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LEADERSHIP STYLES AND ORGANIZATIONAL CHANGE IN HORUMUUD IN MOGADISHU, SOMALIA.

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ABSTRACT

The study which underwent investigation is: Leadership styles and change in both Horumuud and Somtel Telecommunication Organizations in Mogadishu in Somalia. The findings were achieved through stated objectives which included: To investigate how leadership styles involve employees in decision-making in respect to organizational change. To investigate how leadership styles communicates with their employees in respect to organizational change. To find out how management empowers their subordinates through delegation to embrace change in organization. To establish whether there is a relationship between leadership styles and organizational change. In the literature review, different works and reports from various authors/scholars and researchers about the leadership styles and organizational change were discussed to bring about clear understanding of some of the core study concepts and variables. The methodology employed descriptive survey design with a study population of 185 and the respondents included; managers, employees, and administrators. The sample size in the study was 135 after manipulation by Slovene's formula. However, various ethical and logistical considerations were seriously undertaken during research procedures and this assisted in establishing the research findings. The study found out that employee awareness, communication and planning, resistance to change process and training of employees to imparts skills cause effective communication at the organization. But autocratic leadership was found to be the common leadership style used at both organizations while delegation is carried out at these organizations, with no authority to exercise one's duty properly.

Finally, the study found out that there is a positive correlation between leadership styles and organizational change (at r. Value of 0.985; Beta value 0.985 and a significant value of 0.000). In summary the findings, it was discovered that were similar to those of Walumbwa et al. (2008), (2010) and 2015; believe that autocratic style seem to be more appropriate in change management and this is attributed to colonial influence because most of leaders in many African businesses were trained during the colonial times. It was concluded that autocratic and transformational leadership styles do better at these organizations under study though some respondents feel good when involved in the day today decision-making of the organization. However many authors and scholars believe that democratic and lasses-faire yield better results during organizational change since they involve employees in decision-making. It was recommended therefore the organization to a large extent involve employees in organizational decision-making because it yields positive carrying out of organizational change with minimal negative effects.

1.0. Introduction

There are several Telecommunication organizations in Mogadishu and some of them include: Horumuud and Somtel. The researcher carried out his study in these two organizations but Horumuud was given more emphasis because it is the dominant Telecommunication organization in Somalia. The main products offered by these service providers include communication services, however, they are also involved in money remittances from within and outside the country. For instance Horumuud has other auxiliaries like Taaj mobile money transfer which is specialized in remittances only.

The study attempted to find out how employees respond to change while looking at leadership styles at play during organizational change. Therefore the report constitutes introduction and background of the study, problem statement, the general purpose of the study and the specific objectives, research questions and research hypotheses, scope and the significance of the study are highlighted, limitations, operational terms as well as the conceptual framework.

The Horumuud Telecommunication Company being a dominant communication organization, its services are appreciated by many clients. The leadership styles used by this company seemed to be more effective in early years of 2017. This shows that management provides services of high quality in the eyes of the customers through the use of modern technology to match with the ongoing demand of its products. However, in middle of the year, 2018, the customers started to complain about the ineffectiveness of delay of their calls to go through especially during peak hours of the day. In addition to that since communication companies in Somalia provide a critical role in transferring huge sums of money from person to person within and outside the country, there comes a situation when these services are halted without a clear explanation and the customers transactions are left in balance. The researcher under took a pilot study among the existing employees, administrators and managers to find out what exactly could be the cause of service break down during peak hours of the day and sometimes offline services stale for some hours in regard to all complaints collected from the customers. Therefore, this study attempted to determine how leadership styles influence organizational change to avert the customer's complaints and meet their needs as well as the goals of the organization.

1.2. Research Questions

The researcher employed these research questions as a guide during the research study;

(i). How should leadership styles involve employees in decision-making in respect to organizational change.

(ii). How should leadership styles communicate with their employees in respect to organizational change.

(iii). How does management delegate duties to the employees in respect to organizational change.

(iv). What is the relationship between leadership styles and organizational change.

LITERATURE REVIEW

2.0 Introduction

The literature review cited in here is in relation to the study variables; leadership styles and organizational change. It articulates authors, scholars, and researcher's opinions and ideas about the selected leadership styles and the way they affect organizational change. The existing knowledge is to help the researcher to bring about the research findings.

2.1.1. Understanding the concept of Leadership;

Leadership is defined differently by various scholars and authors; John C Maxwell (2015), say that "one who knows the way, goes the way, and shows the way." In a nutshell, any meaningful leader should have the duty and the responsibility to make the organization a success not a failure. More still, a good leader focus far in the futuristic vision and could easily change bad existing ideas into real-world success stories through change management.

To bring out a clear understanding of the concept of leadership, there is need to explain the differences between a manager and a leader. A manager is in the pursuit of the roles carried out to meet the pre-set objectives as argued by one of the legendary computer scientist; Grace Murray Hopper (2012), say, to manage well, 'one need to manage things as well as one need to lead people.' However, Henry Mintzberg (2013), identified some roles that distinguishes the difference between the two by observational research carried out from the CEO level to the first-time supervisor. In his findings, he points out that a particular manager may only sleep not more than ten minutes a day because tasks and responsibilities of the leader role are central to a manager's success. Therefore, a manager and a leader seem not easily separable. But Mintzberg's theory gives the distinctions and the similarities between them by giving managerial roles and leader managerial roles. According to Mintzberg's theory, the manager under takes the roles of decision making, information handling; that is, making choices, implementing plans receiving, processing, and presenting facts and data. Whereas a leader is basically related to interpersonal roles which involve the leader role about developing relationships focusing on people, while at the same time keeping it grounded in the reality of day-to-day managerial functions.

Furthermore, Mintzberg defines the leader roles to include specifically; setting goals and evaluating employee performance. Also, a leader does Mentoring, training, and motivating employees. According to Arnold H Glasgow (2015), say, "A good leader takes little more than his share of the blame and little less than his share of the credit." In his phrase, he emphasizes to a leader to take accountability as a very critical

element in the delivery of services to the people meant to be served. The accountability should not be in mere reports, but also in physical form and the resources involved must be communicated to all stakeholders for transparency. This same element should be carried out by the subordinates to the leader. Leaders are expected to assess their actions in case things do not happen in favor of the ongoing successful leadership during the periods of change management.

2.1.2. Democratic leadership style and change management

In work environment, the senior leaders off load some tasks which are not very sensitive to their juniors, this is one way of training juniors to seniority overtime. A good leader cannot do everything, right. Therefore a leader is left to focus on key responsibilities while leaving the rest to others to the subordinates. This instills a sense of motivation among the juniors and at the same time cause empowerment to the juniors

One of the greatest leader, Steve Jobs (2010),say, there is one thing that separates a leader from a follower, that is; a leader under takes "Innovation" and it is this distinguishes them. Innovation is the ability to work on the existing idea and you improve on it and completely turns to look new for the benefit of the organization and this is very common with physical products. In the modern world today, organizations undertake change management to beat competition, a leader should be more creative and innovative for customer retention. Finally, this could make the business to resist change.

2.1.3. Transformational leadership style and organizational change

Mac-Gregor Bums, (2003), argues that for a leader to push the interests of the organization requires an organization to adopt a style of leadership that energizes the followers' needs putting personal interests aside. More so, House & Aditya, (2007), says; the input of every employ should cause a positive effect on the organizational change policies. Therefore, the transformational leadership style has to embrace the change in the organization.

.Dess &Picken, (2000), believe that there is no clear and better leadership style that could permit organizational change with ease, for instance, organizational change involves a lot of things which might take into consideration of the prevailing style. In addition, Amabile, Schatzel, Moneta & Kramer, (2004) are in agreement by saying that changing organizational dynamics requires a transformational leadership style.

Samad, (2012), also agree with the transformational approach in that what empowers organizational change is the amount of direction and guidance and the dynamics of change in the strategic vision and mission of the organization. Though Ryan & Tipu, (2013) do not agree with it. They look at the success of organizational change as could be fostered by the behavioral relationship between workers and the behavior of the leadership prevailing at a time in the organization.

The level at which decision-making is carried out also determines how the organizational change could be implemented and this is in the autocratic leaders who makes decisions by themselves and simply pass it to the subordinates without involving them as put it by Mac-Gregor, (2003). Unlike among the laissez-faire leaders under which the employees participate in the decisions of the organization. Whereas, under democratic leadership would involve employees before decisions are implemented. All these leadership styles have differing result in the implementation of organizational change.

 Greenleaf, (2007), says; there is no single right and clear leadership style which is better than the other in a situations. In most cases, leaders do not change only the dynamics but environment and employees within the organization change. Also, behavioral theory supporters agree that there is no single style which is more effective to others but the style shall be considered effective based on the performance of the organization in terms of profits and accomplishment of the mission of the organization during change process.

Furthermore, Mac-Gregor Bums, (2003), explains the desire to focus on the individual unique capabilities of every worker and this is done through identifying the needs of change. Thereafter,   the transformational leadership style put in place guidelines that will enable the organization to achieve its vision by committing the workers to area where each could perform best.

2.1.4. Laissez-faire leadership style and organization change

This style offloads the leaders from undertaking the role of decision-making but fully involve workers to determine how the job should be done to the required performance levels. However, Bass & Avolio, (2004), says that, "This type of leadership does not inspire workers to achieve beyond expected outcomes, means the system has worked, everyone is satisfied, and the business continues as usual," (Bass & Avolio), Therefore, laissez-faire may not work well to implement organizational change because this type of style set the objectives to be achieved in a given period. Given,

Cummings, Midodzi, Wong, and Estabrooks (2010), believe that entrusting the workers may not cause the change on the organization culture of patience morality have achieved high levels of performance, unlike the organizations that maintain autocratic leadership style.

According to Anderson & McColl-Kennedy (2005); say that laissez-faire leadership style does not allow leaders to fully participate in critical decision making in organizational matters. Therefore leader's avoidance in the involvement of decision-making assumes that laissez-faire leadership style may result in excessive frustration among followers that could erode followers' actions in the process of promoting followers' attitude towards change management.

2.1.5. Autocrat leadership in change management

Given the author: Leonard D.Schaeffer (1986) of California talks about change by considering himself as a successful autocrat leader when he was hired as a CEO of Blue Cross at the time whose performance was indeed very low, however with his new style of autocrat, he was able to turn- around the company and company output levels improved drastically. From this, Schaeffer described his experience as: "The Leadership Journey." That is "When a business needs to change relatively quickly, it's much more important to just make a decision and get people moving than to take the time to conduct a thorough analysis and attempt to influence others to come around to your way of thinking. Therefore, he defines the autocratic leader not as someone who bullies others needlessly but as the managerial equivalent of an emergency room surgeon, forced to do whatever it takes to save a patient's life."

Autocratic leadership in times of change management believed to be more effective especially when the managers are not equipped with necessary skills, training and experience to manage people. The leadership styles which are motivational could work well for environments with experienced staff not under autocratic leadership style. However, some people refrain to work under autocratic leadership but still agree that it does better in circumstances which needs tough decisions.

In the same understanding autocratic leadership is said to be suitable for organization which demand perfection of the workers in their final output. This is very critical in business organizations and in the science of aero-space no mistakes are needed, the workers must perfect in whatever they do while doing their tasks. More so, this leadership style seek critical tips to work towards the success of the organization

through teamwork. These tips have worked for successful football teams even up to the present time.

2.1.6. Autocratic leadership in business and change management

Though this style of leadership stands to be criticized, most enterprises find it effective and this is evident in successful companies through innovators for autocratic leadership. It is necessary for many organizations to streamline processes which are evidenced in areas of successful business and political leaders the world had experienced over time. The beauty of autocratic leadership can be justified by quotes of once successful business and political people and these include; Vince Lombardi (1970): "Leaders aren't born, they are made. And they are made just like anything else, through hard work. "Henry Ford (Aug.2020): "Quality means doing it right when no one is looking." Michael Bloomberg (Feb.2021): "Nobody is going to delegate a lot of power to a secretary that they don't trust" Ray Kroc (1958): "You're only as good as the people you hire". Roger Ailes (April, 2012): "Audiences are shifting. Platforms are shifting. Ages are shifting. It's better to be in charge than to have to react to change. "John D. Rockefeller 9sept.2020): "I do not think that there is any quality so essential to success of any Autocratic leadership style requirements"

2.1.7. Autocratic style to manage change successfully

Organizations that use autocratic style can do best in the present times of IT revolution by accepting and live to it. This instill staff royalty and trust and change will take place with great support without resistance. There should be room for staff to give their opinions so long as achieving success is probable as argued by Leonard D. Shaeffer, (2018).

2.1.8. Readiness in change

Change readiness assessment is said to be one of the first steps in implementation of change in an organization. In a study carried out at Harvard Business School in USA (2016), defined readiness as the "ability to continuously initiate and respond to change in ways that create advantage, minimize risk, and sustain performance." And in this study it is revealed that for successful change to take place, all the organizational stakeholders should be aware of what is about to get introduced and how will change be adopted by the day today workers and who are the immediate recipient of change as well as the resistors to change. According to Prosci (2018), articulates well-

organized change no matter which leadership style is adopted by the organization, the things that may be required to be certain include; workgroup enterprise, merger, the ground strength organization at that time.

Given Prosci (2018) writings believes that once this first stage is well handled by undertaking research and the outcomes of the participants of change are well served with the correct information for the cause of change and recommendations are provided well, the change process could not be resisted despite the leadership style in place. Comb, M, (2014), in his notes; on how the value change management thinking could be successful; says that, any change management approach should start with the organizations' readiness for the change. However, many organizations forget to assess the level of the organization and its readiness to change. For instance, USA came up with new changes in her health care organizations, but new changes in health-care law had to be framed before the implementation of Obama healthcare and models to put this were put in place. Despite all the modalities in place, the health care has not achieved success because it was introduced without empirical evidence of its outcome. More so, the employees in the health care did not buy it. Weiner, (2009), says, "Organization readiness to change is also very critical in the process of change though many organizations put much emphasis on the employees' side in the leaders' perception whenever there is change.

2.1.9. Communication and Communication planning

Louis Children's Hospital, (St; 2018), gives a very serious note, that when change is not well-managed, serious conflicts may erupt and the consequences could be huge and the operations of the organization could come to a halt. Therefore a need to have a successful change management communication plan. There should be strategic change management communication models which may reduce fear from the employees and improve their output during the restricting process.

First of all, the communication change should be explained thoroughly to the staff and the communication should not carry lies except the truth of the change process. In addition to that, the communication should tell the employees the bad side of not taking up the necessary change while convincing be open to relate the change with the vision of the organization. When the employees are in agreement with the leaders, then every employee will become energized and be willing to participate in the change process.

Further still, change communication requires a clear road map through the change process and things like; the nature of organizational change, vision, truth of the change and how will those negatively affected, the causality of the change, be compensated in the future. And also, the process should always put emphasis on the strong reasons for accepting change and change should be the talk of every minute and hour at the workplace for every worker during the working hours. This makes employees to appreciate more the necessity of change in the organization. (Tim Vaughan; 2016). However, no identified leadership styles effective for the procedures articulated within this text.

2.2.0. Resistance and change management

In article written by; Meola, A, (2017); the Harvard Business Review, in this survey on the topic of resistance change reveals that many large companies in USA and elsewhere in strong economies, they are trying to address the challenge of change resistance by employing Artificial Intelligence (AI). Although it is not yet clear what the workforce will be left to focus on, creativity which comes with human labor through experience may be lost and this will impact on the organization performance.

It is foretold by scholars; Abbosh, O. Savic, V and Moore, M. (2018); that for industries to handle resistance change should adopt AI might not be the right redress to change simply because employees resist change greatly for the loss of their jobs. And the International Data Corporation (IDC) made estimates for the demand for AI would increase from $12B in 2017 to $57.6B by 2021. But there is still unanswered question regarding its value on the industries. Many industries employing AI have started feeling its pinch as put it by Amazon & Domino's Pizza (2018).The study about AI is disturbing in that even the industry like Amazon did not accept the use of AI. According to Wired (2019), from experience the use of AI destroys the organizational culture and AI could also be resisted by the management change itself.

2.2.1. Challenges of AI in change management

Managing change is still pausing a great dilemma because even the large industries such as; the global powerhouses, the Amazon which is thought to be reaping the benefits of AI is facing tremendous challenges resulting from loss of skilled labor force. Loss of its culture and also risks of loss of competitive advantage in their CM activities in relation to AI.

However, the study continue to say despite of the overwhelming challenges of AI, there should be caution for early preparations for change. For instance even if the organization is not yet there for use of AI, the stakeholders like organization staff, customers, suppliers and others should be made aware of what will come in future in regard to change. The HR should undertake the responsibility of giving guarantee to the workers about the retention of their work other than stating it in ambiguity terms, otherwise, the staff will resist change.

Basing on the leading researches that have been carried out by Levy S. (2018), it is argued that change may significantly be neutralized by any disruptions which are normally accelerated by technological revolutions in form of AI during change reinforcement in the organization. And when all stakeholders in both short and long term listen to each other amicably, change is likely to take place with minimal **resistance.**

2.2.2. Training and change management

First of all. Training is the background of change management. For change to attain success the employees need to be assessed and identify their needs that could be used to provide an appropriate enabling environment requirement during change process. Leaders tend to underestimate the importance of effective communication. The managers, supervisors, team leaders should be selected in time and training should be availed to them as the enablers of the change process. Therefore, given this approach, change management could succeed through proper training in business communication. Leaders to minimize on the change process costs, the training of staff in respect to; handouts, equipment, rentals fees and trainer time, should be executed in the premises of the organization.

RESEARCH METHODOLOGY
3.0. Introduction

This chapter presents the approaches employed by the researcher during data collection from the field; it explains about; research population, sample size and sampling procedures as well as data collection methods. Also, the researcher ensured the correctness of data on the assumption that instruments used met the validity and reliability in data collection and analysis. The researcher analyzed the data that was obtained from the field through adoption of descriptive statistics to obtain both mean and standard deviation. Therefore, the data reflect the opinions and perception of the

respondents. The analyzed data helped in the fact findings by use of open-ended questions through descriptive approach as argued by Creswell, 2009. The researcher focused on establishing the impact of leadership styles on organizational change in respect to the respondents' answers as suggested by Amin, 2005. The researcher's aim was to show the leadership styles in the situation of organizational change.

3.1. Population

The selected area of research study was in Mogadishu, the capital city of Somalia. It involved different categories of respondents of both Horumuud and Somtel employees and the researcher targeted people such as; managers at different levels, and employees at separate companies during data collection. In this regard, relevant data from the field taken the population of 120 from the two places of study. The appropriate sample was derived and the sample assisted the researcher to collect the necessary data for undertaking the study.

3.2 Sample Size

The sample size was determined as 135 and this sample included managers, administrators and employees by both simple random and purposive sampling procedures at both Horumuud and Somtel companies because the researcher could easily obtain the list of their names from their respective offices and headquarters. Thus, simple random sampling gave fair chance for administrators, managers and employees to participate in this study who enabled the researcher to select people who could give relevant information regarding the study variables. Therefore, the sample size was determined by the use of Slovene's formula as indicated below:

$$n = \frac{N}{1 + N(e^2)}$$

$$:n = \frac{185}{1 + 185(0.05)^2} \quad n = 135$$

Table 3.1: The table showing the sampling frame

Category	Population	Organizations		Sampling	Sampling technique
		HORUMUUD	SOMTEL		
Employees	140	62	41	103	Purposive
Managers/Administrators	45	20	12	32	Simple
Total	185	82	53	135	

3.3 Sources of Data

The researcher generated data from both Horumuud and Somtel companies and this is referred to as primary source of information. The researcher was able to cement the

research findings that were obtained from first-hand information by reference to secondary sources on the subject of leadership styles on organizational change such as text-books, manuscripts and others.

3.4 Data Collection Methods

The researcher used both quantitative and qualitative methods to analyze the data which was obtained by use of interviews and questionnaire administration. The questionnaire complied with 5 Likert scale of rating numbered in descending order from: 5, 4, 3, 2, and 1 denoting; strongly agree, agree, undecided, disagree and strongly disagree respectively. Questionnaires were self-administered to 100 respondents while the interview guide was administered to 35 persons. The questions had four sections. Section one was about respondents' profile and the remaining three sections were about the first three objectives of the study. The research instruments used met the validity and the reliability and therefore were used to establish the relationship as suggested by Cronbach's Alpha value that give clarity and dependability as well as instrument's reliability as argued by Amin (2005). For reliability coefficients in all variables to be adequate, the alpha coefficients should be 0.70 and above (Nunnally, 1978).

3.5. Data Collection Procedures

The data collection procedure required the researcher to obtain   permission from the authority at both Horumuud and Somtel headquarters in Mogadishu. It took ten (10) days to distribute and collecting back the questionnaires (10) from both companies. Also, during the process of collecting the questionnaire back, the researcher asked respondents various questions relating to leadership styles on organizational change in their respective work places. The researcher employed SPSS and analyzed   the data on the   leadership style(s) dominant at the organization in respect to decision-making in times of change process at the organization.

3.7. Limitation of the Study

The researcher encountered a number of challenges like the security issues prevailing in Mogadishu and around the country. However, they were encouraged and informed that the information provided was confidential and for solely for academic purpose and nothing else. This made them to respond positively and gave out the required information.

There was also fear of financial constraint to facilitate various research activities because some respondents could ask for some financial facilitation before giving information. However, more money was mobilized from friends and relatives to make sure that the research was carried out successfully.

Relationship between Leadership style on implementation of organizational change

Regarding the relationship between leadership styles and implementation of organization change in both Horumuud and Somtel Telecommunication organizations indicated that there is a positive correlation between leadership styles on organizational change. In other terms, there is significant relationship between the two variables that were investigated. This relationship is revealed by a very high r. value of 0.985; Beta value 0.985 and a very small significant value of 0.000 at the standardized significant value of 0.05. This finding suggests that the type of leadership style at organization is about 98.5 % and it showed effectiveness of implementing change at the organization.

Customers' Complaints

The number of employees who have been working with Horumuud for more than three years reported on the quality of services being offered to them as good and they rarely experience call delays or breakdown as well as timely money remittances both within and outside the country. Therefore, the researcher from the reports given by the majority of the employees in both Horumuud and Somtel telecommunication companies showed that both organizations deliver their services to the expectations of their customers, thus they both have good performance in regard to delivery of the best services to their respective customers.

Conclusions

(i).Respondents on autocratic leadership style was rated moderate and that the other leadership styles like Democratic. Transformational and lasses faire was ranging between moderate and very highly which implies that these three leadership styles to a large extent involve employees in decision-making during change process. Though Autocratic was rated moderate, it is supported by many authors in Africa who say that leadership in Africa, more so, in East African countries such as those of Walumbwa et al. (2010) in Kenya; Nkomo and Kriek (2011) in South Africa. Also, Muchiri (2011), believe that autocrat leadership style seem to be more appropriate in change management and this is attributed to colonial influence because most of leaders of large organizations were trained during the colonial times. However, some respondents were in support of autocratic leadership style as a priority for them because in many organizations this style is said to be dominant and successful at these organizations under which investigations took place.

(ii).Employees involvement in organizational change plays a great role to bring about effective communication during change process. It was seen that for effective communication, change should begin with staff awareness and this helps the employees to get prepared for change process. And at the same time it provides ample time for the leaders at the organization to determine the cost that will be involved in carrying out all the tasks in periods of change process. Some of the benefits of effective communication will instill readiness into employees to acquire new skills to

handle the new challenges during change process. Communication during organizational change assists the workers with a clear road map through which the change process will be implemented.

(iii).Considering delegation at this organization, respondents lowly rated the autocratic leadership style. This means that at Horumuud delegation is not common in their management set-up and when delegation is done, it does not give enough power to exercise it effectively. Some respondents lamented that delegation without authority is useless. This implied that delegation at this organization is not something that excites workers. That employees feel good when they receive some authority from higher levels (rated at the mean of 2.21). This statement could also be interpreted as delegation could be meaningful when some powers follow down to the delegated person. However, delegation is very important in periods of the organizational change as put it by David (2004), he says; "for the success of the business during organizational change, delegation becomes essential because it makes effective communication to reach out all the workers and it is one way to minimize change resistance". In addition to that, it makes the equipping of the workers with the necessary skills through training without much resistance and also maintains the performance of workers in terms per unit labor output in progress as before the change process.

(1v). At both Horumuud and Somtel Telecommunication organizations, there are mix of leadership styles being used but the dominant ones include Autocratic and Transformational leadership styles. Democratic and Lassez-faire are rarely used though they work well in incorporating the employees in decision-making in periods of change process. However, some employees did not talk negatively about the existing leadership styles used at the organizations.

(v). Given the customer's complaints, there was no clear evidence to base on to conclude that the customers really complain on the quality of services being provided by both Horumuud and Somtel Telecommunication companies. Indeed, the organizations are providing their services to the best of the customers' needs and the majority of the respondents are satisfied as it was supported by the huge percentage of customers' commendation by at least 76.5%.Therefore this exhibits good performance of these organizations in their service delivery to the customers.

Ethical Considerations:

The researcher in the course of carrying out a successful research study adhered to the

following ethical requirements:

First and foremost, the researcher obtained an introductory letter from the university authorities of T.C. Istanbul Ticaret to permit him to undertake this research study. In addition to that, authorization letters giving permission were sought from relevant authorities in town council before going to the field for data gathering. Again, before reaching out the respondents, the researcher explained the purpose of the research and involvement in the study that it was voluntary and based on informed consent. The respondents were assured of their confidentiality before they accepted to provide the required information towards the field study. All the authors and scholars whose views, findings, and suggestions were useful in this study and were also acknowledged through citations and referencing.

Environment considerations:

There were no issues that posed any negative impact to the environment in this study in the real sense, investigations were carried out on managers, administrators and employees of both Horumuud and Somtel Telecommunication companies in Mogadishu Capital City in Somalia.

Gender consideration:

Since the study focused on the leadership style on organization change in Somali, it targeted both male and female because it was a concern for everybody working in Horumuud and Somtel companies regardless of their gender. Thus, both male and female were given equal chance to participate in this study.

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QUESTIONNAIRE TO HORUMUUD AND SOMTEL TELECOMUNICATIONS' ADMINISTRATORS/MANAGERS.

Dear respondent,You have been randomly selected in the study titled Leadership styles and organizational change; a study which is being carried out as part of an education research in partial fullfilment of Master of Business Administration of Istanbul Ticaret University in Turkey. Your cooperation in filling this questionnare will lead to the success of the survey.All responses shall be of academic purpose and will be treated with confientiality .Thus you do not need to write your name.Please fill this questionnaire and the research assistant will pick it.

Thank you.

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SECTION A: DEMOGRAPHIC INFORMATION

For each of the following items, please put a tick √ beside the choice that best describes you.

1. Title of the respondent…………………………………………………….
2. Gender: Male   Female
3. Age in years: 20-30   31-40   41-50   above 50
4. What is your highest educational qualification?
    No schooling   Certificate   Diploma   Degree
    Master's degree   above
5. What is your position in Horu   Telecommunication?
6. Employee   Administrator   Manager   other
7. How many years   ou spent   g in Horumu
    Less than 1 year   above 1 to 5 years   above 5 years

SECTION B: VIEWS ON LEADERSHIP STYLES

Instruction: Please in this part indicate the number which most closely represents your opinion regarding the effectiveness of the style of leadership during change process.

Please tick off √ the number that best describes whether you

1= Strongly Disagree or 2=Disagree, or 3= Undecided, or 4=Agree or 5=strongly agree with the statement

Leadership styles	SD	DA	UD	AG	SA
Autocratic leadership style					
1 Only line managers participate in decision-making during change process at the organization	1	2	3	4	5
2.Only top management involved in supporting and implementing change process	1	2	3	4	5
3,Employees are given clear instructions to follow during change process	1	2	3	4	5
4.Employees participate fully in implementation of change	1	2	3	4	5
Democratic leadership style					
5. Everyone at the organization participates in decision-making during change process	1	2	3	4	5
6.Critical decisions during change are carried out by the employees	1	2	3	4	5
7.Whatever decisions taken by employees are accepted by the top management	1	2	3	4	5
8.Only the top management and the line managers participate in change process	1	2	3	4	5
Transformational leadership style					
9.Top management and employees participate in decision-making during change process	1	2	3	4	5
10. Employees are the agitator of change before change process takes place.	1	2	3	4	5
11. Only the line managers are the agitator of change during	1	2	3	4	5

change process.					
12. Decisions regarding change process are dictated by employees only.	1	2	3	4	5
Laissez-faire leadership style					
13. Employees can decide whether change should take place or not	1	2	3	4	5
14. Top management is there to accept decisions made by employees	1	2	3	4	5
15. Top management work together with employees to implement change process	1	2	3	4	5
16. Decisions regarding change process are taken by top management and line managers only.	1	2	3	4	5

SECTION C: ORGANIZATIONAL CHANGE

Instruction: Please in this part indicate the level of agreement which most closely represents your opinion regarding on how the change process affect your organization.

	SD	DS	UD	AG	SA
Readiness assessment					
1.Change process begins with staff awareness	1	2	3	4	5
2.Employees are not always prepared for change process	1	2	3	4	5
3.Management evaluates the cost for change process	1	2	3	4	5
4.New skills are extended to all workers in preparation for change process	1	2	3	4	5
Communication and communication planning					
5.information flow begins from top to down in form of orders during change process		2	3	4	5
6.There is clear plans and clear roles are distributed to individual workers during change process	1	2	3	4	5
7.Employees get to know about change process from fellow employees	1	2	3	4	5
8.communication about change process occurs on daily basis from line managers to all employees	1	2	3	4	5
9. Some employees may not welcome change process	1	2	3	4	5
10.Employees who resist change process are dismissed thereof	1	2	3	4	5
11. Employees who may resist are taught the benefits of change process and acquire positive attitude towards change	1	2	3	4	5
12. Employees interests are considered in the organizational change and some may be laid off but compensation is promised to the victims of change	1	2	3	4	5
Employee training					
1. Employees undergo training before change process.	1	2	3	4	5

2. Employees who refuse to undertake training before change process are fired from work	1	2	3	4	5
3.Employees input declines during training period and during change process	1	2	3	4	5
4. Employees welcome training procedures with open hands during change process.	1	2	3	4	5

THANK YOU FOR SPARING YOUR TIME TO RESPOND TO THESE QUESTIONS!

APPENDIX 2: QUESTIONNAIRE TO HORIMUUD EMPLOYEES

Dear respondent,

You have been purposively selected in the study titled Leadership style and Organizational change a study which is being carried out as part of an education research in partial fullfilment of Master of Business Administration of Istanbul Ticaret University in Turkey. Your cooperation in filling this questionnare will lead to the success of the survey.All responses shall be for academic purposes only and will be treated with confientiality .Thus you do not need to write your name.Please fill this questionniare and the research assistant will pick it.

Thank you.

....

SECTION A: DEMOGRAPHIC INFORMATION

For each of the following items, please put a tick √ beside the choice that best describes you.

8. Name of the department……………………………………………………………
9. Title of the respondent…………………………………………………………….
10. Gender: Male   Female
11. Age in years: 20-30   31-40   41-50   above 50
12. What is your highest educational qualification?
    No schooling   Certificate   Diploma   Degree
    Master's degree   above
13. What is your level of experience organization?

    No less than1yr   1 to 2 yrs   2 to 3 yrs   4 yrs   above 5 yrs

14. How many years do you have in business?
    Less than 1 year   above 1 to 5 years   above 5 years

SECTION B: VIEWS ON HOW COMMUNICATION FLOW IS CARRIED OUT IN RESPECT TO CUSTOMERS COMPLAINTS AND EMPLOYEES.

Instruction: For each of the following items, please put a tick √ beside the choice that best describes your opinion regarding on the services delivered by Horumuud Telecommunication Company

Please tick off √ the number that best describes the quality of service you get from Horumuud Telecommunication.

1. How long in terms time have you been a customer with Horumuud?

Less than 1yr ☐   from1 yr to3 yrs ☐   more than 3 yrs ☐

2. What is your complain about Horumuud services?

No Call delay ☐ 10 callbreak-down ☐ 50 complete lack ou ☐

3. How many times do you send and receive money through Horumuud?

One time a week ☐ more than two times a w ☐   frequently ☐

4. Do you get services from other telcommunication companies?

Yes ☐   No ☐   Both ☐

SECTION C: VIEWS ON LEADERSHIP STYLES

Instruction: Please in this part indicate the number which most closely represents your opinion regarding the leadership styles used at the organization.

Please tick off √ the number that best describes whether you

1= Strongly Disagree or 2=Disagree, or 3= Undecided, or 4=Agree or 5=strongly agree with the statement

	SD	DA	UD	AG	SA
1. We use more than one style of leadership but autocratic is more pronounced at this organization.	1	2	3	4	5
2. We allow every worker to share his/her opinions.	1	2	3	4	5
3. We use strict instructions in technical departments.	1	2	3	4	5
4. We give powers to branch managers to handle some sensitive issues like firing of workers without referring the case to main office	1	2	3	4	5
5. Employees listens and responds fast to top mgt than getting orders from fellow team leaders	1	2	3	4	5
6. We prefer to get commands from the top management.	1	2	3	4	5
7. Employees manage themselves and take their decisions at work place.	1	2	3	4	5
8. Employees cannot do any work until instructions are given from top leaders	1	2	3	4	5
9. Top management and line management make decisions alone without the effort of employees	1	2	3	4	5
10. Employees participate in decision making together with the top management	1	2	3	4	5
11. There is delegation of authority from management to group team leaders.	1	2	3	4	5
12. There is no delegation of authority at the organization	1	2	3	4	5
13. Whenever delegation is made, it is made by no powers to do serious decisions.	1	2	3	4	5
14. Employees feel good when they receive some authority from higher levels	1	2	3	4	5
15. Delegation without authority is useless	1	2	3	4	5

16. Delegation has never happened in my department	1	2	3	4	5
17. I feel okay when I receive instructions from top management	1	2	3	4	5
18. All grievances of employees are sorted by the top management	1	2	3	4	5

SECTION D: ORGANIZATIONAL CHANGE IN HORUMUUD

Instruction: Please in this part indicate the level of agreement which most closely represents your opinion regarding on change management in Horumuud Telecommunication business.

	SD	DS	UD	AG	SA
1. We welcome new changes in the organization	1	2	3	4	5
2.we set meetings with the leaders before change is done	1	2	3	4	5
3.We participate in the change management whenever it comes	1	2	3	4	5
4. We assess and evaluate the effects of change process	1	2	3	4	5
5. The victims of change are compensated in time	1	2	3	4	5
6. We resist change when change does not incorporate our interests	1	2	3	4	5
7. We don't employ autocratic means during change process	1	2	3	4	5
8. We participate in training during change process	1	2	3	4	5
9. Change management helps both the company and the staff	1	2	3	4	5
10. Whenever change management takes place at the organization, the quality of services improves	1	2	3	4	5
11. Change management is necessary in this competitive information technology.	1	2	3	4	5

THANK YOU FOR SPARING YOUR TIME TO RESPOND TO THESE QUESTIONS!

INTERVIEW GUIDE
Data on leadership styles

1. Do you get orders of work from the team leader or from the top management etc.?

…………………………………………………………………………………………………
……………………
…………………………………………………………………………………………………
………………………………………………………………..

2. Who makes decisions at your work place?

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………..

3. Do you participate in decision-making during change process at this organization>

………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………

5. What leadership style is used at this organization? Democratic or undemocratic or both

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………………………………………………………………………………………………………
……………………………………………………………………………………………

6Do you think every staff participates in decision-making in respect to change process?

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7. When do employees get involved in change process; at the beginning or at the implementation stage?

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8. Do the top management seek the efforts of the employees during change process?

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………………………………………………………………………………………………………
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9. Do you see delegation of work being done during change process?

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………………………………………………………………………………………………………
………………………………………………………………………………………………

10. Do you think change process is necessary at this organization? Why or Why not

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………………………………………………………………………………………………………
…………………………………………………………………………………………..

11. Do you think autocratic leadership style is more effective during change process? Why or Why not?

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………………………………………………………………………………………………………
……………………………………………………………………………………………

12. Do you feel secure during change process? Why or Why not?

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………………………………………………………………………………………………………
…………………………………………………………………………………………………

 Data on organizational change

13. Readiness in terms staff awareness is very important during change process. Why?

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………..

14. Do you get effective communication during change process?

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………..

15. Do employees feel insecure especially during change process?

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………

16. Do you think change process can be successful during resistance from employees?

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………………………………………………………………………………………………………
…………………………………………………………………………………………

17. What do you think can minimize resistance during change process?

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………..

18. Do you think employees need training before the implantation of change process?

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………………………………………………………………………………………………………
…………………………………………………………………………………………..