



T.C.

ANKARA YILDIRIM BEYAZIT UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES

**THE LEADERSHIP POWER AND ORGANIZATIONAL
COMMITMENT ON ORGANIZATIONAL PERFORMANCE:
A CASE STUDY OF SOMALIA**

MASTER THESIS

Abukar Sadi MOHAMUD

DEPARTMENT OF BUSINESS

ANKARA, 2021

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Supervisor
Prof. Dr. Ali İhsan ÖZDEMİR

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THESIS ACCEPTANCE APPROVAL PAGE

The thesis prepared by Abukar Sadi MOHAMUD titled “The Leadership Power and Organizational Commitment on Organizational Performance: A Case Study of Somalia” has been accepted by the jury members as a thesis at Ankara Yıldırım Beyazıt University, Graduate School Of Social Sciences, Department of Business.

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DECLARATION

I hereby declare and confirm that I have written this thesis in accordance with the rules, guidelines and ethical conducts which set by the institute of social science at Ankara Yıldırım Beyazıt University. I would like also to proclaim here that I have cited and referenced fully all the information that I have obtained from secondary sources. Throughout the study, I kept in mind to produce desirable outcome, therefore I followed all the necessary steps for doing such useful work. Lastly I accept all legal responsibility related to my thesis's academic procedure.

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DEDICATION

This dissertation is wholeheartedly dedicated to my family. My mother HALĪMA and my father SADĪ, who has been my source of inspiration, thank you for always believing in me, driving me to finish, and continuously praying for me. To my friend, Ahmad, thanks for everything you have done for me. Furthermore, to all my family, thank you for your help and for encouraging me to finish this journey.



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ABSTRACT

The Leadership Power and Organizational Commitment on Organizational Performance: A Case Study of Somalia

Recently; business entities strive for achieving operational excellence. This is how they tend to achieve the market share, the competitive advantage, as well as the increased number of customers with the increased profitability. For the said purpose, the firms adopt different strategic approaches to achieve its objectives well. Apart from other available methods, one of the remarkable facts is about the leadership power as well as the commitment i.e., how these forces help to have an impact on the organizational performance. The current research work is conducted in the context of leadership power and organizational commitment on the organizational performance i.e., a case study of Somalia. For the said purpose this study also has been used seven leadership power: Legitimate Power, Coercive Power, Expert Power, Informational Power, Power of Reward, Connection Power, and Referent Power. Are determined, and research work is carried out based on the existing research studies. The data is being gathered from 113 respondents who provided their responses to well-defined questionnaire items regarding leadership power, organizational commitment as well as organizational performance. The numeric data is first converted to the codes and SPSS Version 22 is used to conduct the tests i.e., correlation & regression analysis for determining the association between the variables. Based on the results of the current research work, it is determined that leadership power has a strong positive correlation with organizational performance. So, a firm needs to focus on all parameters of leadership power in order to have a positive impact on the firm's growth.

Keywords: Leadership power, organizational commitment, organizational performance.

ÖZET

Örgütsel Performansta Liderlik Gücü ve Örgütsel Bağlılık: Somali Vaka Çalışması

Günümüzde ticari kuruluşlar operasyonel mükemmelliğe ulaşmak için çabılıyor. Bu şekilde pazar payı, rekabet avantajı ve artan karlılık ile artan müşteri sayısı elde etme eğilimindedirler. Bu nedenle firmalar, amaçlarına ulaşmak için farklı stratejik yaklaşımlar benimsemektedir. Mevcut diğer yöntemlerin yanı sıra, dikkat çekici gerçeklerden biri, liderlik gücü ve bağlılık, yani bu güçlerin örgütsel performans üzerinde bir etkiye sahip olmaya nasıl yardımcı olduğu hakkındadır. Mevcut araştırma çalışması, örgütsel performans üzerindeki liderlik gücü ve örgütsel bağlılık bağlamında, yani bir Somali vaka çalışması bağlamında yürütülmektedir. Bu amaçla çalışmada söz konusu amaç doğrultusunda bu çalışmada da yedi liderlik gücü kullanılmıştır: Meşru Güç, Zorlayıcı Güç, Uzmanlık Gücü, Bilgilendirme Gücü, Ödül Gücü, Bağlantı Gücü ve Referans Gücü.. ve örgütsel performans ile ilgili iyi tanımlanmış anket maddelerine yanıt veren 113 katılımcıdan özel sektörde olan Hormud organizasyondan çalışanı toplanmaktadır. Sayısal veriler ilk olarak kodlara dönüştürülür ve testleri yürütmek için SPSS (Statistical Package for the Social Sciences) Sürüm 22, yani çalışma değişkenleri arasındaki ilişkiyi belirlemek için korelasyon ve regresyon analizi kullanılır. Mevcut araştırma çalışmasının sonuçlarına dayanarak, liderlik gücünün örgütsel performans ile güçlü bir pozitif korelasyona sahip olduğu tespit edilmiştir. Bu nedenle, bir firmanın büyümesi üzerinde olumlu bir etkiye sahip olması için bir firmanın liderlik gücünün tüm parametrelerine odaklanması gerekir.

Anahtar Sözcükler: Liderlik gücü, örgütsel bağlılık, örgütsel performans.

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1. INTRODUCTION

Somali is the first African democratic country that handover power in peace 1967. Since 1991, Somalia lacks an effective and stable political organization, in other words the state that can dominate the entire country and its people. Somalia's failure even started before the collapse of Siyad Barré's government in 1991.

Somali politics is one of the most complicated and difficult policies when it comes to leadership in the Horn of Africa. Somalia's ending one of its problems causes another problem to begin. When a person thinks of Somalia, civil war, famine, terrorism and piracy come to mind. The world is continuously changing and Somalia is part of that changing weather it is positive or negative. Fortunately as all of you knows Somali has no powerful government for the last three decades and that has affected every institution in the country. Organizations are the parts of institutions. If the head has a problem all other parts of the body will have a problem. That is why Somali organizations have a problem. Some Somali organization have a problem with lack of an effective leadership skills. When the local organizations are running by a foreign it will create a lot of damage in the country. The prolonged Somali civil war has devastated state machinery, institutions, and systems. Many experienced workers with excellent records in managing private and public services left the country, and nowadays, the few accessible private sectors and government jobs are mostly appointed by either diaspora or NGO workers.

As indicated by Northouse (Northouse, 2004), there is a connection between the ideas of force and authority since power is a basic piece of the administration cycle, and one can't exist without the other. Quite possibly the most troublesome parts of utilizing power is that it is an unsafe and temperamental cycle. This is essentially because of the way that force and mistreatment are innate in the administration interaction. The difference among mistreatment and force is reflected in the morals and good closures. "The capacity to impact others' perspectives, convictions, mentalities, and game-plan" is characterized as "the capacity to impact others' viewpoints, convictions, mentalities, and strategy" (Northouse, 2004). Leaders are characterized by persecution as force wielders and dominators. The way that persecution and force are both needed to accomplish an objective makes this a hazardous and shaky cycle; notwithstanding, our definition recommends that administration is saved

for the individuals who impact a gathering of individuals toward a shared objective. Pioneers who use persecution are fundamentally worried about their own goals and are infrequently worried about their subordinates' requirements and wants (Northouse, 2004). The sort and measure of force required will be controlled by the objectives that should be met, just as the pioneer's insight and capacity to utilize the force that is accessible (Yukl, 2002). The amount of total power that is required for effective leadership and the mix of various types of power are questions and issues that research has started to answer (Yukl, 2002). A leader should avoid and prevent the use of oppression power if possible because it is hard and challenging to use and can have undesirable results. This research suggests that for leaders to be effective, they must subscribe to power and not oppression.

1.1. Scope of the Thesis

1. What is the connection between visionary initiative and an inventive way to deal with fruitful authoritative change?
2. To examine the impact of leadership power on hierarchical execution
3. What are the factors that excellent leaders need to practice in order to succeed?
4. These are the administration applications that individuals use when they are at their best. In any case, what are the situation and proof that they are significant? Do these power practices affect individuals' and associations' commitment, activity, and execution?
5. What are the differences between the leaders who use seven power and those who didn't use them?
6. Do you believe somebody you know or somebody you don't know more? Which do you trust more: a solicitation in a commercial or a suggestion from a companion?
7. To investigate the impact of the leadership power and organizational commitment on organizational performance in the case of Somalia

1.2. Outline of the Thesis

This thesis is divided into six parts as shown in Figure 1 following. Chapter one introduces to us the trends Introduction to leadership. Chapter two provides extensive

literature on leadership power and organizational commitment on organization performance from global to Somalia, their form of organization, and contemporary status. Chapter three includes details of the research location, research methodology. Chapter four includes empirical findings and results. Chapter five contains Conclusion, limitations and recommendations. Chapter six appendix and references.

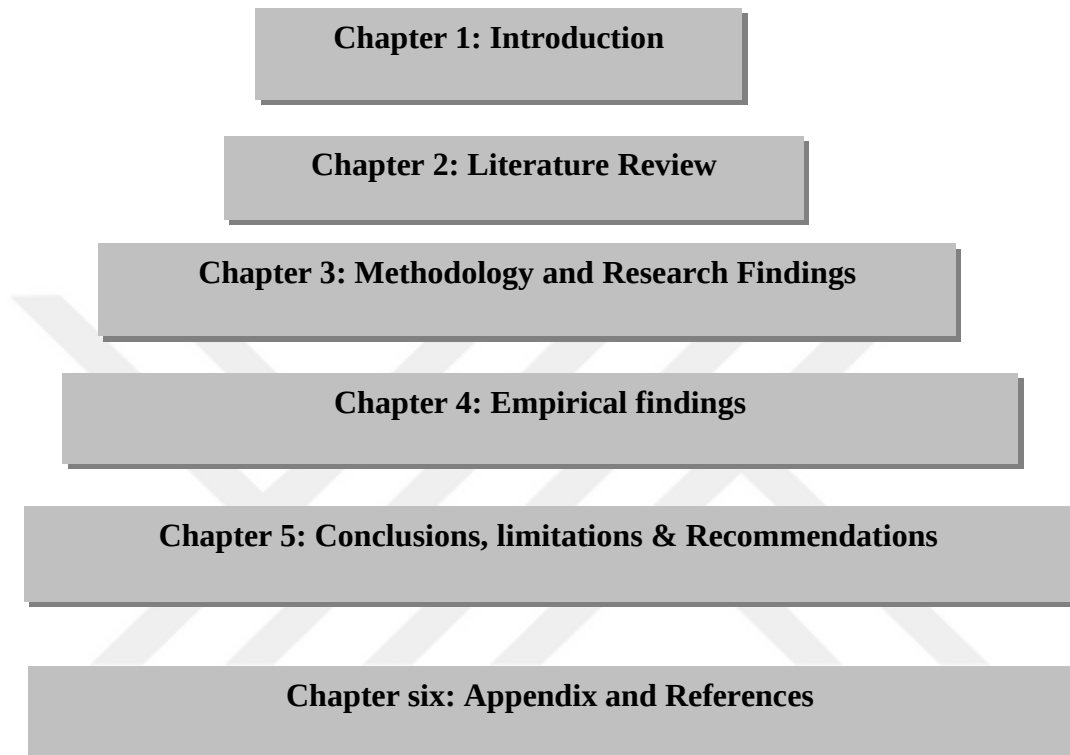


Figure 1. Outline of the thesis

2. LITERATURE REVIEW

2.1. Introduction to Leadership

Speculations of initiative have existed since the start of the 20th century. In 1900, the first speculations, known as Great Man hypotheses, were improved. Authority, as indicated by this hypothesis, is an inherent capacity moved by the individuals who are destined to lead. Following such speculations, in 1930, Group hypothesis was suggested, which depicted how administration shows itself and creates in little gatherings. Characteristic hypothesis, which holds that all chiefs have widespread attributes, was created during the 1940s and 1950s. During the 1950s and 1960s, the conduct hypothesis became mainstream. This hypothesis centers on how certain personal conduct standards lead to administration. Following this hypothesis, another hypothesis known as Contingency or Situational hypothesis was suggested somewhere in the range of 1961 and 1971. The principal issue with the initiative is figuring out which authority styles were fruitful in explicit circumstances. The greatness hypothesis was proposed in 1980, and it expresses individuals can lead associations flawlessly through the communication of characteristics, style or practices, key conditions, and gathering help.

Other drive theories were proposed and talked about fundamentally by Management Science and Social Psychology experts, whose viewpoints are restricted, except for viewpoints on organization created in various trains like Philosophy, History, and Art. Progressive, direct, male, practical, and Newtonian points of view order these speculations. Different fields add to the idea of initiative by adding new measurements.

Anthropologists- Culture

Historians- Long Time Frames, and so forth

Political researchers are specialists in the field of legislative issues.

Establishments and social orders – Sociologists

Authority was characterized by political sociologists in 1957 as the capacity to "inject qualities and objectives of pioneers into a gathering." Robert Greenleaf characterized initiative as continues in 1977: "Incredible pioneers advantage individuals they lead by

developing and keeping a climate that urges and supports everybody to arrive at their maximum capacity." (Greenleaf, 1977) James M Burn, an antiquarian and political specialist, contributed his thought regarding administration in 1978 "Since they are noticeably engaged with the arrangements vital to control exchanges, adherents are vital for administration. They have their own personalities."

2.1.1. Various Definitions of Leadership

- a. It's hard to think of a solitary working definition for initiative since it very well may be clarified from numerous points of view. Initiative is something beyond a solitary individual or a gathering of individuals in a place of force. Initiative is an interaction where an individual is endured and fulfilled in an assortment of exercises to accomplish a particular objective. Initiative alludes to a pioneer's style and disposition in social affair and coordinating people and gatherings. Administration is a cycle where a pioneer speaks with a gathering or people. Accordingly, an association's impact is controlled by its proficient chief, and a productive pioneer is somebody who has a successful authority style. Any gathering or association's initiative is critical. There are three notable techniques for characterizing initiative according to different points of view. a. Accomplish objectives with the assistance of others: While numerous pioneers have worked indefatigably to direct their associations or gatherings toward progress, this accomplishment would not have been conceivable without the dynamic investment of all individuals from the gathering. Subsequently, it is sensible to give the genuine meaning of initiative, which incorporates those helping hands. Preceding this, pioneers utilized a progressive system and the issuance of a request to finish a mission. In any case, in the cutting edge world, pioneers have contrived another system dependent on the venture of confidence in their kin, with gifted workers participating in a well-disposed climate to accomplish the mission and objectives. The executive's styles, as opposed to authority styles, are all the more broadly talked about in associations. This authority style rejects formal initiative for casual administration. The solitary distinction is that you don't state certain controls over individuals.
- b. Overwhelming force of initiative: This kind of administration alludes to the individual who uncovers or stands apart as the prevailing individual from a gathering or faction. It basically expresses that pioneer will probably employ control over their

kin by possessing the most elevated situation for a set timeframe. This basically looks for normal comprehension among the members that they will cling to the principles. This sort of authority doesn't require the presence of a decent uplifting pioneer.

- c. Positive change toward a superior excursion: In this kind of authority, the current circumstance is basically tested toward a greater world. The pioneer is named for daring to shout out and be heard, regardless of whether it places them in harm's way. Notwithstanding, in this kind of administration, you are not needed to take a conventional arrangement; in the event that you accept that change is important, you feel free to challenge the current circumstance. This likewise offers laborers the chance to become pioneers regardless of whether they come up short on the fundamental abilities or authority

2.1.2. Different Kinds of Leadership Behaviors

There are a wide range of sorts of authority practices that are significant for a business. Hart and Quinn (Hart and Quinn, 1993) fostered a system that spotlights on the CEO's jobs. They uncover that CEOs play four parts to play in making hierarchical progress. Vision setter, helper, analyzer, and slave driver are the four jobs, every one of which has a particular errand in the association. With thought for creating social, monetary, and mechanical patterns, the vision setter portrays and communicates an organization's essential reason and future objective. The helper changes the vision and monetary system of an association into a "reason worth battling for." The CEO should persuade and invigorate workers to accomplish the association's objectives to satisfy this job. The analyzer is worried about the productive, productive, and efficient administration of inside working frameworks, just as the forming of functional choices and the control of the executive's measures. By convincing subordinates to settle on choices and apportioning assets to the most noteworthy need exercises, the slave driver centers around the association's exhibition and obligations. By having the option to play out each of the four jobs simultaneously, a powerful leader exhibits a significant degree of social intricacy. .

Administration is something beyond a character attribute. Pioneers arrive in an assortment of shapes and sizes. For instance;

Solid absolutist pioneers: Leaders who put out their objectives disregarding the assessments of their devotees then, at that point order their adherents to do their obligations undoubtedly.

Pioneers who are consultative consider the assessments of their devotees when laying out objectives. They acknowledge others' thoughts however don't think of them as when deciding.

Majority rule pioneers include their supporters similarly simultaneously and delegate dynamic power to the gathering.

Alluring pioneers work on the feeling of solidarity between two individuals or the individual appreciation for resemble the other; the more grounded the fascination, the more noteworthy the force. (Bass, 1990)

Face-saver: Such pioneers guarantee the individual or person's wellbeing and security.

Pioneers with a free enterprise mentality are alluded to as free enterprise pioneers. The pioneer who permits the group to make whatever move it considers significant. Latest examination has zeroed in on groundbreaking and charming initiative, just as their consequences for hierarchical viability. Hypothetically, magnetic administration is equivalent to groundbreaking conduct. As indicated by (Shamir House and Arthur, 1993), charming, visionary, or groundbreaking initiative can possibly impact adherents in manners that are both quantitatively and subjectively unique in relation to those anticipated by past hypotheses. Groundbreaking administration, as characterized by Canella and Monroe (Canella and Monroe, 1997), underlines the significance of pioneers' associations with adherents, rather than the organization hypothesis of authority. Communicating a dream, sorting out missions, showing assurance, and conveying elite assumptions are on the whole key practices of appealing or groundbreaking pioneers. The beneficial outcomes of charming/groundbreaking initiative mentalities on devotees remember ingraining trust for the pioneer, causing supporters to feel great within the sight of the pioneer, and acquiring incredible esteem or regard from representatives (Conger and Kanungo, 1987). Value-based initiative, then again, centers on rousing devotees through remunerations or quips. Value-based authority (Burns, 1978), is related with a trade relationship that serves the personal circumstances of the trade accomplices. The essential objective of conditional authority activities is to keep up with and notice authoritative tasks. These administration mentalities

shape the association's procedures, foster the design to do them, and direct subordinates. These practices are pointed toward working on authoritative execution, either by managing errands straightforwardly or by affecting adherents' activities. Plainly, charming/groundbreaking and value-based initiative involve two unmistakable styles of conduct. One spotlights on the association's obligations, occupations, or execution, like arranging, the association's vision or target, noticing subordinate exercises, and offering fundamental help, gear, and specialized help. The other spotlights on worker connections, like empowering, mindful, and helping subordinates, exhibiting trust and trust in representatives, being cordial and aware, endeavoring to comprehend representative issues, offering thanks for a representative's perspectives, and perceiving commitments and accomplishments (Yukl, 2002). Truly, the discussion over task-based and relationship-based position conduct can be followed back to early investigations at Ohio State University and the University of Michigan (Stogdill, 1974).

2.2 Introduction to the company's performance

Authoritative execution is characterized as "the change of contributions to yields for the accomplishment of explicit objectives (Chen, 2002).". With consider to its scope, a performance shows about the correlation between the minimum and efficient cost, between efficient cost and completed output with effectiveness and between output and accomplished result (efficiency)". There are numerous approaches to comprehend association execution, yet this exposition centers around the improvement of the association and the presentation of the outreach group, the two of which add to the turn of events. The outreach group's exhibition can be characterized as the entirety of the organization's activities or ventures throughout a given timeframe. The aggregate sum of income gathered for the product sold can be utilized to ascertain it. Expanded pay is characterized as the aggregate sum of cash gathered by an association for the product it sold during a particular time span, before any costs are deducted. The three fundamental presentation factors decide the organization's impact.

1. Adequacy and cycle constancy

1. Adequacy and cycle of constancy
2. Connections and HR
3. Natural variation and development (Yuki, 2006).

Viability is characterized as a period wherein an association's kin and assets are utilized to finish huge tasks while downplaying costs. At the point when assets are utilized

adequately in contrast with contenders, the functional financial plan is decreased, and the capital edge rises or increments. At the point when an association's serious technique gives items and administrations at lower costs than its rivals, it is considered viable. Confidence, dependence, or trust, hierarchical dedication, aggregate acknowledgment, and worker joint effort are for the most part instances of human asset connections. (Yuki et al, 1990). At the point when an organization's cutthroat methodology incorporates offering items and administrations at lower costs than its rivals, it is supposed to be successful. Confidence, dependence, or trust, hierarchical unwaveringness, aggregate acknowledgment, and worker joint effort are largely qualities of human asset connections. (Yuki et al, 1990)

2.2. Various Conceptualizations of Organizational Performance

Organizational performance relies on leaders' skills to build a cooperative and collective working climate and on their skills to lead a group. Effective results need emotional engagement and empathy from participants in terms of activities performed within a group in order to give solutions to issues that require to be resolved as professionally as possible.

1. In an association, there are a few ideas that can be utilized to work on hierarchical execution. Disposition is formed by structure: The authoritative design contains explicit strategies and techniques that representatives continue in their everyday exercises. It likewise contains the association's organization's main goal and vision for the association's populace to accomplish. The genuine work processes that rouse representatives to accomplish their goals.
2. Reason and effect are not almost related in reality: When it comes to hierarchical dynamic, think about the time between when the choice was made and when the outcome was noticed, which can require a while by and large.
3. No single right reaction: Some reactions to an inquiry are clearly more pleasant than others in an association dynamic, yet there is no single right answer. Now and again we think our answer is the awesome, as a general rule, the best reaction today can be affirmed wrong tomorrow in an association dynamic.
4. Mentalities will fall apart before they improve: As we master new abilities, our disposition will crumble before the new abilities can give the vital turns of events.

Thus, indeed, there's a tangle between acquiring another ability and effectively applying it depending on the situation.

The assistance area gets more consideration in this paper on the grounds that the case association is a name community that is totally dependent on client care, client endorsement, and results as far as monetary development and representative check. In such organizations where you don't work together with customers up close and personal, conceptualizing authoritative execution requires an exceptionally significant degree of disposition and capacity to fulfill clients. As the representatives are associated with the clients via telephone, the association should buckle down on the workers to keep up with their good and friendly mentalities. The thought is to pay attention to clients however much as could be expected to genuinely comprehend their necessities. In calling associations, the help area is significant.

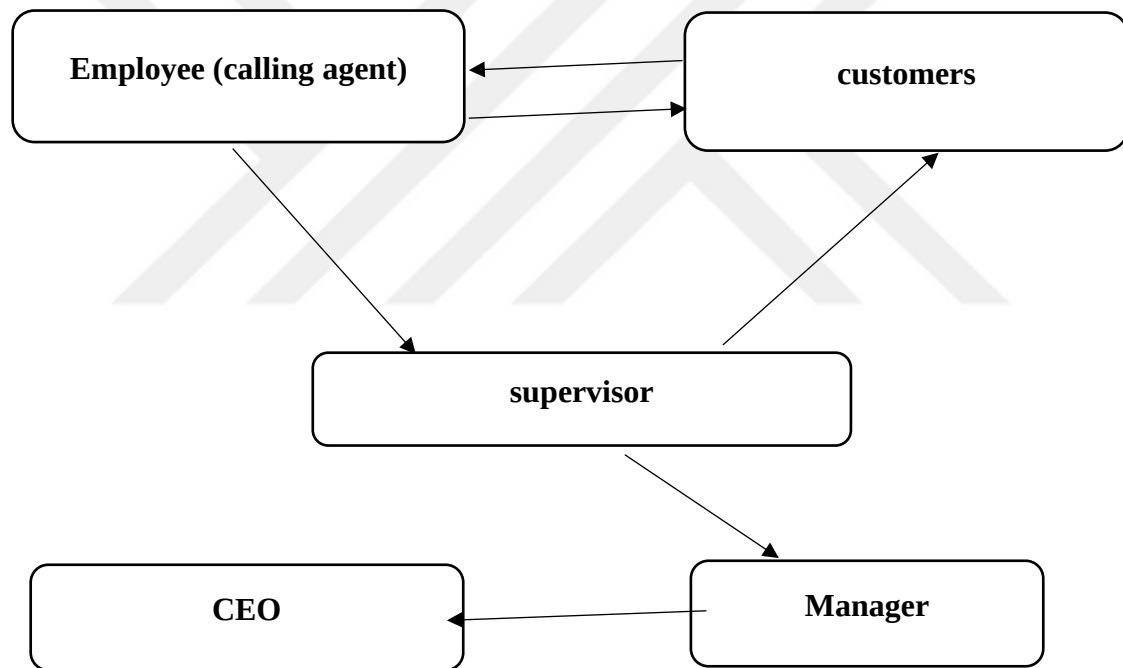


Figure 2. Service sector in the calling organization

The graph above obviously characterizes the help area and how it works in the calling association. The fundamental job here is played by the calling specialist or corporate social obligation, who basically gets or settles on the decision to the customer. Once the call is connected the flow of advice and product information begins between the client and the agency or worker. This discourse will proceed until the customer has gotten all item data and is happy with the item and administration. In any case, if the office can't give total data about the item or administration, the customer will doubtlessly be pardoned and the call will

be moved to the director, who will keep the call until the deal is finished or the item or administration is taken. Calls are observed during the discourse or arrangement. On the off chance that the customer grumbles about a misconduct with respect to the office, the office is quickly suspended from the call and moved to director, then, at that point supervisor. There are two sorts of call focuses: inbound and outbound. .

1. Approaching or inbound: This is the place where the call is gotten by the agent.

2. Outward-bound or outbound: This is the place where the call is made by the agent.

The primary differentiation between these two sorts is that specialists in approaching call places get calls, while specialists in outbound call communities settle on the decisions. Approaching guests are essentially worried about buying since they have effectively thought of and investigated the item. Most customers in outbound call communities, then again, are uninformed of the item or administration. Accordingly, approaching deals calls are believed to be simpler than outbound deals calls.

2.3. Studies Back Up The Link Between Leadership Attitude and Organizational Performance

Past research has zeroed in on the hierarchical promise in view of its critical effect on hard working attitudes, for example, work fulfillment, work exhibit, nonattendance, and upset aims. A few researchers have portrayed the authoritative vow in an unexpected way, contingent upon their experiences. Be that as it may, in this investigation (Mowday et al, 1979).’ portrayal was utilized. This definition is broadly utilized in the writing, and it has been utilized in third-world investigations previously (Al-Meer, 1989). They characterize authoritative vow as the strength of a person's relationship with and interest in their particular association. An incredible confidence in and acknowledgment of the association's objective and qualities (recognizable proof); an ability to apply a huge undertaking for the benefit of the association (inclusion); and an amazing longing to stay with the association (support), as per this depiction (reliability). As indicated by OC hypothesis, a worker's vow (basically the enthusiastic kind) not just ties that person to the association paying little heed to the conditions, yet additionally rouses that person to work for it. OC was found to affect TASK execution, upset (Mowday et al, 1982), favorable to social mentality, and turnover goals, just as non-appearance (Angle and Perry, 1986), generosity for collaborators, and work

pressure in early exploration (Wasti, 2005). The exploration that joins OC to more extensive proportions of corporate execution is seriously restricted. Indeed, just three investigations are notable. Benkhoff investigated the connection among OC and authoritative execution as estimated by deals objectives and destinations met, just as benefit figures (Benkhoff ,1997). Despite the fact that various results relied upon how OC and execution were estimated, it was set up that OC was significant related with the monetary presentation and achievement of bank offices. (Wright Gardner and Moynihan ,2003) examined authoritative responsibility and human asset rehearses inside free specialty units of a solitary company and found that the two factors were unequivocally connected to an assortment of execution measures (quality, shrinkage, and efficiency), just as working costs and pre-charge benefits. . Another investigation of Malaysian organizations (Johari, 2003) found that the sort of corporate culture and hierarchical responsibility affected monetary execution (return on capital, profit from capital merchandise and venture, and current proportion). Other valuable discoveries on the connection among responsibility and hierarchical execution can be found in the human asset the board writing. For instance, a new meta-examination tracked down that human asset arrangements that empower individual responsibility are among the most grounded indicators of authoritative execution (Gmür &Schwerdt, 2003), and the accompanying structure sums up the normal connections.

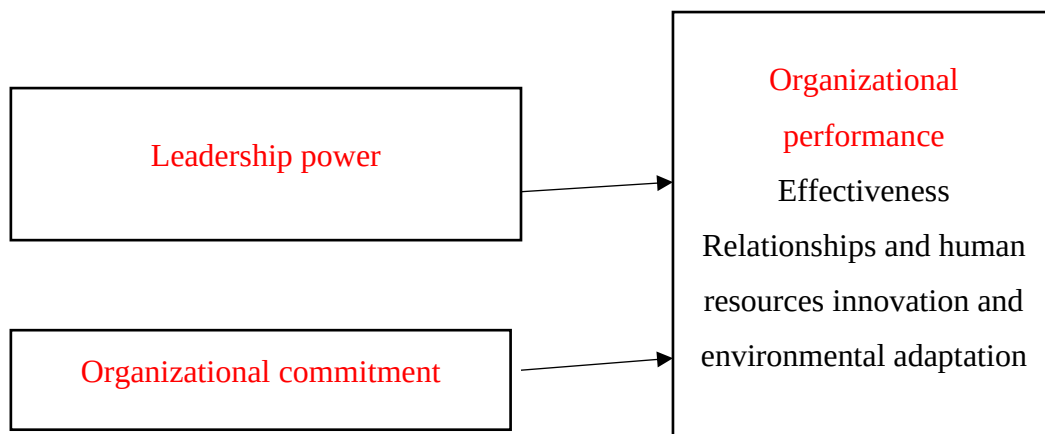


Figure 3. Research model, The relationship between leadership style, power, and organizational performance

2.4. Organizational Commitment

Organizational commitment is the bond employees knowledge and experience with their organization. Broadly talking, works who are committed to their organization normally

perceive a connection with their organization, understand that they convenient in and, feel they figure out the vision and mission of the organization. Display relatively high productivity and are more proactive in offering their support.

John Meyer and Natalie Allen debate organizational commitment. We can view from their perceptive research that there are three different types of organizational commitment:

1. Affective commitment
2. Continuance commitment
3. Normative commitment

2.4.1. Affective Commitment

Affective commitment, relates to how much employees want to remain at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work.

2.4.2. Continuance Commitment

Continuance commitment relates to how much employees perceive the requirement to stay at their organization. In employees that are continuance committed, the basic reason for their commitment lies in their requirement to stay with the organization. A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization.

2.4.3. Normative Commitment

Normative commitment relates to how much employees feel they should stay at their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Normatively committed employees feel that leaving their

organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

2.5. The Commitment Positive Impact on Leadership

The truth of the matter is that having an incredible pioneer disposition gigantically affects individuals' obligation to obligation and work execution. Pioneers who utilize The Five Practices of Excellent Leadership more regularly are fundamentally more successful than their friends or partners who use them rarely. That is the end they came to subsequent to breaking down reactions to the Leadership Practices Inventory (LPI), a 360-degree instrument that surveys how often pioneers participate in The Five Practices, from almost 2 million individuals all throughout the planet. Notwithstanding the LPI, respondents are posed ten segment inquiries about their age and sex, just as their useful field, industry, and association. They likewise react to ten proclamations about their mentalities toward their managers and working environments. The information show that how a pioneer acts or acts in the working environment fundamentally affects work environment commitment, obligation, and responsibility, and not by a particular attribute of the constituents.

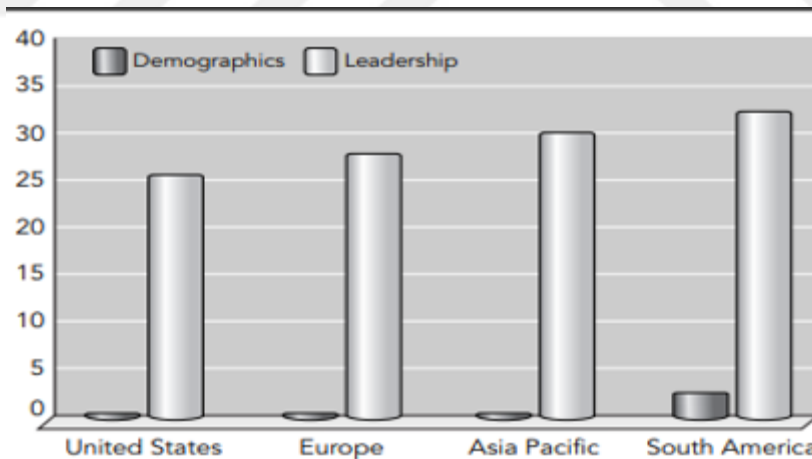


Figure 4. Explaining workplace engagement and commitment (Kouzes et al, 1987)

As per measurable examination, a pioneer's mentality uncovers by far most of constituents' work environment conduct. Obligation, steadfastness, motivation, efficiency, and confidence are altogether factors that a pioneer's activities impact more than some other single variable. Individual and hierarchical attributes of constituents, then again, clarify under 1% of constituents' commitment, obligation, responsibility, and confidence at work.

Work environment investment and devotion are unaffected by the constituents' ways of life (as controlled by variables like age, sex, identity, culture, or instruction) or their environmental factors, like society, work, discipline, business, ethnicity, or nation of beginning. Our discoveries are portrayed in Figure 4 (Kouzes and Posner,1987). Numerous different educators and researchers have shown that pioneers who participate in The Five Practices are more useful than the individuals who don't. It has no effect whether the association is made inside or outside the United States of America, in the private or public area, or inside colleges, schools, medical services associations, ventures, organizations, detainment facilities, mosques, and holy places.

For instance, pioneers who utilize The Five Practices more every now and again than their friends:

- Create higher-accomplishing groups;
- Increase deals and client solace and fulfillment;
- Stimulate restored responsibility, dependability, and more noteworthy hierarchical responsibility;
- Increase inspiration and readiness to buckle down.
- Facilitate high persistent fulfillment scores and all the more successfully meet relative necessities by more adequately addressing their units to upper administration.
- Expand or develop the size of their profound and strict assemblies
- Improve raising support results and gift-giving levels
- Expand the scope of their office's administrations.
- Increase worker maintenance by decreasing truancy and turnover;
- Improve enlistment rates.

The monetary exhibition of associations whose senior chiefs were perceived by their constituents as "emphatically" and "totally" intrigued and occupied with utilizing The Five Practices was contrasted with the monetary presentation of associations whose initiative was essentially less occupied with The Five Practices over a six-year time span. What's the primary concern? For transparently exchanged associations whose administration was much

occupied with The Five Practices, net benefit development was almost multiple times higher, and stock and property value development was almost multiple times higher, than their companions. (Kouzes and Posner, 1987). Although The Five Practices of Excellent Leadership don't completely clarify why pioneers and their associations are solid and fruitful, it is clear and straightforward that rehearsing them has a huge effect paying little heed to what your identity is, the place where you live, or where you work. It makes a difference an extraordinary arrangement how you act and proceed as a pioneer.

Practices that can fill in as the premise or establishment for figuring out how to lead are implanted in The Five Practices of Excellent Leadership. The ten responsibilities and commitment of administration are what we call them (Table 1.1). They focus on the things, exercises, and activities that you should fit and apply to yourself, just as those that you should take with others. These ten responsibilities and commitment fill in as a format for characterizing, understanding, appreciating, perceiving, and figuring out how pioneers complete surprising things in associations, and we go over every one exhaustively in Chapters 2–11. (Kouzes and Posner, 1987).

Pioneers are in charge of getting people to move. They are both invigorating and arranging. They place individuals and associations in beforehand vacant positions. Administration is definitely not a passing craze, and the test of authority never disappears. (6) (Kouzes and Posner, 1987).

Taking that test in eccentrically troublesome occasions is the solitary cure to disarray, fixed status, and deterioration. Time elapses, impediments emerge, advances develop, and social orders advance. Authority has a long timeframe of realistic usability. Individuals should develop and assume responsibility in joint efforts, associations, and networks. Pioneers are accountable for change. Pioneers have an obligation to rouse individuals to attempt new things, to persist notwithstanding misfortune, and to continue to run after a hopeless vision of a superior future.

2.6. The Challenge of Leadership

The Leadership Challenge centers around how pioneers plan and put together others to need to accomplish uncommon outcomes in their associations. It's concerning how pioneers change esteems into activities, dreams into real factors, barriers into leap forwards, isolation into fortitude, and dangers into promising circumstances. It's about administration

that establishes a climate where individuals can take on new difficulties. What did you do as a pioneer when you were at your pinnacle? Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart are the five models that pioneers use when they are at their best. (Kouzes and Posner, 1987)

How would you convince others to join your group?

How would you convince others to cooperate on a shared objective dependent on their own through and through freedom and decision?

How would you move others to need to make a solid effort to accomplish shared objectives? These are the significant issues we tackle in The Leadership Competition.

Asking about compelling pioneers' very own best is just 50% of the story. The expression "authority" alludes to the relationship that exists among pioneers and backers. Exclusively by asking advocates what characteristics they search for and esteem in a pioneer would you be able to get a more complete image of administration. The main commitment that pioneers gain is to the drawn out headway of individuals and associations so they can oblige, change, flourish, and grow up, not simply to the current primary concern. Administration is fundamental in your calling and organization, yet in each part of life, in each general public, and in each country. We are in urgent need of more incredible pioneers, and we expect them now like never before. There is such an excess of extraordinary work that should be finished. We need pioneers who can unite us and light us up.

2.7. Leadership Power

1. There are seven leadership powers and they are
2. Legitimate Power,
3. Coercive
4. Power, Expert Power
5. Informational Power
6. Power of Reward
7. Connection Power
8. Referent Power.

Power is social influence one way or other. if you are willing to be a good leader then you have to understand deeply these seven leadership power to be utilized to persuade and affect in a positive way to others.

Powerful leaders are generally over persuasive, and can easily affect others to get into their purpose. Normally, power is related to reliability and influence. When you're influencing people, you're conquering their hearts and minds and moving them toward your goals. But not everyone uses power in a proper way when they get it and not everyone knows what to do with power once they have it. "Power incline to acquire to people's heads," You know Nicole Lipkin, author of What Keeps Leaders Up At Night. says "We're not really trained to handle power well."

In 1958, psychologists John French and Bertram Raven improved a structure for understanding various sorts of power. In her book, Lipkin writes regarding these certain sorts of power and why it's significant for leadership to understand what kind of power they're utilizing.

2.7.1. Legitimate Power

Legitimate power, comes from the follower's approval of the right of the leaders to ask the changed behavior and the followers obligation to fit. This kind of power develops when someone is in a high status, and trying to dominate others or giving them control over others. "If you have this kind of power, it's necessary that you figure out that this power was given to you and (it can be deprived), so don't misuse it." (Lipkin, 1958). "If john rising to the status of a chief executive office and his workers trust he earns this position, they will reply approvingly when he exercises his legitimate power," (Lipkin, 1958). "On the flip side, if john rising to the status of a chief executive office, but people don't trust that he earns this power, it will be a terrible move for the organization as a whole."(French and Raven, 1959)

2.7.2. Coercive Power

"There is not a duration of day when you should apply it," Lipkin tells us. "Eventually, you can't make reliability with coercive influence—you can consider of it like bullying in the business." It does not matter how decent of a leader you are, if you're using coercive

power, you are leading with fright, and this won't get the esteem and loyalty from your workers for long. (French and Raven, 1959)

Coercive power is the leader's ability to punish a follower if the follower does not comply with an influence attempt. In another word, I have asked a follower to do something and he or she has not done it and so I give them a punishment. Coercive power can also be the threat of punishment certainly that an aspect of coercive power. They know because I have said if you do not do this x will happen. When you want to avoid that punishment is so the power works. Coercive power has a couple of sides to the coin. The first side is giving somebody a punishment that they do not want. You are giving them something they don't want. For example of a written warning and their file might be embarrassing and they might not want people to know they haven't performed well. You can give them extra work as a punishment and you could put them on a project that they don't want to do because it's hard work to do. You could just verbally tell them look you did a bad job and that is a kind of punishment because you're giving them something they don't want. Coercive power can also be taking away something that they do want so that's a type of punishment maybe you take away their freedom the privileges he takes them off of desired projects that they really want to be on. Parents do this kind of thing all the time we might say if you don't clean your room then I will take away your screen time I will take away your video game time taking away something that they do want. Let's look deeper into the characteristics of coercive power that can make it more or less effective in the first thing that makes it somewhat effective is the size of the punishment that clearly people will care more if the punishment is big and they will care less if they're punishing his small.

Coercive power I personally see it as a lose-lose because as a leader now I'm playing the bad person and I'm giving you punishments as a follower. You're receiving punishment so it's really a lose-lose. I just don't see the benefit is it effective? And French and Raven say well it can be in the short run. maybe if you really need something you can punish people if they don't do it but in the long run, it's not going to work out very well for the leader because it's a lose-lose situation So eventually they'll just go elsewhere if they'll just find some other place that they're not going to be punished.

2.7.3. Expert Power

This power emerges straight from your senior-level skills and years of experience. Once you carry this knowledge, your peers will respect you as an expert. "If John has an MBA and a PhD in statistical analysis, his colleagues and reports are more inclined to accede to her expertise," Lipkin says. "This gives John a big deal of influence." (French and Raven, 1959)

The considerable thing concerning this power is that no one can take it away from you. It's the information and knowledge that you carry. But, in order to stay an expert and to keep your influence, position, and status, you require to continue to upgrade your education and learning and improving.

Expert power results from the follower's faith that the leader or expert has some Superior inside for knowledge about what behaviors best under the circumstances. So if we were to verbalize it to Buda think out loud we would think a little bit like this, my supervisor has had a lot of experience with this sort of thing and so cheer he is probably right. Power the strength of their expertise comes from the fact that they have some kind of special knowledge that we may not have it so we're looking for guidance. This type of power depends upon the follower's acceptance that the leader has the right expertise and their knowledge judgment and opinion can make a difference in this particular case. I need to believe faith in that person's knowledge I believe they're trustworthy so I'm going to listen to my lawyer because I believe that they know something about the law that they're a good lawyer. I listen to my physician because I believe that they are an expert of some sort and so they're going to give me good advice and I'm going to take that advice.

2.7.4. Informational Power

This is a short-term power that doesn't necessarily influence or making reliability. For instance, a project administrator may have all the knowledge and information for a certain project, and that will give him" informational power." But it's tough for a person to hold this power for a long time, and finally, this information will be announced and distributed. This should not be a long-term strategy. (French and Raven, 1959)

Let's first look at the definition the supervisor carefully explained to the subordinate how the job should be done differently with persuasive reasons why that would be a better

and more effective procedure this becomes informational power and influence. when the second part happens when the subordinator more than understand and accept the reasons and changes his or her behavior so another words the influence happens here when I as a follower I as the subordinate understand what you're saying and get the information internally that I'm convinced and then I put those ideas into practice. So this is different than expertise or expert power with don't need to understand medical advice or fully understand, the law to realize that do I trust that lawyer or that position and I'm taking the expert advice. I am going to do I'll do it informational power is different information power occurs when I understand I changed my mind, I changed my behavior based upon my appreciation of the information provided to me and then I go take action based upon my new understanding. So there's understanding that's involved here and that's what separates it from expert power. Leaders as emerging leaders and their potential supervisors but you can get information from anybody and that can have an influence over you, in fact, one of the key distinctions is that this type of power is no longer connected to a person once I understood. it on my own I don't need to go back and clarify it or look for approval or double-check with somebody I understand. The information has been persuaded on my own that way there is just no need for surveillance you know like coercive power you require surveillance to keep track of who's complying and who's not and even reward power to some extent to make sure they've actually done something to earn a reward but the informational influence has nothing to do with surveillance. He simply gives them good information and they change their mind or not and put it into practice or not has no surveillance required.

2.7.5. Power of Reward

"When you begin addressing financial livelihood, power shows on a whole new meaning," Lipkin says. This power is carried by those who can inspire people to reply in order to win raises and awards. Lipkin gives this instance: "Both John and Bob carry a specific amount of reward power if they manage performance reviews that control raises, bonuses, and promotions and for their people." (French and Raven, 1959)

Reward power is one way to do that so we're quite simply is the leader's ability to mediate rewards to give a reward or withhold a reward for compliance of the follower on the one hand. A reward can clearly be something that the leader gives so typically we think of things like a bonus or raise or some kind of other financial incentives as a reward but could

also be something less tangible lifetime off or maybe some professional development opportunities. A couple of details that I want to talk about in terms of what makes this reward power stronger or weaker and one of them is clearly the size of the reward that's not going to be anywhere near as enticing as rewarding as a 20% bonus or a 50% bonus. I promised my sound something like this if you work hard and if you really do what you're supposed to do then five years from now you're going to get all these good things that are like a promise of a far-off reward in the future that's not as powerful as an actual reward is giving out for specific points along the way so it's much better to give out towards even if they're smaller awards at intervals for accomplishments from Milestones that the person is meeting.

2.7.6. Connection Power

This power makes influences by proxy and is all concerning networking. You can achieve this power by winning favor and being a source of information for the people you connect with. If I have a link with someone that you want to obtain to, that's going to give me power. That's politics in a way," Lipkin says. "People using this power create significant coalitions with others. Diane's natural ability to forge such connections with individuals and collect them into coalitions gives her strong connection power."(French and Raven, 1959).

2.7.7. Referent Power

This is the most significant and true power that leaders should embrace, because it's all about the standard and quality of the relationship improved with others and how those relationships are built. "This power rely on individual characteristics and values, such as in, integrity, ethic, morality, honesty and reliability. People with high referent power can highly effect anyone who praises, appreciates and respects them." (French and Raven, 1959)

In summarizing, when people recognize you in a power position, they are depending on you and there's a lot you can accomplish through influence.

Referent power definition of this power has its basis and identification that the feeling of Oneness a follower has for a leader they feel a sense of identification or have a desire for that Oneness. If I were to boil this down even further I would say that the leader is a model that the follower wants to emulate they want they like the leader they want to be like the

leader. The source of power is just like we might look up to an older brother like I really look up to my older brother and I was willing to go along with just about anything that he said or did because I wanted to be like him. If we were to verbalize this is the way French and Ravenwood verbalize it I really admire my supervisor and wish to be like him that's the way you might hear it. This is a little bit further and gets into some of the details on here and one of the first things you'll notice is that they say supervisor and I mention my brother you don't have to have any kind of legitimate connection to the person that has referent power over you. They don't have to be your actual boss like the legitimate power that person is in a position where they have power over you and you accept that power. Referent power is they may not have a position at all but because you look up to when you want to follow them. You're willing to go along with their special kind of influence I want to get into some details here even further one of them is that the stronger the identification of the stronger that desire the more powerful the employees. If I want to be a little bit like somebody then they might have a little bit of influence over me like I admire and look up to the former bodybuilder Arnold Schwarzenegger Championship a little bit but I have some degree of identification with him but there may be people in our life that I really identify with and they have that strong connection that I feel with them. They might have a lot more influence over me so depends upon me of that referent power then that's going to shape how much power we have there.

2.8. The Ascension of Trust

It would be putting it mildly to say that most of the association's and friends' representatives were humiliated to work there. It was no mysterious that the workers had all the earmarks of being dealt with unreasonably. See how workers treat their clients if an organization abuses its representatives. Mud rolls down a slope, and in case you're at the base, you get the full power of the effect. That is typically the client in a business or association. This was life at Continental Airlines during the 1980s, when it was the business' most unfortunate and most noticeably awful carrier. "The subsequent I strolled in the entryway in February of 1994, I could perceive Continental's most concerning issue," Gordon Bethune wrote in *From Worst to First*, his firsthand record of Continental's turnaround. "It was a bad quality working environment." Employees were "cranky with clients, testy with one another, and humiliated about their organization and association without individuals who appreciate and respect coming to work, you can't have a decent and

quality item or administration. It basically can't be cultivated and finished "He recounts his story. (F.- J., C. Shieh et al,2010). For placing the idea that it is an organization's obligation to take care of its representatives first, Herb Kelleher, the head of Southwest for no less than twenty years, was marked a blasphemer. He asserts that glad and propelled representatives lead to cheerful clients. What's more, in a specific order, glad and propelled clients guarantee cheerful investors. Fortunately, Bethune shared this sinful perspective. Some contend that Continental's harmful and horrible culture originated from the organization's monetary troubles. At the point when an organization is in a tough situation, they say it's hard for overseers to zero in on something besides endurance. In 1994, Bethune's first year as CEO, the organization had lost \$600 million and positioned toward the end in each quantifiable execution metric. Be that as it may, when Bethune showed up, those issues evaporated. Mainland made almost \$260 million the next year and was before long named probably the best organization to work for. While Bethune rolled out critical improvements to further develop tasks, the hugest increases were made in a presentation class that is almost difficult to accomplish and gauge: trust. (Kouzes et al, 1987). Since a salesman presents a sensible defense for why a client should purchase an item or administration, or on the grounds that a regulatory guarantee changes, trust doesn't show up without any problem. Trust isn't something that can be scratched off a rundown. Keeping the entirety of your guarantees and keeping the entirety of your guarantees doesn't make trust. Trust is a sensation, not a consistent occasion. We have confidence in certain individuals and organizations in any event, when things aren't working out in a good way, and we don't have confidence in others in any event, when all that has all the earmarks of being working consummately. A complete agenda doesn't infer dependability. At the point when we have the feeling that someone else, organization, or association is propelled by some different option from their own personal responsibility, trust starts to develop. (B. M. Bass and B. M. Apparatus 2012). With trust comes a feeling of worth—genuine worth, not simply worth dependent on self-gain and cash. By definition, esteem is the transaction of trust. You can't convince somebody to esteem you anything else than you can convince them to trust you. You should procure trust by conveying and exhibiting that you share comparable qualities, points of view, and convictions. (Mowday and associates, 1982). On the off chance that you think about the importance of the expression "pioneer," Being a supervisor isn't equivalent to being a pioneer. To be a pioneer is to hold the most noteworthy position, which you can accomplish through difficult work, favorable luck, or by controlling inner legislative issues. In any case, driving suggests that others will follow and uphold you openly and without pressure. They

do this is on the grounds that they need to and see their future in you, not on the grounds that they are paid, given a position, or compelled to. Forthright Lorenzo, Continental's past CEO, may have been the organization's chief, yet Gordon Bethune realized how to oversee and lead the organization. The individuals who lead can do so in light of the fact that the individuals who follow accept that the pioneer's choices are to their greatest advantage. The individuals who have the trust are bound to buckle down on the grounds that they accept they are adding to an option that could be more significant than themselves. (Perry and Angle, 1986). The twentieth floor of the organization's overall base camp, the authoritative floor, was untouchable to most workers before Bethune's appearance. The manager's homes were gotten. Guests could possibly come in case they were a senior VP or higher. To access the loft, key cards were required, surveillance cameras were introduced all through, and outfitted security watched the premises to dissipate any uncertainty that the security danger was not kidding. The organization objected to trust. As per legend, Frank Lorenzo would decline to drink a pop or eat food on a Continental flight except if he opened himself. To access the condo, key cards were required, surveillance cameras were introduced all through, and outfitted security watched the premises to guarantee that the security danger was not kidding. Trust issues tormented the organization. As indicated by legend, Frank Lorenzo would decline to drink a pop or eat food on a Continental flight except if he opened his mouth. Bethune, then again, was a totally unique story. He comprehended that a business is just an assortment of individuals, paying little mind to the structure and frameworks set up. "You don't mislead your own dental specialist, and you can't deceive your own workers," he clarifies. By giving everybody something to have confidence in, Bethune starts to change the framework, plan, and culture. Bethune. He expressed what anybody can do on the off chance that they trust it. With similar workers and hardware, he changed the most exceedingly terrible organization in the business into the best in the business. It's not regarding who wins or loses; it's concerning how you play the game. Nobody appreciates losing, and most of sound and patient individuals carry on with their lives fully intent on winning. (Kouzes et al, 1987).

Bethune starts to exhibit to everybody at Continental that they can succeed assuming they need to. Furthermore, most of the specialists accumulated around to check whether he was right. There were a couple of exemptions for this standard. 39 a greater amount of the main sixty directors who didn't accept were approached to leave, including one who once postponed a plane since he was behind schedule. Despite how shrewd and experienced they

were for sure they brought to the table, they were approached to leave in case they weren't willing to work with the group and adjust to the new framework and culture Bethune was endeavoring to set up. The individuals who didn't have faith in the Continental's new framework were not wanted. (Benkhoff, 1997).

Apple doesn't have a syndication on smart thoughts; most organizations have clever, inventive, and creative scholars. Incredible organizations, then again, give their representatives an objective or a reason to run after instead of basically advising them to make a superior mousetrap. Organizations that rival them are simply attempting to build up the organization in WHAT it does, not in expanding the elements and advantages that will make their items "better." Companies that have a reasonable comprehension of WHY will in general overlook their rivals, though those with a foggy comprehension of WHY are engrossed with what others are doing. . (Simon Sinek, 2009)

It was an influence of motivation. One was inspired by the possibility of acclaim and fortune, while the different was spurred by confidence. The individuals who were around the Wright siblings were propelled by their human soul. Langley purchased ability to assist him with becoming affluent and well known. The Wright siblings got going by expressing why they expected. Extra proof that Langley was roused by WHAT he was doing, which kept him from accomplishing his goals. Langley required off a couple of days after Orville and Wilbur. He left the organization. He might have said something like, "Goodness, that is staggering; presently I will expand on their innovation." He, then again, didn't. He was embarrassed by his loss—his own dry run had arrived in the Potomac River, and the diaries had all derided him. He was so separated from other's opinion about him that he couldn't have cared less about it. He was unable to win since he wasn't first, so he basically quit. When you are doing something first start with WHY, not WHAT.

Southwest's remarkable critical thinking capacities, Apple's exceptional development ability, and the Wright siblings' gift, ability, and involvement with further developing innovation with the group they had were totally made conceivable on the grounds that they accepted they could and confided in their characters and individuals to do it. (Simon Sinek, 2009).

2.8.1. The Meaning of Trust

Trust is something momentous. We can depend on others since we have confidence in them. We depend on proposals from individuals we trust to help us in deciding. The establishment of our own lives, our associations, our families, our networks, and our variety is trust. We endow our kids to others in our general public so we can venture out on a brief siesta and supper. In the event that we have a decision between two sitters, we're bound to trust one with neighborhood experience as opposed to one with broad experience from a remote place. We say we wouldn't confide in outsiders since we don't think a lot about them. Actually we don't think a lot about the nearby sitter, other than the way that she's from the space. In the present circumstance, we put our confidence in commonality over experience with regards to something vital: our youngsters' wellbeing. We accept that somebody who is an individual from the local area and is bound to share our way of life, sentiments, qualities, and beliefs is more qualified to really focus on the most important resource in our lives than somebody with a long resume from an unfamiliar country. That is very astounding. Despite the fact that our families are conceivable more imperative to us than the position we need to fill at the organization, we hope to be held to a better quality. Trust, as opposed to ranges of abilities, plays had a bigger impact in the improvement of associations and networks. For instance, a couple might leave their youngsters at home while they go out to supper in the evening, realizing that their homes and families will be protected. Nobody would face challenges in an association in case there was no confidence in the association. There would be no disclosure, exploration, or progress for the local area in general in case there were no dangers. That is an interesting idea: just when an individual can believe the way of life or organization will they face individual challenges to propel the way of life or organization in general. For no other explanation than that it is advantageous to their own wellbeing and endurance. (Kouzes & Posner 1987)

The distinction between dropping out of a plane with a parachute and dropping out of a plane without one is huge. Both give extraordinary encounters, however just one gives the chance to attempt again sometime in the not too distant future. Extraordinary organizations flourish on the grounds that their workers have a sense of security. The solid feeling of culture encourages a feeling of having a place and goes about as a security net. Individuals go to work with the assumption that their managers, colleagues, and the organization overall will look out for them. Thus, common conduct arises. Individual choices, endeavors,

activities, and practices that help, advantage, and shield the organizations drawn out interests. Southwest Airlines, an organization known for its client support, doesn't accept, as an issue of procedure. Southwest won't acknowledge customers who abuse their representatives. They would rather that those clients travel on an alternate aircraft. Southwest Airlines is a standout amongst other client assistance organizations in the United States, putting its representatives first before its clients. Incredible customer administration depends on the trust that exists between the organization and the representatives. An association must be effective if its individuals share a sound judgment of trust. (Sashkin & Fulmer 1988).

2.8.2. The Things You Can't See Give You Solid Trust

The individuals who are acceptable fits can have confidence that everybody on board is there for the equivalent reasons. It's additionally the solitary way for every individual in the framework to believe in how others are doing "leave the organization fit as a fiddle than we discovered it." This is the place where enthusiasm comes from. Energy comes from considering yourself a piece of an option that could be greater than yourself that you have confidence in. Energy is diminished when individuals don't believe that an association is coordinated to propel the WHY. Individuals will come up to tackle their errands and stress basically over themselves in case trust isn't overseen. Individuals working inside the framework for personal responsibility, regularly to the detriment of others, including the association, is the wellspring of workplace issues. On the off chance that an association neglects to oversee trust, the individuals who work for it will lose confidence in it, and personal responsibility will turn into the main thrust. This might be valuable temporarily, yet the association will turn out to be progressively ineffectual and powerless over the long run. (Simon Sinek, 2009)

Southwest Airlines' fantastic, inventive, and visionary author, Herb Kelleher, knew this better than most. He understood that to take advantage of his workers, he expected to establish a climate wherein they felt esteemed. He understood that in the event that they felt their work had an effect, they would normally sparkle. At the point when a correspondent asked who starts things out to Kelleher, his partners or his representatives, he said dissention at that point (and generally still is). "Indeed, that is straightforward," he clarified, "laborers start things out, and in case laborers are dealt with and overseen well, they will treat and deal with the outer world well, and the outside world will utilize the organization's item and

administration once more, and that will give the partner a decent profit from speculation." That is by and large how it functions, and it isn't at all a confusing or troublesome issue or puzzle. ." (Simon Sinek, 2009)

2.8.3. Other People's Influence

Do you have more confidence in somebody you know or somebody you don't have the foggiest idea? Which do you trust more: a solicitation in a notice or a proposal from a companion? Which server do you accept more: the person who says, "Everything on the menu is magnificent," or the person who advises you to avoid the beefsteak? Is it actually that simple to respond to these inquiries? Then, at that point there's this: for what reason would it be advisable for anyone to place their confidence in you?

Individual proposals can go far. We put our confidence in the assessments of others. It's a significant piece of any culture's establishment. However, we don't place our confidence in anybody's viewpoint. The individuals who share our way of life, qualities, and convictions are bound to be trusted. At the point when we accept that somebody is paying special mind to our general benefits since it is to their greatest advantage to do as such, the whole gathering benefits. The trust between the individuals who share a typical arrangement of social qualities and convictions was a main consideration in local area improvement. (Avolio,1999), (Lado ,1992) are instances of this. The VIP support persuades us. Those VIPs are wealthy and can utilize whatever item they need. It must be acceptable in case they're taking a chance with their standing or character to advance it, isn't that so? You've likely as of now thought about a response to that inquiry. They are clearly suggesting the items and administrations since they are repaid to do as such. Organizations, then again, would not utilize superstar supports on the off chance that they didn't work. This idea is reflected in superstar promotions. Individuals are bound to accept demands in case they are given a conspicuous face or style, as indicated by the hypothesis. (Begley & Boyd, 1987).

A dependable support is adequately amazing to overwhelm information and figures, just as multimillion-dollar advertising spending plans. Consider the juvenile dad who is restless to get everything ideal for his new child. . The father decided to buy a new car for his new baby. Something safe and protect his baby. He spends a lot of time reading journals and reports, he viewed all the advertising about the cars and make the decision on Friday. He is going to buy a Volvo. He had effectively settled on his choice dependent on current

realities. He and his better half went to an evening gathering with their companions on Thursday night, and one of their companions is a neighborhood vehicle lover. The dad rises and reports that he has chosen to buy a Volvo vehicle for his youngster. "For what reason would you do that?" his companion asks, without offering any exhortation. Mercedes is the most secure and most secure vehicle out and about. You'll take a Mercedes in case you're stressed over your kid." (Simon Sinek, 2009)

One of three things will occur in the event that he satisfies his craving to be an extraordinary dad while additionally confiding in his companion's idea. The young adult dad will either adjust his perspective and purchase a Mercedes for his youngster, or he will stand firm and purchase a Volvo vehicle for his kid, however not without certain qualms concerning whether he is settling on the right choice. Or then again he'll return to accomplish more exploration on Mercedes vehicles to settle on sure he's settling on the right choice. Despite how much consistent information and report he has available to him, if the choice doesn't feel right, stress and trust will rise. Others' thoughts, then again, are vital. Also, it is the thoughts of those we have faith in that matter the most. . (Simon Sinek, 2009)

The inquiry isn't the way should vehicle organizations speak with the dad who bought the vehicle. The inquiry isn't even how they'll court his companion's influential thought. The idea of forces to be reckoned with and purchasers isn't new. The inquiry is, how would you get enough forces to be reckoned with to discuss you so the framework tips in support of yourself? (Simon Sinek, 2009).

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter shows a brief outline of the study area. It will additionally explain in the research design used for the research area, the leadership style and leadership power on organizational performance: A case study Somalia, the sampling strategy, the data collection method, and the methodology accustomed to analyzing the data. It also packed the instrumentation accustomed, sample size and population, and chapter overview

After a careful assessment and examination of the incidental variables, research is just the most common way of discovering answers for an issue. The examination subject exhibits the effect of leadership style and leadership power on organizational performance: Case study Somalia: The research approach that was accustomed in this study is a quantitative method that seeks to discover the leadership style and leadership power on organizational performance: A case study Somalia. The instrument that was accustomed to collect the data was a questionnaire. We accustomed an existing survey and produced the questionnaire situate on our research aims, goals, and our literature review and modeled it using the frequency data, descriptive analysis, correlation, and regression analysis. This was to assist us to recognize how our independent variables: Leadership power: Legitimate Power, Coercive Power, Expert Power, Informational Power, Power of Reward, and Connection Power. Organizational commitment: affect the dependent variables: organizational performance: Effectiveness, Relationships and human resources, innovation and environmental adaptation. A case study Somalia. We used the quantitative method because it assists us to collect and analyze numeric data. The questionnaire was organized into three parts. The data on the demographics and research questions were examined applying frequency analysis and descriptive statistics such as frequencies and percentages correlations and regression analysis respectively.

SPSS data analysis tool was used to analyze the data situated on correlation and regression analysis to check whether there are important relations between the independent variables: leadership style, leadership power, and organizational commitment and dependent variables: organizational performance. The sample size of 113 was selected randomly from employees in Hormuud Organization.

There were 113 individuals who participated in the overview altogether. As per the information in the table, most of the respondents 91 are male, while just 22 are female. The educational background was Bachelor's degree outnumbered other degrees with 83 next is Master's degree with 20, the third rank Doctor's degree with 7 and the last is other with only 3.

Applying Hormuud organization in Somalia as a case study the total number of respondents is about 113. The sample size mentions the rate of the population that will be adapted in the research. Given that our participant number is over 113, a sum of 27 questionnaires was asked of employees in Hormuud organizations in Somalia. 113 were filled completely and could be applied for analysis purposes.

3.2. Methods of Quantitative and Qualitative Research

There are two techniques utilized for this situation study: subjective and quantitative. To accomplish the ideal outcomes, these two methodologies were joined. (Howe,1988).

Numbers and insights are the most widely recognized segments of quantitative examination. It is comprised of strategies that produce countable results. When analyzed mathematically, the accumulated checked information and data can be utilized to decide midpoints, highs, and lows, just as the rankings of a thing. For instance, if a study survey with a few various decision questions is made, it is easy to check the quantity of individuals who reacted and the individuals who didn't in a particular inquiry. When utilizing a quantitative technique, the exploration configuration is generally founded on measurable suppositions and conditions. In contrast to quantitative exploration, subjective examination involves a quest for answers to questions, the deliberate utilization of a predefined set of methods to respond to the inquiries, the assortment of proof, the creation of discoveries that are not foreordained, and the creation of discoveries that are appropriate past the investigation's quick lines. Subjective exploration is basic for finding socially explicit data about explicit populaces' qualities, musings, and thoughts, practices, and social settings. In subjective exploration, the examination configuration incorporates data, information assortment, and examination questions that are changed dependent on what is found.

3.3 Data collection and research design

This exploration is fundamentally founded on essential information accumulated through the conveyance of polls to representatives in Somali Hormuud associations. Both quantitative and subjective examination techniques are utilized in this investigation. Most of researchers utilize an assortment of techniques to finish their examination, contingent upon the reason for the investigation and the kind of data required. Inside any of these principles, both subjective and quantitative exploration approaches ought to be utilized. (Porter & Coggin, 1995).

The subjective strategy will be utilized in this examination study. The subjective strategy is utilized in light of the fact that it is bound to give answers to the why, how, and how questions. It additionally applies in light of the fact that in Somali Hormuud associations, polls are led with representatives. Quantitative methodologies, then again, are similarly significant in light of the fact that polls and reviews are utilized to gather quantifiable information or mathematical information. Quantitative examination remembers the specialist's relied upon an incentive for request to get a more extensive image of what he anticipates.

3.3. Validity and Reliability

What's the significance here to be substantial? Legitimacy alludes to an examination strategy's capacity to uncover the right reality. On the off chance that the investigation is supposed to be legitimate, it implies that all that should be estimated was estimated effectively. In the event that the scientist is directing top to bottom investigations on people, little gatherings, or circumstances, legitimacy is basic. In the event that the examiner is positive about the legitimacy of his exploration, he can be certain about the discoveries, which will genuinely show the issue's uniqueness. On the off chance that a scientist needs legitimacy, the outcomes will be deficient indeed and truth. (Earl Babbie, 1989).

With regards to consistency, dependability alludes to the capacity to create similar outcomes on various however practically identical events. On the off chance that an investigation is named as dependable, it implies that in case it is recreated, comparable outcomes will arise. In case agents are certain about the unwavering quality of their examination, there is to a lesser extent a possibility that they will take a risk pattern showed by their example and use it to make presumptions. . (Churton & Brown 2010, 209). The exploration's sanity is controlled by sending a poll to workers of Hormuud organizations. The members' reactions give the essential outcomes to the examination to be finished. The investigation is a connection to an online poll that is shipped off Hormuud representatives. There are 113 individuals in the association, and if 110 of them react to the overview, it will be a triumph. Henceforth the exploration is supposed to be legitimate. In the event that the scientist pre-tests the poll, the investigation's steadfastness is supposed to be endorsed. Before the last work is fit to be shipped off the respondents, this examination poll is shipped off the administrator to guarantee constancy. The pre-test is utilized to decide if the information and data are proper for the exploration. The exact investigation is joined with the hypothetical examination to make the exploration more solid.

4. EMPIRICAL FINDINGS

4.1. Achieving Independence (1960)

In 1960, Somalia acquired incomplete autonomy. While British Somaliland in the north and Italian Somaliland in the south proclaimed autonomy under the Somali banner, the Northeast Kenya area (NFD) and Somaliland's Ogaden district battled for freedom. Unification of the North and the South and the Formation of Civil Government (1960-1969)

On June 26, 1960, the Northern Somalia regions under the British administration and on July 1, 1960 the Southern Somalia regions under the Italian administration gained independence. The northern and southern regions were united under the name of the Somali Republic. As a result, between 1960 and 1969, the civil government was faced with difficulties inherited from the colonial era.

The Republic of Somalia was ruled by Aden Adde, Somalia's first elected President for the first four years. The newly established institutions faced many difficulties. Since there was diversity between the former colonial administrations, the two different regions were governed by different official languages. Since English was the authority language of the north and Italian was the authority language of the south. The differences between the education and legal system between the northern and southern regions of Somalia have created an incompatible administration.

In addition, the required for building the Somali State were covered by the former colonial states. Additionally, the newly established Somali institutions have failed, leading to border disputes as well as geographic division. Because of these problems, the government could not keep its promise for better social service and basic state activities. Civil administration has lost its legitimacy in the eyes of citizens.

Civil administration went through three different phases, with leaders with different experience leading the country.

The first four years (1960-1964) Aden Adde appointed Abdi Rashid Ali Shamarke as prime minister. Abdi Rashid Ali Shamarke had inherited a divided society. The nation was struggling to unite under one flag. As a result, an environment of inevitable conflict was entered into with neighboring countries. The Ogaden region was the source of tension and

conflict between Somalia and Ethiopia. Therefore, four years after Somalia's independence, the war with Ethiopia began. This war continued for a year. For the same reason, it started again in 1967. In the field of education, another critical situation that the public found insufficient was that the majority of the leaders were middle School graduates. Also, the leaders did not have adequate experience in political matters. The main institutions of the country were governed close to the tribal and sub-tribal system and today still is continuing that system. The Somali Youth League Party (SYL) ran the country as the ruling party. This party was mostly under the influence of some Somali tribes especially those who were located in southern Somalia. Until 1967, most of the government leaders came from these two tribes.

The military coup regime led by Siyad Barre established the Supreme Revolutionary Council (SRC). The SRC declared that Somalia would henceforth be governed according to scientific socialism, closed the democratic Parliament and outlawed political parties. He eliminated the Supreme Court and had former civilian leaders arrested. The multi-party system was replaced by a single-party government based on scientific socialism. The government nationalized foreign companies and banks in 1970. Literacy mobilization in Somalia reached significant dimensions during the period of Siyad Barre, and the Latin alphabet was accepted as the official writing form of the Somali language. Somali language was put into writing for the first time in 1972. In addition, rural development and “self-sufficiency” campaigns were launched. The objective of this campaign was not to seek any help from other countries.

During the first six years of the dictatorship, Siyad Barre tried to make positive changes. It has made relative progress both in the military field and in infrastructure building, with aid from communist countries such as the Soviet Union and China. The Soviet Union revived the army with training, weapons and financial resources. The People's Republic of China supported infrastructure services such as streets and stadiums. Siyad Barre developed both diplomatic and economic relations between Somalia and Arab countries and made Somalia a member of the Arab League. Somalia became the first non-Arab member of this union in 1974. During the 1970s, Somalia became economically dependent on wealthy Arab countries that export oil.

After Barré came to power, he made efforts to eliminate or minimize the influence of any political and social power that existed before the coup. The regime has fought for the

abolition of tribal norms, rules and orders that have been used for centuries to rule Somali society. The new system caused conflicts between government and all segments of society, including politicians, businessmen, religious groups, and tribal leaders. Siyad Barre put pressure on religious scholars and tribal leaders. This pressure fueled Islamism and tribalism. These developments between 1976 and 1978 shook the public's trust in the government. However, the authoritarian rule of Siyad Barre prevented the public from expressing these troubles openly. The socialist system was the root cause of the government's failure.

This system made attempts to change the traditional structure of society. However, socialism was incompatible with the structure of Somali society. The tribal system was banned from public life and tribalism was declared the enemy of the modern state. In addition, various attempts were made to increase the traditional divisions among tribes. The regime accepted tribalism as a negative aspect of the social structure. In 1976, the Siyad Barre regime promised to unite the Ogaden region with Somalia. To do this, it immediately launched financial and military support to the Western Somali Liberation Front (WSLF). In August 1977, the Western Somali Liberation Front (WSLF) entered Ethiopia with 15,000 militias and 35,000 Somali soldiers and captured most of the disputed territory of the Ogaden area. After that, Somalia had to withdraw when the Soviet Union sided with Ethiopia. Various opposition movements emerged after the defeat. The Ogaden war exposed the regime's weakness, and this war marked the beginning of the Somali civil war. On April 9, 1978, there was an unsuccessful coup against Siyad Barre. Groups and rebels within the army began to revolt against the dictatorship system. In 1979, the Somali Liberation Democratic Front (SSDF), an opposition group led by Abdullahi Yusuf Ahmed, was the first opposition movement outside of Somalia to fight Siyad Barre. In 1981, the Somali National Movement (SNM) emerged as the second armed opposition dependent on some Somali northern tribes. In addition, members and politicians of the Sothorn tribes were founded the United Somali Congress (USC) in Rome on January 12, 1987, to escape the persecution of Siyad Barre. On April 22, 1989, the Democratic Movement of Somalia (SDM) was established as an opposition to the Southwest tribe regime. In the 1980s, there were two reasons for the rise of armed groups against Siyad Barre: Somalia the weakening of the Siyad Barré administration after the Ethiopian war, facing economic and military difficulties, and support from abroad. In particular, neighboring countries were helping the rise of rebel groups.

The tribes who started an armed struggle against the government shared one common goal: to destroy the regime. In northern Somalia, the uprising began in 1988 and gradually spread throughout the country. Finally, on January 26, 1991, the USC attacked the capital Mogadishu and Siyad Barre was forced to leave the country. Powerful tribal militias took over the economy. After the common goal was achieved and Siyad Barre left, the tribes began to clash with each other and civil war broke out. The civil war was actually a war between the tribes. Mohamed Farah Aideed and Ali Mehdi, members of the USC movement, fought for the presidency. Both belong to the Sothorn Somali tribe in Mogadishu and Central Somalia were members. The people faced famine as a result of endless wars in the capital Mogadishu and its vicinity in order to seize power. In 1992, the UN sent peacekeepers and humanitarian organizations to Somalia to end in humanitarian activities and end the war that killed innocent people.

The "Operation Hope Restore" was organized under the leadership of the USA. The US military's mission in Somalia was limited to providing security for humanitarian organizations. The first incoming US forces took control of Mogadishu Port and Mogadishu International Airport to support the arrival of other UN forces and humanitarian organizations. Quickly, efforts were made to secure supply routes in rural Mogadishu and Somalia.

The operation did not bring any hope for the Somali people and exacerbated existing problems. Since the operation could not solve the problems, US troops withdrew from Somalia on March 31, 1994, without any concrete success. The withdrawal of UN troops from Somalia was completed on 28 March 1995. After the evacuation of the UN from Somalia, peace between the tribes could not be achieved and the country was completely in civil war.

In 2000, the Transitional National Government (TFG) was established in Djibouti as a result of the Arta Conference led by Abdi Qasim. This government was ruled by the 4.5 system. 4 represents the great tribes engaged in armed struggle. 0.5 represents tribes that do not fight. The Abdi Qasim government could not function due to the fighting groups in Mogadishu. In 2004, the Second Somali Transitional Federal Government TFG was established in Kenya. A federal system was created, dividing Somalia into regional governments. The TFG had great problems with both the Islamic Union Courts, the ICU and the warrior groups in Mogadishu. Islamic Union Courts declared war against the

government. The TFG took over the capital and brought Abdullah Yusuf to rule the country in 2007. Ethiopia supported Abdullah Yusuf because the Islamic Union Courts were a common enemy for both TFG and Ethiopia.

After 18 years of devastating war and a lack of efficient government, Somalia's third and last transitional government was formed in Djibouti in 2009. This transitional government led by Sheikh Sharif, the former Islamic Union Court leader, faced the same problems due to terrorist groups affiliated with Al-Qaeda. But he did succeed where previous transitional governments had failed: he drafted a new Somali constitution. He ended the transition period. In 2012, it formed a permanent government that was internationally recognized. In 2012, although the country attained a permanent and recognized government at the international level, terrorist attacks and lack of resources continue. Salaries of soldiers, civil servants, and workers are not sufficient for payments. Therefore, the main source of government has been dependent on foreign aid. The government fails to control all Somali territory.

4.2. Introduction to the Case Company

Hormuud, situated in Mogadishu, Somalia, is a privately owned business that controls numerous business areas, including broadcast communications. The Hormuud association is claimed by in excess of 18,999 Somali financial backers. Hormuud utilizes throughout 25,000 full-time and low maintenance representatives with a wide scope of abilities. Client support, deals designing, showcasing, and finance experts are among these representatives. Hormuud gives transportation administrations in Somalia. The organization might lease bajajs to drivers who contribute 33% of their income. Non-administrative associations (NGOs) sending cash to Somalis in far off regions are absolved from as far as possible. Hormuud Telecom has recently permitted NGOs to react to emergencies, for example, floods with free mass money moves. In Somalia, versatile cash, otherwise called portable banking, is broadly utilized. As indicated by World Bank information, portable cash move is basic to the nations monetary and framework improvement, with 155 million exchanges worth 2.7 billion dollars detailed each month.

4.3. Data Analyse

In this analysis of the survey, the questionnaire was collected by sharing the questionnaire through social networks such as Facebook and WhatsApp. Graphs will be used to examine the results, which will be backed up by text. This part of the study shows analysis of data, explaining of result and it demonstrates of findings. The study was a quantitative that conducted among the Hormuud organization employees in Somalia. Research questionnaires were analyzed and answered using descriptive statistics such as frequencies, percentages, correlations and regression analysis. The analysis was situated on SPSS to test for significant relations among any of these variables, leadership power and organizational commitment (Independent variables) and organizational performance (Dependent Variables).

For the aim of organizing the data into a more easy, general, and understandable format, the data was organized into factors. These groupings represented the parts of the questionnaire. Each group connected the variables under it into one variable that is much convenient as an input for further analyses. This type of process enabled for relationships such as Correlations and regressions to be tested.

Table 1. The gender of the participants

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	22	19.5	19.5	19.5
Valid Male	91	80.5	80.5	100.0
Total	113	100.0	100.0	

Source: Field Data (2021)

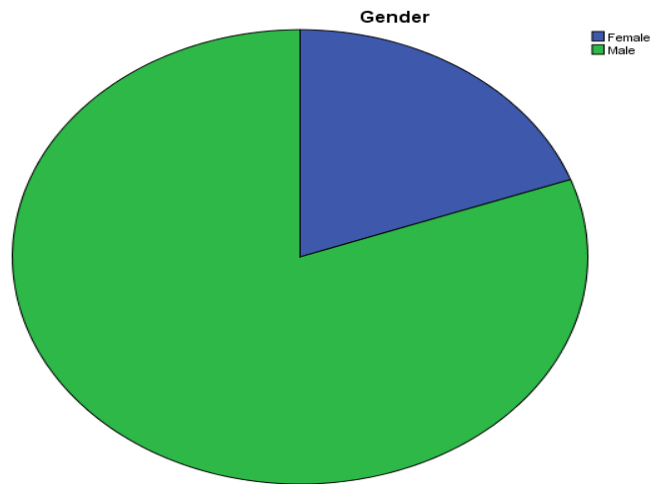


Figure 5. The gender of the participants

Source: Field Data (2021)

There were 113 individuals who participated in the overview altogether. As per the information in the table, most of respondents (91 or 80.5 percent) are male, while just (22 or 19.5 percent) are female. The figure portrays the sex appropriation.

Table 2. The age range the participants

What is your age?

	Frequency	Percent	Valid Percent	Cumulative Percent
a) 18-25	31	27.4	27.4	27.4
b) 25-35	44	38.9	38.9	66.4
Valid c) 35-45	25	22.1	22.1	88.5
d) 45 or above	13	11.5	11.5	100.0
Total	113	100.0	100.0	

Source: Field Data (2021)

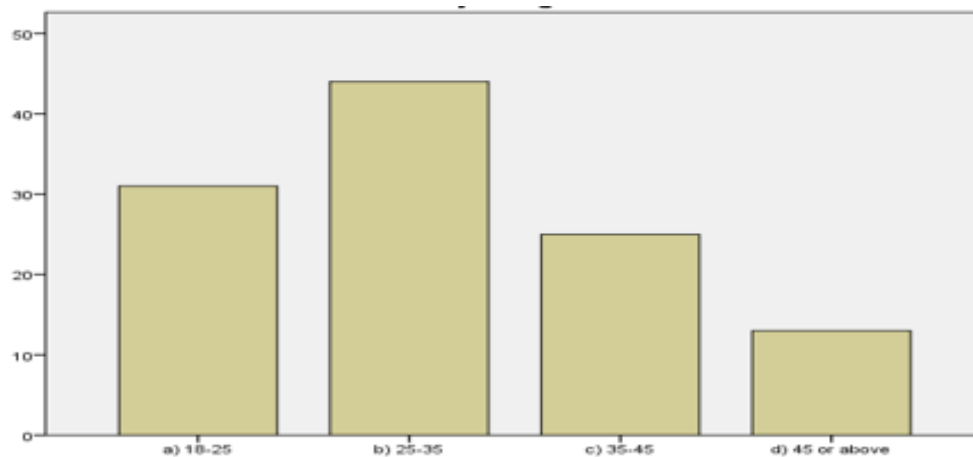


Figure 6. Age range the participants

Source: Field Data (2021)

A sum of 113 individuals reacted to the overview. This chart shows that there are 31 respondents in the age bunch (18-25, 27.4%), 44 respondents in the age bunch (25-35, 38.9%), 25 respondents in the age bunch (35-45, 22.1%), and 13 respondents in the age bunch (45 or above, 11.5 percent). The figure portrays the age circulation. As figure in chart 1 is clearly that ages range from 25-35 got the highest frequency with (44 or 38.9%) followed by (18-25 with 31 or 27.4%); third is (35-45 with 25 or 22.1%); and the last range from 45 or above which has (13 or 11.5%) with a total of 113 respondents.

Table 3. The educational level of the participants

Graduation

	Frequency	Percent	Valid Percent	Cumulative Percent
a) Bachelor's degree	83	73.5	73.5	73.5
b) Master's degree	20	17.7	17.7	91.2
c) PHD	7	6.2	6.2	97.3
d) Other.....	3	2.7	2.7	100.0
Total	113	100.0	100.0	

Source: Field Data (2021)

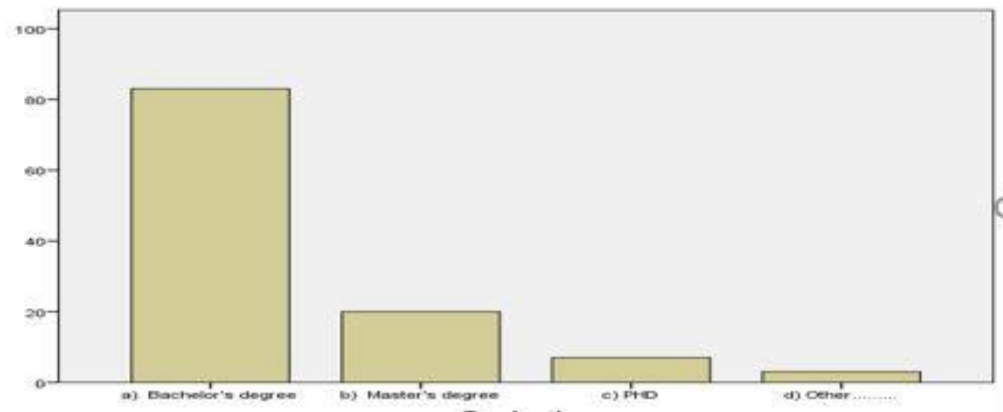


Figure 7. The educational level of the participants

Source: Field Data (2021)

Bachelor's degree outnumbered other degrees with (83 or 73.5%) next is Master's degree with (20 or 17.7%), the third rank Doctor's degree with (7 or 6.2%) and the last is other with only (3 or 2.7%). The education distribution of 113 respondents.

Table 4. This part of the questionnaire contains leadership power.

Descriptive Statistics				
	N	Mean	Std. Deviation	Remarks
They like the power that their leadership position holds over subordinates	113	3.2301	1.14181	Occasionally true
They like to use their leadership power to help subordinates grow	113	2.4867	.89757	Seldom true
They like to share their leadership power with their subordinates	113	2.5133	1.34374	Seldom true
When someone makes a mistake they tell him/her not ever to do that again and make a note of it.	113	3.0442	1.29138	Occasionally true
The organization leaders always retain the final decision-making authority with my department or team	113	2.8850	1.23022	Occasionally true
The organization leaders do not consider suggestions made by the employees as they do not have the time for them	113	3.0354	1.22423	Occasionally true
Employees in my organizations willingly accept change	113	3.4425	1.25313	Frequently true
Employees here are willing to take on new tasks as needed	113	3.2832	1.24261	Occasionally true
Valid N (listwise)	113			

Source: Field Data (2021)

Legend: a) 4.21-5 Almost always true. b) 3.41-4.20 Frequently true. c) 2.61-3.40 Occasionally true. d) 1.81-2.60 Seldom true. e) 1-1.80 almost never true.

The marker "they like the force that their administrative role has over subordinates" has a mean of 3.23 and is deciphered as "periodically evident" in this table. With a mean of 2.49, "they like to utilize their administration ability to assist subordinates with developing" is once in a while evident. With a mean of 2.51, "they like to share their initiative force with their subordinates" is deciphered as "once in a while obvious". At the point when somebody commits an error, they advise that person not to repeat the experience and record it, with a mean of 3.04 and a significance of "infrequently obvious." With a mean of 2.89, "the association chiefs consistently hold an ultimate choice making authority with my specialization or group" is deciphered as "periodically evident". Hierarchical pioneers don't consider worker ideas since they don't possess energy for them, with a mean of 3.03 and deciphered as "occasionally true". Employees in my organizations willingly accept change having a mean of 3.44 and interpreted as "frequently true". Employees here are willing to take on new tasks as needed having a mean of 3.28 and interpreted as "occasionally true".

Table 5. The experience of the Hormuud organization employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) Less than a year	17	15.0	15.0	15.0
	b) 1 or more	18	15.9	15.9	31.0
	c) 2 years or more	38	33.6	33.6	64.6
	d) 3 to 4 years	40	35.4	35.4	100.0
	Total	113	100.0	100.0	

Source: Field Data (2021)

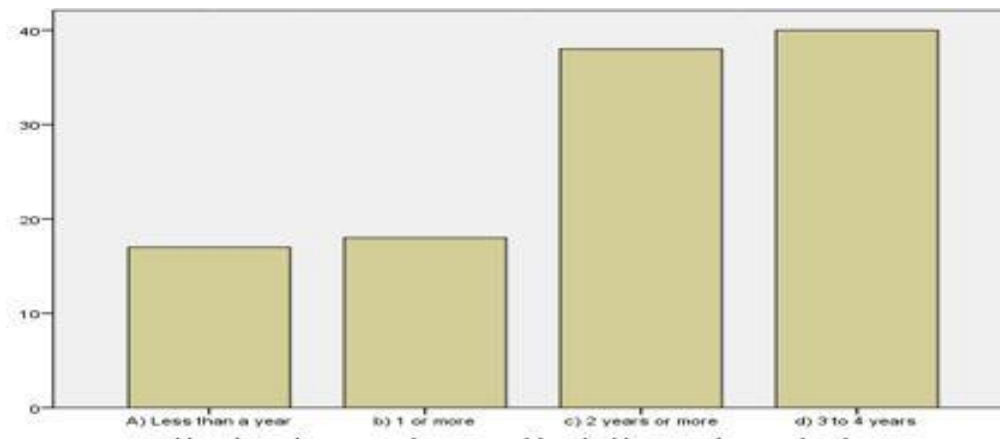


Figure 8. The experience of the Hormuud organization employees

Source: Field Data (2021)

Just 17 or 15 percent of respondents have been dynamic or working in Hormuud Organization for not exactly a year. 18 of the respondents, or 15.9%, have been with the association for over a year. In excess of 33% of the respondents (33.6%) have been with the organization for over two years. At last, the most noteworthy level of respondents (40 or 35.4 percent) have been working for quite a while.

Table 6. The employees in the organization completed the task they have been chosen

	Frequency	Percent	Valid Percent	Cumulative Percent
No	45	39.8	39.8	39.8
Valid Yes	68	60.2	60.2	100.0
Total	113	100.0	100.0	

Source: Field Data (2021)

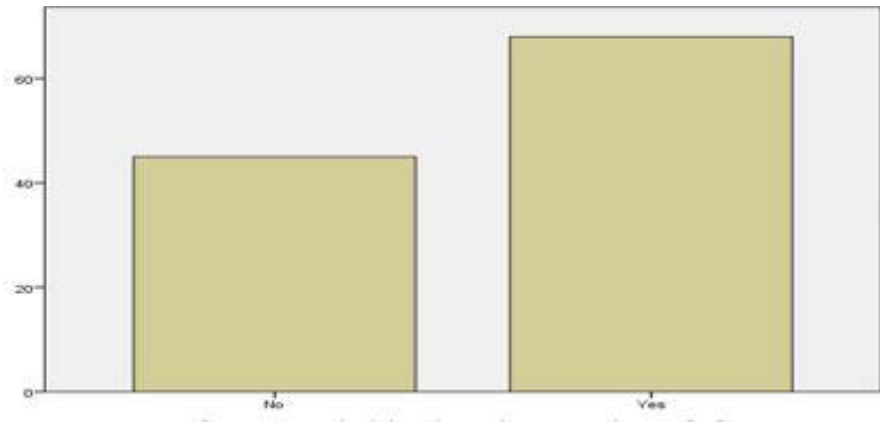


Figure 9. The employees in the organization completed the task they have been chosen
Source: Field Data (2021)

Out of 113 respondents, 68 (60.2%) were performing precisely the errand for which they were chosen, however 45 (39.8%) said they were not playing out the picked work in the Hormuud Organization. This exhibits that a more prominent number of respondents work in the organization's wellbeing. This is portrayed in the graph.

Table 7. This part contains descriptive statistics of organizational performance

Descriptive Statistics				
	N	Mean	Std. Deviation	Remarks
Employees proactively identify future challenges and opportunities	113	3.0354	1.45116	Neutral
I get support for building a team	113	3.2655	1.09396	Neutral
I think the managers of the organization help us in the best possible way towards success	113	3.2743	1.15919	Neutral
I get rewards for performances	113	3.1593	1.17691	Neutral
I have a high degree of initiative	113	3.4174	1.11357	Agree
I think the weakness of the government can cause the inefficient of the organization	113	3.6814	.88908	Agree
Valid N (listwise)	113			

Source: Field Data (2021)

Legend: a) 4.21-5 strongly agree, b) 3.41-4.20 agree, c) 2.61-3.40 neutral, d) 1.81-2.60 disagree, e) 1-1.80 strongly disagree.

This table shows that the indicator of “Employees proactively identify future challenges and opportunities” having a mean of 3.03 and interpreted as neutral. I get supported for building a team having a mean of 3.27 and interpreted as “neutral”. “I think the managers of the organization help us in the best possible way towards success having a mean of 3.27 and interpreted as neutral. “I get rewards for performances” having a mean of 3.16 and interpreted as “neutral”. I have a high degree of initiative having a mean of 3.42 and interpreted as “Agree”. “I think the weakness of the government can cause the inefficient of the organization” having a mean of 3.68 and interpreted “Agree”

Employee engagement shows the level of enthusiasm and emotional connection an employee feels towards their company or organization. Disengaged employees cost or damage organizations more money than engaged employees. Engaged employees are better group work, team players, more efficient, better work plan with organizational mission and vision, and tend to remain and work with organizations longer.

4.4. Correlation Analysis

In the year 1985, the coefficient for Pearson product moment correlation was developed by Karl Pearson. The association as well as the correlation of the study variables is being determined through the help of it so as is the case with the current research work whereby the correlation is being carried out to determine the extent to which the study variables are linked with each other. The value suggested for the correlation coefficient lies between -1 and +1. In case the result of the correlation test is +1 then it helps to give the positive association of the study variables. For the results of correlation to -1 means the association of the study variables is negative. In case the value of the results is 0 means the variables have no relationship. The correlation results for the current research work are as given below:

Table 8. Correlations**Correlations**

		LP	OCom	OPer
Leadership Power	Pearson Correlation	1	.863**	.828**
	Sig. (2-tailed)		.000	.000
	N	112	112	112
Organizational commitment	Pearson Correlation	.863**	1	.780**
	Sig. (2-tailed)	.000		.000
	N	112	113	113
Organizational performance	Pearson Correlation	.828**	.780**	1
	Sig. (2-tailed)	.000	.000	
	N	112	113	113

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

Source: Field Data (2021)

From the table above, the association of the study independent variables (i.e., leadership power, and organizational commitment) is being determined with the organizational performance. For level of significance $p < 0.05$, the values of Pearson correlation for leadership power, and organizational commitment are 0.828, and 0.780 respectively. These values are positive for leadership power, organizational commitment which means that the said parameters are having the strong positive association with organizational performance.

4.5. Regression Analysis**Table 9. Model summary**Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.699	.694	.48407

a. Predictors: (Constant), organizational commitment and leadership power

b. Dependent Variable: Organizational performance

Source: Field Data (2021)

The regression analysis helps to determine the extent to which the dependent variable's value is changed due to 1% change of the independent variable. From the table of model Summary, the value of R is given as 0.836. It tends to determine that the model is a good fit as this value is close to 1 so it is depicting strong association of the study variables. The value of R-square is showing the change to the dependent variable due to 1% change of the independent variable. This value is 0.699 i.e., 69.9% is brought to the dependent variable i.e., organizational performance due to 1% change of the independent variable.

The value of Adjusted R-square is also significant because it is very close to 1 i.e., 0.694. So, it helps to determine that the important variables are included to the study. The ratio of group variance and within group variance is shown through F-Value. It provides the basis to determine whether the null hypothesis will be accepted or rejected **Geçersiz kaynak belirtildi..** Among the given independent variables, the most significant value exists for leadership power i.e., 0.497. It is the value of the coefficient for the leadership power.

Table 10. ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	59.990	2	29.995	128.009	.000 ^b
Residual	25.775	110	.234		
Total	85.765	112			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Organizational commitment and leadership power,

Source: Field Data (2021)

Table 11. Coefficients^a

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.180	.144		8.210	.000
Leadership power	.497	.086	.597	5.780	.000
Organizational performance	.214	.084	.265	2.562	.012

a. Dependent Variable: Organizational performance

Source: Field Data (2021)

4.6. Discussion

There exist a lot of research studies that have been conducted to determine the impact of leadership on the performance of the organization. According to Changsuk, Jianhong, Roman (2018), it has been stated that addressing the employees, with the diversified skill set, expertise & the job roles, has been still a complex challenge and it is because of increased personal and industrial cost which has been connected with voluntary turnover like cost of losing firms' significant human capital, training and employing the auxiliary workers, decreased service quality and some of the other related expenditures. All these parameters are being considered to determine the connection between leadership power and organizational performance, organizational change procedure so this study has given an insight of the ethical approach of leadership power specifically observation of that might give latest perception regarding the said relationship (Changsuk, et al., 2018).

Based on the findings of current research work, different parameters related to the leadership have been considered that helped to determine its relevant impact on the performance of the organization. This study provides to the area by examining the leadership style and leadership power on organizational performance. Leadership style: Show the Way, Inspire the Heart, Inspire a common goal, Challenge the Methodology, and, allow others to take action. Leadership power: Legitimate Power, Coercive Power, Expert Power, Informational Power, Power of Reward, Connection Power, and Referent Power.

To accomplish this, a sum of 19 questionnaires was adapted from Hormuud organization employees in Somalia. Our goal was to reach 150 people However, we only reached 113 people. The 27 questionnaires were filled completely and could be used for analysis purposes. The found data were input and analyzed quantitatively using descriptive statistics such as frequencies, percentages, correlation, and regression analyses.

The outcomes of the study indicated that leadership power and organizational commitment on organizational performance in Somalia has changed in the last thirty years away from an autocratic style and towards a more collective approach, encouraging teamwork, productivity, cooperation, innovation, and creativity. Today leaders in organizations focus on, They also prioritize personal development, strategic thinking, innovation, and action.

The characteristics of the demography of the participants with respect to their gender point out that most of the respondents were males (91 or 80.5 percent) and the remaining were females (22 or 19.5 percent).

A part of the questionnaire investigated the participants' demographic characteristics in terms of their age. There are 31 respondents in the age bunch 18-25 (27.4%), 44 respondents in the age bunch 25-35 (38.9%), 25 respondents in the age bunch 35-45 (22.1%), and 13 respondents in the age bunch 45 or above (11.5 percent).

Demographic characteristics in terms of their education level, Bachelor's degree outnumbered other degrees with (83 or 73.5%) next is Master's degree with (20 or 17.7%), the third rank Doctor's degree with (7 or 6.2%) and the last is other with only (3 or 2.7%). The education distribution of 113 respondents.

The marker "they like the force that their administrative role has over subordinates" has a mean of 3.23 and is deciphered as "periodically evident" in this table. With a mean of 2.49, "they like to utilize their administration ability to assist subordinates with developing" is once in a while evident. With a mean of 2.51, "they like to share their initiative force with their subordinates" is deciphered as "once in a while obvious". At the point when somebody commits an error, they advise that person not to repeat the experience and record it, with a mean of 3.04 and a significance of "infrequently obvious." With a mean of 2.89, "the association chiefs consistently hold an ultimate choice making authority with my specialization or group" is deciphered as "periodically evident". Hierarchical pioneers don't consider worker ideas since they don't possess energy for them, with a mean of 3.03 and deciphered as "occasionally true". Employees in my organizations willingly accept change having a mean of 3.44 and interpreted as "frequently true". Employees here are willing to take on new tasks as needed having a mean of 3.28 and interpreted as "occasionally true".

The study assumed that some respondents were working for Hormuud Organization. Just 17 or 15 percent of respondents have been dynamic or working in Hormuud Organization for not exactly a year. 18 of the respondents, or 15.9%, have been with the association for over a year. In excess of 33% of the respondents (33.6%) have been with the organization for over two years. At last, the most noteworthy level of respondents (40 or 35.4 percent) has been working for quite a while.

The employees in the organization completed the task they have been chosen for 68 (60.2%) were performing precisely the errand for which they were chosen, however, 45 (39.8%) said they were not playing out the picked work in the Hormuud Organization. This exhibits that a more prominent number of respondents work in the organization's wellbeing.

Encouraging the employees to follow the standard procedure. 58% of respondents, or 51.3 percent, said they are constantly inspired to utilize standard methodology, while 21%, or 18.6 percent, said they are seldom propelled to utilize standard strategies. The standard methods didn't support 34, or 30.1 percent of respondents, who replied "never" to this inquiry. This shows that Hormuud has a solid arrangement set up to energize the utilization of their employee in a positive way.

Freedom action of the Hormuud organization employees, 53 or 46.9% Out of 113 respondents, 33 (29.2%) said they once in a while have the opportunity of activity, and 27 (23.9%) said they never have it. As displayed in the figure, most of Hormuud's representatives have self-sufficiency over their work.

Quality is being moved by 60 out of 113 respondents, or 53.1 percent. 21 (18.6%) said this happens inconsistently, and 32 (28.3%) said Hormuud associations don't take a stab at quality improvement. This demonstrates that the organization's chiefs and supervisors are efficient.

Motivating employees towards accomplishing the task, out of 133 respondents, 57 (or 50.4 percent) said they were propelled to finish the job. There is inspiration once in a while, as per 35 or 31 percent of respondents, yet there is an absence of inspiration for 21 or 18.6 percent. This shows that Hormuud representatives are amazingly energetic about their work.

Allowing employees to make their own decisions when it comes to solving problems, out of 113 respondents, 55 (48.7%) said they are approved to utilize their own judgment in tackling issues, yet 29 (25.7%) said it happens seldom. There are likewise 29.7% of respondents who said they never permit themselves to utilize their own judgment to take care of issues. This infers that the association urges representatives to be receptive.

A strong backup for beating previous targets out of 113 respondents, 63 (55.8%) said they have a solid reinforcement to beat past targets; notwithstanding, 21 (18.6%) said they

infrequently get this opportunity, and 29 (25.7%) said they never get the back in the mood for surpassing past targets. The Hormuud association is as yet striving to offer solid help.

Complete freedom in your work. Out of 113 respondents, 49 or 43.4 percent expressed that they had the total opportunity of activity in their positions, 33 or 29.2 percent of them said they just have the opportunity on uncommon events, while 31 or 27.4 percent said they never have it.

The opportunity to work in the best way you think. Out of 113 respondents, 79 or 69.9% said they had the chance to work in the most ideal manner they could. They seldom have the chance to work in the manner they believe is ideal, as per 16 or 14.2 percent of them. 18 or 15.9% of respondents said they had never had this chance.

Employees proactively identify future challenges and opportunities” having a mean of (3.03) and interpreted as neutral. I get supported for building a team having a mean of (3.27) and interpreted as “neutral”. “I think the managers of the organization help us in the best possible way towards success having a mean of (3.27) and interpreted as neutral. “I get rewards for performances” having a mean of 3.16 and interpreted as “neutral”. I have a high degree of initiative having a mean of 3.42 and interpreted as “Agree”. “I think the weakness of the government can cause the inefficient of the organization” having a mean of (3.68) and interpreted “Agee”

Employee engagement shows the level of enthusiasm and emotional connection an employee feels towards their company or organization. Disengaged employees cost or damage organizations more money than engaged employees. Engaged employees are better group work, team players, more efficient, better work plan with organizational mission and vision , and tend to remain and work with organizations longer.

The association of the study independent variables (i.e., leadership power, and organizational commitment) is being determined with the organizational performance. For the level of significance ($p < 0.05$), the values of Pearson correlation for leadership power, organizational commitment, and leadership style are 0.828, and 0.780 respectively. These values are positive for leadership power, and organizational commitment which means that the said parameters are having a strong positive association with organizational performance.

The regression analysis helps to determine the extent to which the dependent variable's value is changed due to 1% change of the independent variable. From the table of model Summary, the value of R is given as 0.836. It tends to determine that the model is a good fit as this value is close to 1 so it is depicting strong association of the study variables. The value of R-square is showing the change to the dependent variable due to 1% change of the independent variable. This value is 0.699 i.e., 69.9% is brought to the dependent variable i.e., organizational performance due to 1% change of the independent variable.

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The objectives of the current research work are better achieved and the same is backed by the results of given research work. According to the researchers it has been said that Leadership style is complex for the leader's reliability and had the strength to the mark this reliability in the context of firm's performance along with its meaningful impact on the employees. As well as this credibility of the leadership is mainly to have the essential impact on having trust between followers and leaders. Moreover, different forms of leadership have been taken as the distinct leadership styles. It also helps to put the emphasis on the ethical components of various leadership styles. Moreover, empirically well-known different dimensions of ethical leadership style include Inspire the Heart, Show the Way, Inspire a common goal, Challenge the Methodology, and allow others to take action, along with the certain challenges to the leadership. The leadership surface proactively balances ethics, and it has been suggested to the leader's effort to impact the assistants and guide some of their ethical attitude likewise communicating some of the ethical standards and punishing workers who briefly made some of the unethical behaviors (Bedi, et al., 2016).

These behaviors have mainly been involved developed principled and fair decisions which has been act as the role model for some of the ethical conduct, rewarding and recognizing the employee's behavior to have the positive contribution towards boosting the firm's performance. Moreover, leadership is essentially be associated with the level of trust the follower have on their leader. It needs to proactively balance out the ethics and it has been suggested to the leader's effort to impact the assistants and guide some of their ethical attitude. For every employee is being assigned with certain roles and the responsibilities, the same goes for the higher-level authorities i.e., the CEO. He is to think of the major roles for positively affecting the firm's performance. These may relate to the parameters like firm's vision, motivation, analysis as well as mastering the firm's tasks with the complex nature. The CEO needs not to perform all the tasks by himself. He can seek assistance of other employees through the collaboration and guiding them towards the long run objectives of the firm which will lead to success (Oyserma & Lee, 2008).

Leadership is one of the most essential elements which has been presented in wide range of leadership theories. Also, authentic leadership and some other types of theories mainly focused on leadership style, role modeling and its link with the principal decision making. It has also ben stated that leadership power utilized two of the theoretical frameworks, which mainly involves social learning theory and social exchange theory. So different research theories have linked the leadership power with various leadership style just like the case of current research work where the employees are perceived to perform well if they are being managed by the leaders with high leadership skills. Social learning theory recommends that some of the groups observed that the industrial leaders have been taken as the role models of inspire the heart by quality of their credited role and consultant to reward and punish satisfactory and offensive attitude (Amos, et al., 2017).

Some of the research have been made on leadership in previous decades and helped to extract the efficiency of leadership which is related with the performance of leadership, and the leadership powers will also impact and guide their attitude which they developed regarding to the accomplishment of the desired objectives & the goals. In this regard the leadership is not only linked with leader's trait, but it is also connected with their leadership power which has been based on the value-based management. Some of the leadership power are Legitimate Power, Coercive Power, Expert Power, Informational Power, Power of Reward, Connection Power, and, Referent Power, has been observed as

realistically Referent Power by their followers and as a Referent Power manager who efficiently stimulus workers. So that it can be said that the firm's leaders are the honest entities who tend to practice the referent Power characteristics and attitudes in their personal as well as the professional lives (Celia, et al., 2019).

Among different kinds of the leadership styles, both the Inspire a common goal and challenge the Methodology, tend to exercise leadership style which is linked with the firm's mission as well as the visions. It additionally includes controlling workers to be morally cognizant and empowering them to act tolerably. Correspondence, discipline, and the assets of job demonstrating have all been utilized. A critical qualification between moral administration, genuine authority, and otherworldly initiative is the accentuation on upright administration. Moral pioneers place a more noteworthy accentuation on conditional ways to deal with moral organization of their groups, bringing about more prominent responsiveness, instead of disregarding such basic boundaries, which is a significant part of a solid leadership style. (David & Wang, 2017).

A leader should be real, and this should be expressed in his behavior of leadership. A leader should have honesty and authenticity in his behavior, and it is what defines great leaders. However, the concept of leadership style is often misunderstood. Leadership style is often taken as an innate quality in leaders. The leaders who have no control over their expression can get into trouble very quickly. Show the way reflects the true aspects of the inner self of a leader. Leaders should be aware that what personality traits they should have and which they should reveal **Geçersiz kaynak belirtildi..**

The leaders should be capable of changing themselves according to what the situation demands, and they should adapt themselves to the demands of people that they are leading. However, the leaders should not lose their identities in any process and should always be focused on what they are doing. The leadership styles may sometime face harsh experiences that will be opposite to what they expected. They should know the concerns and expectations of people they are trying to influence **Geçersiz kaynak belirtildi..**

The employees need motivation, encouragement, appraisals, awards & compensations as well as the care for well-being. This all can be done if a leader is a leader in true sense and is not doing the job just for fulfilling the responsibility. The true leaders can understand the employee's problems & the issues, pay focus on getting the subordinates' opinion towards the critical issues, as well as recognizing the employees' contributions & the achievements. The employees do not feel the burden for working under such employers as they are working being friendly and through the great cooperation. Different world leadership dimensions, like independent, team-oriented player & self-protected e.t.c, tend to have the direct link with both the leadership style and leadership power, the commitment towards the organization. The contextual variables like Organization size, investment opportunities, and expansion of the firm, market value, supplier power as well as the marker share along with the consideration of the technical transformation are the key components towards the firm's performance. The circumstances change and they need to be managed with the great leadership skills. It is the work of leaders who can help the firm to do the impossible things through their skill set and the expertise i.e., the case study of Somalia (Tsirikas, 2020).



5. CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS OF THE FUTURE RESEARCH

5.1. Conclusion

The purpose of the study was to examine the prospects of introduction of leadership power and organizational commitment on organizational performance: case study Somali. It is significant that this was the first study in this regard to be carried out in Somalia. It provides an insight on how the leaders in organizations in Somalia are able to benefit from the use of it's employees. The findings of this study are different than the studies that were carried out in developed countries such as USA and UK. The challenges faced by countries also differ but they may be similar as well. For example, the main challenge for UAS and UK in "Lack of methods for transforming old system to new system because of the government and some people they cannot see the future. (Amos, et al., 2017) whereas in Somali, it is a lack of connection between the leader and it's employees" The studies or literature review continue to suggest that there are a number of challenges that are present.

The findings from respondents in the current study believe that the most important benefits from, leadership power and organizational commitment organizational performance case study Somalia is "Focusing on employees. Whereas the findings from (Oyserma & Lee, 2008) claimed that "collaboration with employees and customers" was much more beneficial. The majority of the respondents believed that leadership power and organizational commitment have a significant positive impact on organizational performance and have resulted in various benefits such as collaboration with employees and customers, and cost savings. This further signifies that the organizations can build on their value through the integration of sustainable customers.

Establishing authenticity for a leader is a difficult challenge. He needs to ensure that whatever he is saying also match with his deeds. Authenticity in behaviors needs to be practice and also a leader needs to practice whatever he wants to preach in his behavior. Another challenge in authentic leadership is finding the common grounds. If a leader says something different to his deeds; his followers or employees will soon know that the leader has tricked them.

A leader sometimes plays multiple roles which mean that he shows the different faces to a different audience. A leader will get different experience throughout his life, and he will learn how to behave in front of different people. A leader should express a degree of self-knowledge and he should be ready and willing to share this knowledge with others and it is also known as self-disclosure. A great leader is always looking to achieve some bigger goal in his life. The authentic leaders should conform to organizational and social norms **Geçersiz kaynak belirtildi..**

As far as the case of perception management is concerned, the leaders are required to have the qualities to manage the panic situations smartly. This is the only way to depict to both the employees & the customers that everything is going well. For example, in case of bankruptcy, a bank manager may display the bundle of notes on his table to show the customers that their money is safe.

In order to achieve the firm's long term and the strategic goals as well as the objectives, not only the skill set and the expertise matter but also the leadership style as well as the power tends to determine the way through which the employees will perform effectively. It will not only add towards the firm's performance but also the working standards & the parameters are well defined that can help the other employees to seek guidance. The leaders are being given with certain powers and the authorities and they are not required to misuse these powers as it will set the negative trends for the others.

It is a fact that everyone has certain skills but still not everyone knows everything so there is a need to help the subordinates through guidance as well as the training. The more there are training sessions the better there are chances to learn and tackle the problems smartly. It will thus ultimately add towards achieving the firm's long term and the strategic goals & the objectives and this will serve as the key to success.

For any change that is a must for the business entity, although the final decision will be made by the leaders but seeking for the suggestions from other employees tend to motivate other employees. The managerial authorities are required to assist the employees in the best possible ways for achieving the success. Also, the leaders should set up the grounds where the performance of the employees is being appreciated through the rewards as well as the compensations. The more the employees are compensated the better there are chances to have the increased employee's & firm's performance.

5.2. Limitations

The research population is a consideration for the leadership style and leadership power on organizational performance case study Somalia of this study. Even though 27 questionnaires were represented in the analysis, the research participants were all members of a single voluntary employee in the Hormuud organization.

I have tried to find more information about the Hormuud organization especially the number of the survey. The effect of the covid-19 most of the employees are not in the offices and it is very hard to reach them. The other limitation of this study is about the time if I have more time to continue do this research I want to distribute the questionnaires to all the employees in Hormuud organizations.

5.3. Future Exploration and Proposals

This investigation exhibits that in help situated organizations, administration style and force are critical. It was explored in this examination how an organization develops to progress and how it accomplishes its missions and dreams. The significance of the forerunner for the situation organization's prosperity was talked about. His exploration additionally clarifies the effect of different authority styles and force on authoritative execution. These perspectives can be utilized in future examination, especially for client assistance situated organizations. The examination could likewise help with supporting and creating worker execution just as spurring representatives to accomplish their destinations.

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APPENDIX I

The leadership power and Organizational commitment on organizational performance: A case study of Somalia.

The following items provide a description of leadership power and organizational commitment on organizational performance. Please: Respond to each item according to the way your leader treats you as an employee in the Hormuud organization. Tick one of the options to the right of each item to indicate your response KEY. It's consists of 27 questions. This questionnaire aims to analyze the leadership style and leadership power on organizational performance (A case study of Somalia) It's not compulsory to give a name for this questionnaire. Your contribution will be very precious to our questionnaire.

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☐ Option 1

1. Gender

☐ Male

☐ Female

2. What is your age?

☐ a) 18-25

☐ b) 25-35

☐ c) 35-45

☐ d) 45 or above

3. Graduation

☐ a) Bachelor's degree

☐ b) Master's degree

☐ c) PHD

☐ d) Other.....

Part one: This part of the questionnaire contains leadership power. Next to each statement, choose the number that represents how strongly you feel about the statement by using the following scoring system.

Almost never true, 1. Seldom true, 2. Occasionally true, 3. Frequently true, 4. Almost always true, 5.

L.P4. They like the power that their leadership position holds over subordinates.

1	2	3	4	5
☐	☐	☐	☐	☐

L.P.5. They like to use their leadership power to help subordinates grow.

1	2	3	4	5
☐	☐	☐	☐	☐

L.P.6. They like to share their leadership power with their subordinates.

1	2	3	4	5
☐	☐	☐	☐	☐

L.P.7. When someone makes a mistake they tell him/her not ever to do that again and make a note of it.

1	2	3	4	5
☐	☐	☐	☐	☐

L.P.8. The organization leaders always retain the final decision-making authority with my department or team.

1	2	3	4	5
☐	☐	☐	☐	☐

L.P.9. The organization leaders do not consider suggestions made by the employees as they do not have the time for them.

1	2	3	4	5
☐	☐	☐	☐	☐

O.C.10. Employees in my organizations willingly accept change

1	2	3	4	5
☐	☐	☐	☐	☐

O.C.11. Employees here are willing to take on new tasks as needed.

1	2	3	4	5
☐	☐	☐	☐	☐

O.C.12. How long have you been working in Hormuud organizations?

- ☐ A) Less than a year
- ☐ b) 1 or more
- ☐ c) 2 years or more
- ☐ d) 3 to 4 years

Part two: This part of the questionnaire contains leadership style. Next to each statement, choose the number that represents how strongly you feel about the statement by using the following scoring system.

Description (optional)

L.S.13. Are you exactly doing the task you are chosen for?

- ☐ Yes
- ☐ No

L.S.14. Are you encouraged to use the standard procedures?

- ☐ A) Always
- ☐ B) Rarely
- ☐ c) Never

L.S. 15. Do you have freedom of action?

- ☐ A) Always
- ☐ b) seldom
- ☐ c) never

L.S.16. Are you pushed for improved quality?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never

L.S.17. Are you motivated towards accomplishing the task?

- ☐ A) Yes
- ☐ b) Sometimes
- ☐ c) No

L.S.18. Are you allowed to have your own judgment in solving problems?

- ☐ A) Always
- ☐ b) Seldom
- ☐ c) never

L.S.19. Do you get a strong backup for beating previous targets?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never

L.S.20. Do you get complete freedom in your work?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never
-

L.S.21. Do you get the opportunity to work in the best way you think?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never
-

Part three: This part of the questionnaire contains organizational commitment and organizational performance. Next to each statement, choose the number that represents how strongly you feel about the statement by using the following scoring system.

Strongly disagree 1. Disagree 2. Neutral/ neither agree nor disagree 3. Agree, 4. Strongly agree 5

O.P22. Employees proactively identify future challenges and opportunities.

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| ☐ | ☐ | ☐ | ☐ | ☐ |
-

L.S.20. Do you get complete freedom in your work?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never
-

L.S.21. Do you get the opportunity to work in the best way you think?

- ☐ a) Always
- ☐ b) Seldom
- ☐ c) Never
-

Part three: This part of the questionnaire contains organizational commitment and organizational performance. Next to each statement, choose the number that represents how strongly you feel about the statement by using the following scoring system.

Strongly disagree 1. Disagree 2. Neutral/ neither agree nor disagree 3. Agree, 4. Strongly agree 5

O.P22. Employees proactively identify future challenges and opportunities.

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| ☐ | ☐ | ☐ | ☐ | ☐ |
-

O.P23. I get support for building a team

1	2	3	4	5
☐	☐	☐	☐	☐

O.P24. I think the managers of the organization help us in the best possible way towards success

1	2	3	4	5
☐	☐	☐	☐	☐

O.P25. I get rewards for performances

1	2	3	4	5
☐	☐	☐	☐	☐

O.P26. I have a high degree of initiative

1	2	3	4	5
☐	☐	☐	☐	☐

O.P27. I think the weakness of the government can cause the inefficient of the organization

1	2	3	4	5
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