia:

The study required to examine the effects on federal government of Somalia. Table 4.2 summarizes respondents' level of agreement on how on federal government of Somalia. Most of the respondents agreed that The Federal government of Somalia has necessity control of all authorities of the state member without participation was clear and coherent as shown by a mean of 3.81. Most of the respondents also agreed to In the Autocratic style the federalism tends to less highly Economic growth, and no good collaborating among federal and state members. a mean of 2.07. The Federal Government is responsible for enacting laws as it sees fit without consultation with the Federal member states by a mean of 4.07, In style, the Somali people will be motivated to see the all a united Somalia under one leadership rule by a mean of.

Tables 4.2: Effect of on performance of federal government of Somalia

	N	Mean	Std. Deviation
The Federal government of Somalia has necessity control of all authorities of the state member without participation	180	3.81	.920
In the Autocratic style the federalism tends to less highly Economic growth, and no good collaborating among federal and state members.	180	2.07	1.203
The Federal Government is responsible for enacting laws as it sees fit without consultation with the Federal member states.	180	4.07	.791
In style, the Somali people will be motivated to see the all a united Somalia under one leadership rule.	180	2.60	1.736
Valid N (listwise)	180		

4.3.2 Effect of Leadership on performance of federal government of Somalia:

The study required to establish the effects of Leadership on performance of federal government of Somalia. In table 4.3 most of the respondents agreed that the State making process of the federal government in Somalia, state member should be part of the decision making process of the federal government in Somalia with a mean of 1.74, as a rule, the state members must be given rewards or punishments in order to motivate them to achieve a good objectives increased with a mean of 2.44, another respondents resulted from the Providing guidance to federal member states without pressure is the key to being a good leadership in Somalia were mean of 1.76, most of the respondent agreed that The Somali Federal Constitution fundamentally has decentralized characteristics in a mean with 2.26, while they are less agreed that The Federal Constitution in Somalia provided for the separation of power, an element that is very important for democracy and good governance in Somalia in a mean of 1.38.

Table of 4.3: Effect of Leadership on performance of federal government of Somalia

	N	Mean	Std. Deviation
State making process of the federal government in Somalia, state member should be part of the decision making process of the federal government in Somalia	180	1.74	1.135
As a rule, the state members must be given rewards or punishments in order to motivate them to achieve a good objectives	180	2.44	1.010
Providing guidance to federal member states without pressure is the key to being a good leadership in Somalia	180	1.76	1.331
The Somali Federal Constitution fundamentally has decentralized characteristics	180	2.26	1.265
The Federal Constitution in Somalia provided for the separation of power, an element that is very important for democracy and good governance in Somalia	180	1.38	.719
Valid N (list wise)	180		

4.3.3 Effect of Laissez-faire Leadership on performance of federal government of Somalia:

The study required to establish the effect of Laissez-faire Leadership on performance of federal government of Somalia. In the table 4.3 indicates the result of the respondent, most of the respondents were showed that, It is fair to give the member state all powers in their jurisdiction without interference from the federal government of Somalia in a mean of 4.15, while the other respondent showed that, The Federal Constitution recognizes the constitutions of the four currently existing Federal Member States of Puntland and Galmudug, ISWA and Jubaland and their powers to perform all their services without interference from the federal government in a mean of 1.70, additional respondents demonstrate that, The laissez-faire leadership style will increase the quick response of the emergency cases from federal member states instead of federal government with a mean of 2.36, other respondent showed that The laissez-faire will decrease the good collaboration between federal government and federal member states in a mean of 1.74.

Table 4.4: Effect of Laissez-faire Leadership on performance of federal government of Somalia

	N	Mean	Std. Deviation
It is fair to give the member state all powers in their jurisdiction without interference from the federal government of Somalia	180	4.15	.972
The Federal Constitution recognizes the constitutions of the four currently existing Federal Member States of Puntland and Galmudug, ISWA and Jubaland and their powers to perform all their services without interference from the federal government.	180	1.70	1.246
The liaises far leadership style will increase the quick response of the emergency cases from federal member states instead of federal government	180	2.36	1.616
The liaises fair will decrease the good collaboration between federal government and federal member states	180	1.74	1.119
Valid N (list wise)	180		

4.3.4 Performance of federal government of Somalia:

The result of the study in the Performance of federal government of Somalia, in the table below shows the Performance of federal government of Somalia, the respondent has less agreed that the Finalization of the Federal Constitution and support for the establishment of the remaining Federal Member States are vitally important for the federal government in a mean of 1.74, other respondents shows that In the Democratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members in a mean of 1.58, Major of the respondent agreed that In autocratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members in a mean of 3.88. Other respondent agreed that In Liaises fair, the federalism tends to be highly economic growth, increase security stability, and good collaborating among federal and state members in a mean of 3.21, other respondent shows that The internal power struggling between different functions of Somalia range from central to regional but it must be primarily settle down before proceeding state building arena with a mean of 2.50.

Table 4.5: Performance of federal government of Somalia

	N	Mean	Std. Deviation
Finalization of the Federal Constitution and support for the establishment of the remaining Federal Member States are vitally important for the federal government	180	1.74	1.119
In the Democratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members	180	1.58	.731
In autocratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members	180	3.88	.917
In Liaises fair, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members.	180	3.21	1.778
The internal power struggling between different functions of Somalia range from central to regional but it must be primarily settle down before proceeding state building arena.	180	2.50	1.131
Valid N (list wise)	180		

4.3.5 General question the relationship between leadership style and federal government of Somalia:

The study requires examining the relationship between leadership style and federal government of Somalia. in the table below indicates the analyzes of the relationship between variables and performance of the federal government of Somalia, in the respondent of the Somalia with its current situation can't implement neither unitary nor federalism smoothly by itself without the help of the international community in a mean of 2.74, other respondents results form There is a very

strong and substantial peace and political progress that is taking place in Somaliland, having political parties, two houses of parliament, and holding two one-man one-vote elections as well as local government elections. Therefore, the Federal Government should come up with an effective way to deal with Somaliland, by a mean of 1.66, other respondents from Both the International Community and the regional government can also play a significant role in convincing Somaliland to join the rest of Somalia in a federal political system that can give self-rule within its own territory in a mean of 2.51

Table 4.6: the relationship between leadership style and federal government of Somalia

	N	Mean	Std. Deviation
Somalia with its current situation can't implement neither unitary nor federalism smoothly by itself without the help of the international community.	180	2.74	1.503
There is a very strong and substantial peace and political progress that is taking place in Somaliland, having political parties, two houses of parliament, and holding two one-man one-vote elections as well as local government elections. Therefore, the Federal Government should come up with an effective way to deal with Somaliland.	180	1.66	1.139
Both the International Community and the regional government can also play a significant role in convincing Somaliland to join the rest of Somalia in a federal political system that can give self-rule within its own territory.	180	2.51	1.318
Valid N (list wise)	180		

4.4 Regression Analysis:

4.4.1 Correlation Analysis:

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (performance of the federal government) and the independent variables (Democratic leadership and laissez-faire leadership). According to Sekaran (2008), 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, 2013).

From table 4.7, the results generally indicate that except for performance of the federal government other independent variables, Democratic leadership and laissez-faire leadership were found to have positive significant correlations on at 5% level of significance. There was a weak positive but insignificant correlation between and ($r = 0.238, P > 0.05$). There was a strong positive and highly significant correlation between Democratic leadership and ($r = 0.348, P < 0.05$). There was a weak positive and significant correlation between laissez-faire leadership and ($r = 0.564, P < 0.05$).

Table 4.7: Correlation Analysis

		Effect of	Effect of Democratic Leadership	Effect of Laissez-faire Leadership	Performance of federal government of Somalia.
Effect of	Pearson Correlation	1	.521**	.659**	.638**
	Sig. (2-tailed)		.000	.000	.000
	N	180	180	180	180
Effect of Democratic Leadership	Pearson Correlation	.521**	1	.764**	.548**
	Sig. (2-tailed)	.000		.000	.000
	N	180	180	180	180
Effect of Laissez-faire Leadership	Pearson Correlation	.659**	.764**	1	.648**
	Sig. (2-tailed)	.000	.000		.000
	N	180	180	180	180
Performance of federal government of Somalia	Pearson Correlation	.238**	.548**	.348**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	180	180	180	180
** . Correlation is significant at the 0.01 level (2-tailed).					
* . Correlation is significant at the 0.05 level (2-tailed)					

4.5 Multiple Regression Analysis:

In order to test the research hypotheses, a standard multiple regression analysis was carried out using as the dependent variable, and the three leadership style: democratic leadership and laissez-faire leadership as the predicting variables. Tables 4.8, 4.9 and 4.10 present the regression results.

4.5.1 Model Summary:

From the model summary in table 4.8, it is clear that the adjusted R² was 0.776 indicating that a combination of democratic leadership and laissez-faire leadership explained 77.6% of the variation in the performance of the federal government of Somalia, while 22.4% will be explained by other factors and the error term.

Table 4.8: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.881 ^a	.776	.771	.851

a) Predictors: (Constant), Authoritarian Leadership, Democratic Leadership, Laissez-faire Leadership

4.6 ANOVA:

From the ANOVA table 4.9, it is clear that the overall standard multiple regression model (the model involving constant, democratic leadership and laissez-faire leadership is significant in predicting, democratic leadership and laissez-faire leadership determine performance of the federal government of Somalia. The regression model achieves a high degree of fit as reflected by an R² of 0.776 (F = 151.7; P = 0.001 < 0.05).

Table 4.9: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	439.327	4	109.832	151.760	.000 ^b
	Residual	126.651	175	.724		
	Total	565.978	179			
a. Dependent Variable: Performance of Federal Government of Somalia						
b. Predictors: (Constant), Authoritarian Leadership, Democratic Leadership, Laissez-faire Leadership						

4.7 Regression coefficient:

Table 4.10 presents the regression results on how democratic leadership and laissez-faire leadership on performance of federal government of Somalia. The multiple regression equation was that: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$ and the multiple regression equation became: $Y = 4.796 + 0.2X_1 + 0.31X_2 - 0.768X_3 + \epsilon$. As depicted in table 4.13, there was positive and significant effects on performance of federal government of Somalia ($\beta = 0.135$; $t = 2.644$; $p < 0.05$). There was positive and significant effects of democratic leadership on performance of federal government of Somalia ($\beta = .182$; $t = 3.265$; $p < 0.05$). However, there was negative but significant effects of laissez-fair on performance of federal government of Somalia ($\beta = -0.698$; $t = -10.741$; $p < 0.05$).

Table 4.10: Coefficients ^a

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.796	.330		14.522	.000
	In the Autocratic style the federalism tends to less highly Economic growth, and no good collaborating among federal and state members.	.200	.076	.135	2.644	.009
	As a rule, the state members must be given rewards or punishments in order to motivate them to achieve a good objectives	.321	.098	.182	3.265	.001
	The laissez-faire leadership style will increase the quick response of the emergency cases from federal member states instead of federal government	-.768	.071	-.698	-10.741	.000
Dependent Variable: Performance of Federal Government of Somalia						

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction:

This chapter consequently sums up the result of the effect of the leadership on the performance of the federal government in row with the objectives, illustrates conclusions and makes the essential recommendations. The study suggests some other areas of further study that may supplement the research area.

5.2 Summary of the Objectives:

The general objective of this study is to determine the effect of leadership style on the performance of federal government of Somalia. Specifically, this study investigated the effects of autocratic, democratic and Laissez-faire Leadership styles on the performance of the federal government. The study employed a survey research design in data collection. And quantitative data collection method was used to gather the data with use of closed ended questionnaires which were self-administered. Factor analysis was used to assess the validity and Cronbach's alpha to assess reliability of the questionnaire. Multiple regression analysis was performed to assess the relationship between the dependent variable (performance of the federal government) and the independent variables (autocratic, democratic and laissez-faire leadership styles).

Standard multiple regression analysis was conducted for hypotheses testing (Cooper & Schindler, 2013; Sekaran, 2008), while stepwise multiple regression analysis was conducted in order to establish the best combination of independent (predictor) variables would be to predict the dependent (predicted) variable and to establish the best model of the study (Cooper & Schindler, 2013).

5.2.1 Effect of the Autocratic leadership to the performance of the federal government of Somalia:

The study outcome and confirms the importance of the effect of the leadership to the performance of the federal government. In general, the results reveal that style and state and federal cooperation policies have insignificant and week positive effects on the performance of the federal government in Somalia. Stepwise regressions revealed that Autocratic styles explained statistically significant portion of the variance associated with the extent of the performance of the federal government in Somalia.

5.2.2 Effect of the Democratic leadership to the performance of the federal government of Somalia:

The study results confirm the importance of the effect of the leadership to the performance of the federal government. In general, the results reveal that democratic leadership style and state and federal cooperation policies have significant and strong positive effects on the performance of the federal government in Somalia. Stepwise regressions revealed that democratic styles explained statistically significant portion of the variance associated with the extent of the performance of the federal government in Somalia. The study recommends that to improve the performance of the federal government in Somalia, politician and top leader in the federal government should nurture and develop democratic leadership style.

5.2.3 Effect of the laissez-faire leadership to the performance of the federal government of Somalia:

The study outcome and confirms the significance of the effect of the leadership to the performance of the federal government. In general, the results reveal that laissez-faire leadership style and state and federal cooperation policies have significant and week positive effects on the performance of the federal government in Somalia. Stepwise regressions revealed that laissez-faire styles explained statistically significant portion of the variance associated with the extent of the performance of the federal government in Somalia.

5.3 Conclusions:

Based on the findings of this study, the following conclusions were drawn. The results reveal that style and state and federal cooperation have insignificant and week positive effects on the performance of the federal government in Somalia, democratic leadership style has significant and strong positive effect on increasing the performance of the federal government in Somalia, laissez-faire leadership style and state and federal cooperation have significant and week positive effects on the performance of the federal government in Somalia. These findings indicate that the existing leadership style are not so suitable for improving the importance of the federal government as there are conflicts between the regional states and the federal government in Somalia. The stepwise multiple regression analysis revealed that three leadership styles namely; autocratic, democratic and laissez-faire explained statistically significant portion of the variance associated with the extent of the performance of the federal government in Somalia

The stepwise multiple regressions indicated that among the effect of democratic leadership style on the performance of the federal government had more effects on improving the performance of the federal government in Somalia. This result was an emphasis on the role of democratic style of leadership in providing a suitable environment for developing performance of the federal government in Somalia.

5.4 Recommendations:

Based on the findings of this study and the conclusions, the following recommendations were prepared:

1. The existing leadership styles should be modified towards modern democratic practice in order to improve the performance of federal government in Somalia.
2. In modifying leadership style, the views and the public opinion must be considered as a key priority to select a fairly and fair elected leadership.
3. In modifying leadership style, the politicians and top leaders of the country should incorporate modern democratic leadership styles to increase the performance of the federal government in Somalia.
4. Politicians, opposition leaders and top leaders of the country should focus more on sharing ideas, opinions with followers and engaging with leaders of the federal member states to improve the performance of the federal government.
5. Politician and top leaders should find out how democratic style of leadership could be modified in order to facilitate increasing the performance of the federal government in Somalia.

5.5 Suggestions for areas for further research:

The general objective of this study is to determine the effect of leadership style on the performance of federal government of Somalia. Specifically, this study investigated the effects of autocratic, democratic and Laissez-faire Leadership styles on the performance of the federal government. These styles of leadership under study are not the only ones of the all leadership styles, hence further research can be carried out to paternalistic, transformational leadership styles on the performance of the federal government. Secondly, further studies need to be carried out to compare the different leadership style of the current and former military regime of Somalia and their effect of performance.

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