

MANAGEMENT STYLE AND WORK EFFICIENCY IN SELECTED  
TELECOMMUNICATION COMPANIES  
MOGADISHU, SOMALIA.

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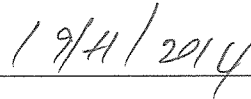
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## DECLARATION

I, Abdikarim Mohamed Mohamoud, hereby declare that this proposal is my original work and has not been submitted to any other university or institutions of higher learning for any academic award.



Abdikarim Mohamed Mohamoud



Date

## APPROVAL

I confirm that the work reported in this thesis report was carried out by the candidate under our supervision.

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Name and signature of supervisor

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Date

## **DEDICATION**

I dedicate this piece of work to my father Mr. Mohamed Mohamoud, and Brother Mr. Abdi Omar Hersi.

## ACKNOWLEDGEMENT

I would like to thank first to my Allah Almighty who allowed me to finish this thesis and secondly my expert supervisor, Dr. Sendagi Muhammad for his guidance, patience and support. I consider myself very fortunate for being able to work with a very keen, considerate and encouraging person like him. Without his offering to accomplish this research, I would not be able to finish my study.

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## ABSTRACT

The study investigated the relationship between management style and work efficiency among two conveniently selected private telecommunication in Mogadishu-Somalia. Using descriptive correlation survey design, data was gathered from 87 respondents through questionnaire and analyzed quantitatively and qualitatively using frequencies, percentage, means, and Pearson's Linear Correlation coefficient. The study objectives included describing the relationship between: I) autocratic style of management on work efficiency II) work efficiency of the employees in selected private telecommunication companies II) autocratic style of management and level of work efficiency of the employees in the selected private telecommunication companies.

The findings established that, the extent of autocratic style was generally high, the level of work efficiency was also generally high, and the two variables were positive and significantly correlated, this means rejecting the null hypothesis that there is no significant relationship between autocratic style and work efficiency. Arising from the findings appropriate recommendations and areas of further research were made. The conclusions were made in line with the objectives of the study; the study concurred with scientific Management Theory ;( Frederick Winslow Taylor, 1900,). There is a significant relationship between autocratic style and work efficiency in terms of corruption, financial statement fraud and asset misappropriation ( $r=0.511$ , Sig. value=0.000), ( $r=0.446$ , Sig. value=0.000), ( $r=0.286$ , Sig. value=0.000) and regression analysis indicated by significant effect ( $F=100.048$ , Sig=0.000), satisfactorily adjusted R squared of 53% was established. The study recommends business investors to ensure that internal auditors are doing their control probably to help maintain the good position in their financial statements. Also, the study recommends the internal auditors to keep systematic procedures to fight against fraud, corruption and financial statement fraud.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Since the late 1980s, much of the management research has concentrated on characteristics and specific effects of management styles on organizational work efficiency through charismatic, autocratic, dictatorial, participative and transformational management style as mentioned by (Frank, 1990).

Management Styles are concepts and theories that influence the general work efficiency and environment of an organization. Management styles are characteristic ways of making decisions and relating to subordinates. This idea was further developed by Robert Tannenbaum and Warren H. Schmidt (1958, 1973), who argued that the style of leadership is dependent upon the prevailing circumstance; therefore leaders should exercise a range of management styles and should deploy them as appropriate.

Different management styles can vary a little bit with a change in leadership; however, the crux of the style mostly remains the same. Through the years, economists and business gurus have fostered and developed several management styles with each surfacing from a different school of thought. However, they all have the same bottom line that is profit. They may follow different routes but all are headed to the same destination, good business! Different "styles" are also propounded with reference to the leadership style that a manager follows. Styles of management have seen an evolution of sorts due to the dynamism of the corporate world as an entity. (Frederick Winslow Taylor in 1900).

According to Akinboye (2005) leadership is a central feature of organisational performance. This is an essential part of management activities of people and directing their efforts towards the goals and objectives of the organization.

Traditionally, management realized that organizational work efficiency and rewards were tied primarily to level or position, not to performance. Positions were evaluated in terms of staff or assets controlled, not in terms of strategic contribution or customer satisfaction. Behavior on the job was controlled by procedure manuals and

close supervision. People were evaluated by their immediate boss and reward systems were largely linked to promotion. But recently, organizational reward systems depends on how employees contribute the objectives in terms of organizational strategy, number of units produced, and customer satisfaction to increase the level of employees productivity and work efficiency as a whole. Jstor, (1974). All workers, including volunteers who donate their time to worthy causes are expected to be rewarded in some way for their contributions. Now, managers have found that job performance and satisfaction can be improved by effective management styles and properly administered reward. Williams, (2002).

Employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process. Motivation is the management process of influencing behavior based on the knowledge of what make people tick (Luthans, 1998). He also asserts that motivation is the process that arouses, energizes, directs, and sustains behavior and performance.

African organizations are no different from others worldwide in terms of striving for performance in order to be globally competitive. The South African situation, however, is incredibly complex as many organizations are caught in the middle of a web of authoritarian hierarchies and traditional leadership approaches, as well as bureaucratic hierarchies mixed with modern approaches to leadership (Grobler, Wörnich, Carrell, Elbert and Hatfield, 2002).

Traditional African business tended towards the accumulation of power and decision-making in the hands of a few senior managers (usually white), with middle managers waiting in line to move up the corporate ladder over time. Be authoritative but not authoritarian. Most African states still maintain such tight controls of management styles over their public and private institutions. According to the (Dar, 1998).

Somalia is a nation that situated in the Horn of Africa, lies along the Gulf of Aden and the Indian Ocean. It is bounded by Djibouti in the northwest, Ethiopia in the west, and Kenya in the southwest. (Retrieved, March-15- 2011). The country had not central working governing system that could public and private entities follow so as to ensure that the work place is free from the kind of management styles based on what

we called today as autocratic management style. Now, Somali's public and private sector organizations are still using this management style while, others mixed both participative and autocratic styles specially those involve in Telecommunication companies (UN, 2011). Hormuud Telecom, the largest telecommunications company in southern and central Somalia, and has its headquarters in Mogadishu. Nation Link is another telecommunication service provider based in the city.

### **Theoretical**

This study was guided by scientific Management Theory ;( Frederick Winslow Taylor, 1900,) the need to manage has existed for as long as there have been workers and bosses. The Art of War, a 6th century book by Chinese military strategist Sun Tzu, is one of the earliest writings about management. However, the development of management theory is not quite as ancient and dates back to the early 20th century. A man by the name of Frederick Winslow Taylor proposed a management theory that is widely regarded to be one of the earliest management styles used. In 1900, he introduced Taylorism, a scientific management theory based upon developing standard methodology for performing job tasks. He also believed that the task of decision making should be performed by management while workers should focus on completing their tasks.

**Theory X:** In this theory, which has been proven counter-effective in most modern practice, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work. As a result of this, management believes that workers need to be closely supervised and comprehensive systems of controls developed According to (Papa, M.J., Daniels, T.D., & Spiker, B.K. (2008),

**Theory Y:** In this theory, management assumes employees *may be* ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. This study was guided by the theory of (theories of management styles) that has advanced by (Cherrington, D.J. 1994). In this theory, three well known types of management styles are contrasted: (Cherrington, 1994.).

## **1.2 Statement of the Problem**

The following are the existing issues with relevance to Management Styles and Work Efficiency in selected private telecommunication companies in Mogadishu, Somalia.

Some managers of the companies do not appreciate or reflect the fact that employees have to be motivated to ensure they do what they have to do so that the goals and objectives of the organization are achieved. In recent years, there have been many problems in managing performance in the organizations. (Snell, B. 2004).

Work Efficiency has been a critical issue since the management style has influence to employee work efficiency and the level of production in the organization so as to achieve the goal of the enterprise. So, this cannot be reached unless to establish a reward system. Reward distribution is sensitive among the employees, the reward must be shared fairly and equitably to avoid dissatisfaction that can cause severe moral and performance problems. However, poor management styles many cause disputes among employees, lack of delegating responsibilities to employees, dismissals, poor customer relation and services, poor working conditions, lack of working facilities and equipments.

The prevailing of which the research intends to investigate is the failure of management styles on employee work efficiency in selected telecommunication companies in Mogadishu-Somalia.

## **1.3 Purpose of the Study**

The following are the reasons why the study is proposed:

To test that there is no significant relationship between Autocratic Management style and Work efficiency. To bridge the gaps identified in the related studies. To validate the existing information about Management styles and Work efficiency based on the theory to which this study is based. To generate new knowledge based on the findings of this study.

The main aim of the study is to indicate the relationship between autocratic management style and employee work efficiency in selected private telecommunication companies in Mogadishu. The study will be done to find out how autocratic style of

management affects employee work efficiency and also ensure that effective management style policies are being used that would assist the organizations to hire and retain qualified staff.

#### **1.4 Research Objectives:**

##### **1.4.1 General Objectives:**

This study will investigate the correlation between autocratic management style and work efficiency in selected private telecommunication companies in Mogadishu, Somalia.

##### **1.4.2 Specific Objectives**

1. To determine the level of autocratic style of management on work efficiency in the selected private telecommunication companies.
2. To determine the level of work efficiency of the employees in selected private telecommunication companies.
3. To establish if there is a significant relationship between autocratic style of management and level of work efficiency of the employees in the selected private telecommunication companies.

#### **1.5 Research Questions**

1. What is the effect of autocratic style of management on work efficiency in the selected private telecommunication companies?
2. What is the level of work efficiency of the employees in selected private telecommunication companies?
3. Is there a significant relationship between autocratic style of management and level of work efficiency of the employees in the selected private telecommunication companies?

#### **1.6 Null Hypothesis**

There is no significant relationship between autocratic style of management and work efficiency of the employees in the selected private telecommunication companies.

## **1.7 Scope of the study**

### **1.7.1 Geographical scope**

The study was carried out in the two private telecommunication companies including Hormuud Telecom and Nation Link in Mogadishu Somalia. These were selected randomly and targeted employees and managers respectively.

**1.7.2 Content scope:** The study aimed at establishing the effect of autocratic style of management on work efficiency, significant relationship between autocratic management style and work efficiency in selected private telecommunication companies based on the cause and effect relationship between the independent variable (*autocratic management style*) and dependent variable (*Work Efficiency*).

**1.7.3 Theoretical scope:** This study was guided by the theory of management styles that was advanced by (Cherrington, D.J. 1994).

**1.7.4 Time Scope:** This study was conducted during the period of January 2014 to October 2014.

## **1.8 Significance of the study**

The following disciplines will benefit from the findings of the study

The findings of the study will help to inform various stakeholders on the best management styles that could be developed to positively influence work efficiency in private telecommunication companies.

The owners of the selected private telecommunications will recognize the roles that their managers have to play in managing the employees and how their efforts can become effective on the basis of the management styles and the level of work efficiency.

The ministry of Post and Telecommunication will use the findings as empirical information to monitor within quality standards the provision and the use of resource inputs in companies.

The management of private Telecommunication companies especially those who handle human resource management since they are responsible for employee



reward system. Thus, the study will encourage company management to establish effective reward policy. And I hope that company managers will be able to know the importance of management styles on employees work efficiency and come up with an improved organizational management.

The future researchers to utilize the findings and apply these principles of management styles on work efficiency to other studies, so as to improve the conditions of management at work place.

### **1.9 Operational Definitions of Key Terms**

For the purpose of this study, the following terms are defined as they are used in the study:

#### **Management**

Are the skills of getting the cooperation of other people to fulfill different tasks in order to realize a vision?

Demographic characteristics of the respondents are attributes looked for in this study in terms of age, gender, marital status, qualifications, and number of years working experience.

Management Styles are overall methods of leadership used by managers to influence on their subordinates and other people who are working with different positions in the organization whether positively or negatively.

Autocratic style of management is a management style where there is centralized authority, dictation of work methods, makes unilateral decisions and limits subordinates participation.

Work efficiency is the entire work results and productivities in the organization and technically the useful work performed by employees.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with the analysis of the existing literature on different management styles including autocratic style of management enlightening the contributions and flaws and challenges.

#### **2.1 Concepts, Ideas, Opinions from Authors/Experts**

##### **Management**

Management is a central feature of organizational performance. This is an essential part of administration of activities of people and directing their efforts towards the goals and objectives of the organization. There must be an appropriate form of behavior to enhance performance. Management might be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Akinboye (2005). Management is vitally important at all levels within the company. Leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees. Good management and effective leadership help to develop team work and the integration of individual and group goals.

Management in simple terms means the process of planning, organizing, directing, leading, communicating, and controlling by utilizing and allocating the resources and doing activities through the people and with people together to accomplish desired goals. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. (Bateman, Snell, and Allen, G. 2007).

##### **Management styles**

Management Styles are concepts and theories that influence the general work efficiency and environment of an organization. Different management styles can vary a little bit with a change in leadership; however, the crux of the style mostly remains the same. Through the years, economists and business gurus have fostered and developed several management styles with each surfacing from a different school of thought.

However, they all have the same bottom line that is profit! Be it Maslow, Mayo or Drucker. Styles of management have seen an evolution of sorts due to the dynamism of the corporate world as an entity (Frederick Winslow Taylor in March 22, 1915.).

Management styles are characteristic ways of making decisions and relating to subordinates. This idea was further developed by Robert Tannenbaum and Warren H. who argued that the style of leadership is dependent upon the prevailing circumstance; therefore leaders should exercise a range of management styles and should deploy them as appropriate Robert Tannenbaum and Warren H. Schmidt (1958, 1973).

Drucker (2004 p.2) defines management as skills of getting the cooperation of other people to fulfill different tasks in order to realize a vision. This means that management is a continuous process through which members of an organization seek to coordinate their activities and resources to attain the organizational goals. 'To Drucker, management is a set of functions or responsibilities that exist in a given situation. He further pointed out that good management process involves setting objectives, communicating them to members of the organization, it also involves selecting competent people, motivating them and setting standards, control them using feedback and developing them.

### **Types of Management Styles**

Modern (2003), cites that management styles are approaches taken by enterprise management to the supervision of operational productivity, task performance, and work behavior.

The five management styles commonly referred to are; autocratic, democratic, laissez faire, bureaucratic and charismatic. Shmidt and Tannebaum as cited by Stoner (1982, p.473) explained that autocratic or autocratic management styles is characterized by maximum possible centralization of authority, close supervision, unilateral decision making and one way communication. Under this management style, the subordinates are uninformed; they feel insecure and generally afraid of management. The manager who is autocratic is described by Robbins and Coulter (1996) as one who centralized

authority, dictates work methods, makes unilateral decisions and limits subordinates participation.

Democratic or participatory management style as defined by Robbins and Couter (1996), allows for decentralization for authority, participatory planning and two way communication. This style gives room for group opinion. This improves jobs satisfaction, motivation and moral among employees or subordinates. In the management of educational institutions' (1999) stated that democratic school manager shares planning and decision-making and he or she guides the subordinates rather than dictates to them what to do and how to do it. Robbins and Coulter (1996) says that the democratic manager involves subordinates in decision making, delegates authority, encourages participation in determining work methods and goals and uses feedback as an opportunity for coaching subordinates.

Under Laissez fair or free-rein management style, the manager leaves the subordinates to decide and control their activities believing that they are competent and motivated. Wynn and Guditus (1984) states that the manager who applies this method manifests concern for either productivity or people, and give only the minimum efforts required to remain within the organization. Mbiti (1987) says Laissez Faire means 'Let people do what they want'. He continues to say it is a type of management where there are few rules if any, in the organization. The leader is very tolerant and the subordinates are free to do what they want, come and go when they want, the manager, in this respect, does not have authority.

Bureaucratic manager depends on rules and regulations. The rules and regulations specify functions and duties of every member of the organization. Management is reduced to routine job. Farrant (2000) explains bureaucracy as a system of management established to implement the policy of a governing authority. Bureaucracies are essentially hierarchical in structure since the policies they implement are formulated at the top level. The best examples of bureaucracy are the public service and civil service departments of government.

Mbiti (1987) says that charismatic type of management style is based on the people's faith and devotion to a certain person who has demonstrated unusual ability to lead through eloquent speeches and deeds of heroism for the welfare of the group. Examples

of such leaders are Jesus Christ, Napoleon and Hitler. This means that charismatic leaders' commands are unchallengeable because they are adored and loved. Subordinates obey them, simply because something about them is appealing that whatever they say is accepted as dogmatic truth.

D'souza (2008) observes that managers and their styles affect everyone and everything within the organization. Some of these influences come directly. He further notes that direct relationship exists between styles and the behavior of people they lead and the organization climate.

Teleki (1995) notes that the manager who keeps the subordinates informed of what is happening at school and gives them feedback regarding their performance will produce results that are acceptable to the organization.

### **Levels Management**

Managers are organizational members who are responsible for the work performance of other organizational members. Managers have formal authority to use organizational resources and to make decisions. In organizations, there are typically three levels of management: top-level, middle-level, and first-level. These three main levels of managers form a hierarchy, in which they are ranked in order of importance. In most organizations, the number of managers at each level is such that the hierarchy resembles a pyramid, with many more first-level managers, fewer middle managers, and the fewest managers at the top level.

### **Top-level management**

Top-level managers, or top managers, are also called senior management or executives. These individuals are at the top once or two levels in an organization, and hold titles such as Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operational Officer (COO), and Chief Information Officer (CIO), Chairperson of the Board, President, Vice president, and corporate head. Often, a set of these managers will constitute the top management team, which is composed of the CEO, the COO, and other department heads.

Top-level managers make decisions affecting the entirety of the firm. Top managers do not direct the day-to-day activities of the firm; rather, they set goals for

the organization and direct the company to achieve them. Top managers are ultimately responsible for the performance of the organization, and they are the ones who have the most influence on employee work efficiency in terms of their management styles, these managers have very visible jobs.

Top managers in most organizations have a great deal of managerial experience and have moved up through the ranks of management within the company or in another firm. An exception to this is a top manager who is also an entrepreneur; such an individual may start a small company and manage it until it grows enough to support several levels of management. Many top managers possess an advanced degree, such as a Master's in Business Administration, but such a degree is not required. Some CEOs are hired in from other top management positions in other companies.

### **Middle-Level Management**

Middle managers are those in the levels below top managers. Middle managers' job titles include: General Manager, Plant manager, Regional manager, and Divisional manager. Middle-level managers are responsible for carrying out the goals set by top management. They do so by setting goals for their departments and other business units. Middle managers can motivate and assist first-line managers to achieve business objectives. Middle managers may also communicate upward, by offering suggestions and feedback to top managers. Because middle managers are more involved in the day-to-day workings of a company, they may provide valuable information to top managers to help improve the organization's bottom line.

### **First-Level Management**

First-level managers are also called first-line managers or supervisors. These managers have job titles such as: Office manager, Shift supervisor, Department manager, Foreperson, Crew leader, Store manager. First-line managers are responsible for the daily management of line workers—the employees who actually produce the product or offer the service. There are first-line managers in every work unit in the organization. Although first-level managers typically do not set goals for the organization, they have a very strong influence on the company.

## 2.2 Employees Work Efficiency

In general, work efficiency refers to the extent to which time or effort is well used for the intended task or purpose. Ekatan et al (1995) cites that it is often used with the specific gloss of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort. "Efficiency" has widely varying meanings in different disciplines. Another way, efficiency is a measureable concept, quantitatively determined by the ratio of output to maximal possible output. According to Drucker (2004), employees bring their own agendas with them and are only motivated to get as much work done as will benefit them. That's certainly not to suggest that employees don't work hard or try to advance, but there needs to be a tangible benefit to push them on. As you review your motivation tactics, look to see if you are rewarding them for completing a lot of good work or for just showing up. Your payment system is the first step in rewarding employee efficiency. Another additional incentive might be to tie a commission-based wage to the profitability of the company, giving them a sense of ownership.

### **Performance:**

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004). Greguras (1996) describes job performance as the extent to which an organizational member contributes to achieving the objectives of the organization. According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return, which was named by Manzoni and Barsoux (2004) as set-up-to fail syndrome.

Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn develop decreased motivation. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process. Motivating is the

management process of influencing behavior based on the knowledge of what make people tick(Luthans, 1998). Luthans (1998). Money is not the only motivator. There are other incentives which can also serve as motivators. However, in order to observe an effective work performance in an organization, work motivation may not be only key factor as put by Luthans (1998).

### **Motivation**

The level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits (Burney et al., 2007). Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards (Dessler, 1978). Over-achieving, talented employees are the driving force of all firms so it is essential that organizations strive to motivate and hold on to the best employees (Harrington, 2003). The quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention.

Financial motivation has become the most concern in today's organisation, and tying to Masllow's basic needs, non-financial aspect only comes in when financial motivation has failed According to Greenberg and Baron (2003, 2000). Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards (Deci, 1980).Intrinsic motivation is the motivation to do something simply for the pleasure of performing that particular activity (Hagedoorn and Van Yperen, 2003). Examples of intrinsic factors are interesting work, recognition, growth, and achievement. Several studies have found there to be a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003)

### **Why should employees be satisfied?**

Even job satisfaction is significant influential on organizational performance. It does not seem like many managers actually understand the real meaning of job satisfaction theory. It is dangerous for many managers to recognize the importance of job



satisfaction in a way of just how to improve the satisfaction level but ignore the its real importance of why employees should be motivated. Terkel (1974) indicated that work is an intrinsic part of most lives, it provides the daily meaning as well as daily bread but it does not automatically delivery satisfaction at all time.

However, a person's job is a big part of their life; hence employees will look for job satisfaction just as companies will pursue profits. Ferris (1999) suggested that employees fundamentally concern love which is normally expressed in terms of life values, fulfillment, a sense of wholeness. Simply implement certain motivation exercises without fully understanding the reason why employees should be motivated may result in an awkward situation where employees and managers have different reasons for wanting organizational conditions that generate job satisfactions. A study conducted by Bruce and Blackburn which attempted to discover the performance.

Satisfaction relationship with a group of 35 employees who have been identified as "outstanding achiever" With extremely productive has again showed the importance of distinguishing the understanding job satisfaction between managers and employees. From their targeted group, 45% reported that their health had been negatively affected because of their high productivity and 44% indicated that their job created high stress. A large number of respondents also claimed that their health was at risk because of the expected high levels of performance and between the ages of 31 and 50 had reported the imbalance between their families and works and the concerns of declining opportunities as they aged. This is a typical example where employees are well motivated with high performance with a result of low employee job satisfaction.

However, we are not saying that companies should never pursuit high performance which could potential damages the employee job satisfaction; they should rather try to increase the job satisfaction which could in return increase the company performance. Like what have been suggested by Clegg and Dunkerly (1980) that satisfied employees are more likely to experience high internal work motivation, to produce high quality work, and to have low absenteeism and turnover.

## **2.3 Theoretical Perspective**

his study was guided by the theory of (theories of management styles) that has advanced by (Avolio, and Jung, 1995). In this theory, three well known types of management styles are contrasted: Laissez-faire, Autocratic, and Participative. Managers have to perform many roles in an organization and how they handle various situations will depend on their style of management. A management style is an overall method of leadership used by a manager.

## **2.4 The relationship between Management style and Work efficiency**

Drucker (2004) asserts that the understanding employee psychology is an important element in an effective manager's leadership repertoire. While management often concerns strategic planning, logistics and budget management, leadership concerns human relations. To enhance employee performance and increase productivity, managers should consider evaluating their leadership skills. Though there's room for individual style, certain approaches consistently work.

According to Robbins & Couter (1996), effective leaders who elicit strong performances from their workers are democratic leaders who respect and acknowledge their employees' humanity. They listen with empathy and make eye contact and understand that doing so does not make them appear weak. Additionally, they encourage workers to feel they are a part of something important: the company mission. So rather than "boss people around," they direct people toward clear goals and show appreciation for worker efforts to inspire their willingness to productively work to meet company goals.

Frederick Herzberg, research psychologist and author of "One More Time, How Do You Motivate Employees?," found that rather than working purely for external rewards such as money, people are motivated by challenges, stimulating work and increasing responsibility. In other words, people become frustrated when their work offers little or no opportunity for growth and achievement. Effective leaders either learn or understand this intuitively. They exploit their knowledge of human nature to motivate their employees. They may set challenging but realistic goals, teach employees the skills to achieve them and mark the achievement in any number of ways.

Effective leaders are situational leaders. They adjust their leadership style to achieve goals and encourage better performance from employees. For example, a manager may step in and teach or direct an employee who seems fearful, lacks knowledge or who is steering a project ineffectively. The same manager, however, will avoid micromanaging other employees, giving them the autonomy to do their jobs without interference, but also holding them accountable Teleki (1995).

Teleki (1995) continues to assert that effective leaders keep an open mind. Leaders who have preconceived opinions about people's abilities may inadvertently limit performance and productivity. Preconceived opinions derive from prejudices that may or may not be subconscious, and they are not always related to only race. According to Guditus (1984), many people harbor preconceived notions about class, nationalities and genders. So, for example, while a manager with preconceived ideas about the working class may dismiss a blue-collar worker as limited and unmotivated, another manager may see leadership qualities and encourage the same worker by promoting her to a position that would allow her to use her abilities for the company's benefit.

It was perceived by Bateman et al (2007) that some leaders believe that fear will inspire greater productivity. A hostile boss who makes employees fear that they will lose their jobs if they don't perform to his standards, for example, is using fear-based leadership. Fear is a motivator, but it encourages a bad attitude among employees, so its effectiveness fades quickly, according to Howard Shore, a certified behavioral analyst and co-owner of Activate Group Inc., a corporate motivational consultant. Other ways that managers may prey on the fears of employees to motivate greater performance include using shame and embarrassment. Many leaders also believe that money is the primary motivator among employees. While monetary rewards are necessary and serve as an important form of recognition, without leadership that offers challenge, intellectual stimulation and the chance to achieve, companies may lose good employees to other companies.

Bateman and Snell (2007) asserts that an employer's level of power over its workers is dependent upon numerous factors, the most influential being the nature of

the contractual relationship between the two. This relationship is affected by three significant factors: interests, control and motivation. It is generally considered the employers' responsibility to manage and balance these factors in a way that enables a harmonious and productive working relationship. Employer and managerial control within an organization rests at many levels and has important implications for staff and productivity alike, with control forming the fundamental link between desired outcomes and actual processes. Employers must balance interests such as decreasing wage constraints with a maximization of labor productivity in order to achieve a profitable and productive employment relationship Ekatan et al (1995).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Research Design**

This study employed the descriptive correlation strategies. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

This study was conducted through descriptive correlation design because the study will be considered the significant relationships, effect, and difference of the two variables. On the other hand, the descriptive correlation qualitative designs are suitable for this study where by rapid data collection and ability to understand a population from part of it and also understanding of relationships are required. The research will be used questionnaires to collect the data from the respondents in different telecommunication companies in Mogadishu.

#### **3.2 Research Population**

The research study of the target population was composed of three categories and they are as following: Managers, Employees and Customer in different departments from Hormuud Telecom and Nation Link of selected private telecommunication companies in Mogadishu. Because they are the first companies which provide Landline, and Mobile services and they are appropriate companies for selecting among other companies. However, the researcher will choose 120 as target population of above categories. The study will consider both male and female managers and employees because they are respondents who come within municipality and have different roles to play in the organization.

#### **3.3 Sample Size**

In view of the nature of the target population where the number for both employees and managers are many, a sample will be taken from each category. Table 1 below shows the respondents of the study with the following categories: respondents,

target population, and sample size. The Sloven's formula is used to determine the minimum sample size.

$$n = \frac{N}{1 + N(0.05)^2}$$

$$n = \frac{120}{1 + 150(0.0025)}$$

$$n = \frac{120}{1.375}$$

$$n = 87.27$$

$$n = 87$$

The study employed simple random sampling and Purposive Sampling technique to arrive at the sample size good enough to represent the population. Data will be collected from the selected sample of eighty seven (87) out of one hundred twenty (120) people.

**Table 3.1: Respondents of the Study**

Companies	Target Population		Sample Size	
	Managers	Employees	Managers	Employees
Hormud Telecom	10	56	5	45
Nation Link	12	42	5	32
Sub Total	22	98	10	77
<b>Total</b>	<b>120</b>		<b>87</b>	

Source : Primary Data, 2014

### Sampling Procedure

This study will employ Purposive Sampling and Simple Random Sampling Technique. These techniques will be used to select the respondents of the study to be included in the sample. The purposive sampling will be utilized to select the respondents based on these criteria.

## **Inclusion criteria**

### **A. For Managers.**

1. Male or female respondents of the managers in any Telecommunication Companies included in the study
2. Full time Managers in the Telecommunication Companies under this study.
3. One year and above serving as manager in the Telecommunication Companies.

### **B. For Employees.**

1. Male or female respondents of the Employees in any Telecommunication Companies included in the study.
2. Full time Employees in the Telecommunication Companies under this study.
3. One year and above serving as Employee in the Telecommunication Companies.

The Simple random sampling technique is a technique that selects a sample without bias from the target population and it selects a random representative sample.

The researcher is convinced that this technique will appropriate and ensure that each member of the target population will have an equal chance of being included in the sample.

## **3.4 Research Instrument**

The research tools that will be utilized in this study include the following: (1) face sheet to gather data on the respondents' demographic characteristics (Age, Gender, Marital status, Qualifications, and Number of years working experience,); (2) researcher devised questionnaires to determine the type of management style and the level of work efficiency of the employees.

The study will be used a standard questionnaire as the tool for collecting data; questionnaires are commonly used to obtain important information about the population. Each item in the questionnaire is developed to address specific objective, research question and hypothesis of the study. The researcher is convinced that

questionnaire will enable to collect a lot of information over a short period of time. Questionnaire will be used since the study is concerned with variables that cannot be directly observed such as views, opinions, perceptions, and feelings of the respondents.

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

Content validity will be ensured by subjecting the researcher devised questionnaires on management styles and work efficiency to judgment by the content experts (who shall estimate the validity on the basis of their experience) such as professors (3), associate professors (3) and senior lecturers (3) in Organizational management.

The researcher employed the test-retest technique. This technique method of assessing reliability of data involves administering the same instrument twice to the same group of subject.

### **3.6 Data Gathering Procedure**

#### **3.6.1 Before the administration of the questionnaires**

1. An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective heads of Telecommunication Companies.
2. When approved, the researcher secured a list of the qualified respondents from the company's authorities in charge and select through simple random sampling from this list to arrive at the minimum sample size.
3. The respondents explained about the study and were requested to sign the Informed Consent Form (Appendix 3).
4. Reproduce more than enough questionnaires for distribution.
5. Select research assistants who assisted in the data collection; brief and oriented them in order to be consistent in administering the questionnaires.

#### **3.6.2 During the administration of the questionnaires**

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.



2. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all are answered.

### **3.6.3 After the administration of the questionnaires**

The data gathered collected, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

### **3.7 Data Analysis**

The researcher used Pearson's Linear Correlation Coefficient (PLCC) to analyze the relationship between organizational culture and performance of Employees in secondary schools in Mogadishu Somalia. A correlation study is a statistical technique that enables the researcher to measure and describe the relationship between two variables X and Y.

After the researcher collected the data, it was stored manually using in SPSS worksheet and the information gathered through graphical presentation. Statistical package of social science (SPSS version 16) was used to tabulate and cross tabulate the data. Thereafter, the researcher made an interpretation of the frequency tables and accordingly makes a summary of findings, conclusions and recommendations.

To interpret the obtained profile of the organizational culture and performance of employees in selected area inventory management and level of sales growth the following numerical value and description were used;

<b>Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fairly satisfactory
1.00-1.75	Strongly disagree	Unsatisfactory

### 3.8 Ethical Consideration

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. The researcher informed the respondents that their participation is voluntary and they have the final decision of participation.
2. The researcher told the participants the purpose of the study in order to make the participants well informed of they are going to do.
3. The researcher went to the field with an introductory letter. In case of need, the research will keep the responses of each participant in a safe place for privacy purposes and destroy the data after use.
4. Solicit permission through a written request to the concerned officials of the secondary schools included in the study.
5. Request the respondents to sign in the Informed Consent Form (Appendix 3).
6. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
7. Present the findings in a generalized manner.

### 3.9 Limitations of the Study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

*Extraneous variables:* are beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.

*Mortality:* Not all questionnaires maybe returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate.

*Language barrier:* During data collection, the researcher faced a need for translation of the language to the respondents.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.0 Introduction**

This chapter presents the findings and interpretation of the study findings in response to the objectives and research questions. The research problem being investigated was that regardless of the different management styles employed in organizations and staff performance, very little literature has been written on the effect of autocratic style of management on work efficiency in selected telecommunication companies in Mogadishu Somalia. The study used a correlation research design and a stratified purposive sampling technique to determine the sample size. The data analysis and interpretation of findings mainly based on three objectives (a) to determine the effect of autocratic style of management on work efficiency in the selected private telecommunication companies (b) to determine the level of work efficiency of the employees in selected private telecommunication companies and (c) to establish if there is a significant relationship between autocratic style of management and level of work efficiency of the employees in the selected private telecommunication companies in Mogadishu Somalia.

#### **4.1 Demographic information of the respondents**

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study. Data on this objective was analyzed using frequency tables as presented in the table 4.1 below;

**Table 4.1 Profile of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Female	12	14
Male	75	86
<b>Total</b>	<b>87</b>	<b>100</b>
<b>Marital status</b>		
Married	78	90
Single	9	10
<b>Total</b>	<b>87</b>	
<b>Age</b>		
20-30	18	21
31-40	39	45
41-50	19	22
51-60	11	12
<b>Total</b>	<b>87</b>	<b>100</b>
<b>Qualification</b>		
Certificate	4	5
Diploma	8	9
Bachelor	34	39
Masters	31	36
PhD	10	11
<b>Total</b>	<b>87</b>	<b>100</b>
<b>Experience</b>		
1-2 yrs	23	23
3-4 yrs	35	35
5-6 yrs	34	34
7yrs	18	18
<b>Total</b>	<b>110</b>	<b>110</b>

**Source: primary data, 2014**

With regard to gender of respondents, Table 4.1 reveals that majority of the respondents were male 80 (or 86%) while 12 (or 14%) were females. This indicates that male respondents were more than female respondents in the study. This also revealed that private telecommunication companies in Somalia employs more men than women and majority of women were drastically displaced by the civil wars hence seeking refuge in neighbouring countries like Kenya and Uganda while others flee abroad. The

results concur with the study conducted by World Bank, (2001) who found out that Women constitute over 42% of the Somali population but they make up only 21 of the formal sector, and dominate the informal economic sector which is principally made up of home-based enterprises (Soetan, 1995); however, because of their relative powerlessness both economically, socially and politically, are unable to exercise control over resources.

In terms of age, Table 4.1 reveals that majority of respondents were aged between from 31 - 40 years (45%). While those at 20 - 30 years constituted 21%. This age range indicates that most respondents were at their early and middle adulthood which is considered to be a productive age. Those at 41-50 were constituted 22% and 51-60 years were 12%. The higher percentage of 31-40 years indicates that this age bracket is very productive with enough experience and responsibility in serve in telecommunication companies effectively despite the unstable political atmosphere in Somalia.

Concerning marital status, married respondents dominated the sample with 78(90%), while single respondents constituted only 9 (10%), This was due to the fact that Somalia is an Islamic state where men are allowed to marry more than one woman and traditionally, it's difficult to find a single working man despite the fact that most women are displaced with their children due to civil wars. The findings concur with Scholars like (Davison, 1988; Chinkin, 2001) that marriage has been a primary mean of procreation, a rule that is highly respected in Islamic states. In Sub-Saharan Africa, unmarried women have little access to properties because, they are not allowed to inherit property in most patrilineal societies while wives have better access to their husbands' properties. On the other hand, studies revealed that marriage as an institution and family structures are becoming more and more unstable especially by impacts of poverty, diseases and civil wars in Sub-Saharan Africa.

Regarding the level of education, respondents holding degree were the majority with 49%, diploma holders with 9%, certificate 5%, masters 36% while Phd holders constituted 11%/. The results revealed that most respondents were educated since it's a must requirement for anyone to be employed in a telecommunication sector. The findings agree with earlier scholars (e.g. Schultz, 1961; Venniker, 2000; Bowman, 1980) who identified education as an investment, placing education at the centre stage

in the debates on development. Education increases the stock of skills and productive knowledge embodied in human resource and it is to be treated as an investment in human capital. In terms of experience, 35% had worked for the company for about 3-4 years while 34 and an experience of 5-6years. The rest had worked for less than 2 years (23% and 7 years and above were only 18%.

#### **4.2 The level of autocratic management style in the telecommunication companies in Mogadishu Somalia**

This was intended to establish the level of autocratic type of management in telecommunication companies in regard to work efficiency of employees.

**Table 4.2 Level of autocratic type of management**

Indicators	Mean	Interpretation	Rank
Managers depend on set rules and regulations to run the company.	3.97	Very high	1
Managers make decisions alone and ensure that every staff member follows as directed.	3.05	Very high	2
Managers lead by examples especially in the area of punctuality, preparation and delivery in periods required.	2.68	High	3
Subordinates get only the information necessary for them to do their immediate tasks.	2.51	High	4
Managers make decisions using whatever information is available.	2.59	High	5
There is a system in place to regulate employee's attendance and punctuality.	2.56	High	6
In obtaining the information managers do not tell the staff its cause.	2.40	High	7
Managers delegate tasks to other staff members where possible and facilitate them to perform the tasks delegated.	1.92	Low	8
Administration uses rewards (pay and promotion) and punishment (Failure to promote) as the best way to get subordinates do their work better.	1.92	Low	9
Administrators know and enforce all elements of employee's professional code of conduct and company rules and regulations to enhance employee's performance.	1.86	Low	10
There is effective communication between management and their subordinates	1.94	Low	11
Promotion of staff is based on merit	1.72	Low	12
Managers welcome positive feedback from colleagues and mentors for own performance.	1.03	Very low	12
Managers consult staff and we arrive at a decision after every one is in agreement.	1.63	Very Low	14
<b>Average mean</b>	<b>2.27</b>	<b>Low</b>	

**Source: primary Data, 2014**

### Scale

Mean range	Response mode	Interpretation
3.26-4.00	Strongly agree	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low

Findings discovered that the level of autocratic management styles is fairly low in the telecommunication companies. Four aspects of this style of management were rated high and these included; Managers depend on set rules and regulations to run the company which was rated high (mean = 3.97), managers make decisions alone and ensure that every staff member follows as directed (mean = 3.05), subordinates get only the information necessary for them to do their immediate tasks (mean = 2.51) however, it was also acknowledged that managers lead by example especially in the area of punctuality, preparation and delivery in periods required (mean = 2.68).

It was also established that managers delegate tasks to their subordinates where possible and facilitate them to perform their them (mean = 1.92) and that the administration uses rewards and promotion and punishment as the best way to get subordinates do their work better ( 1.92). the aspects impended in the research instruments also shows that failure by managers to allow their subordinate' voice to be felt in the company activities and imposition of new changes in the company without prior consultation puts their level of autocratic management style to be high. Respondents also strongly agreed that that management of the selected private telecommunication companies do not give their subordinates the information necessary for them to do their immediate tasks properly, this is because it was reveals that those private telecommunication companies are strong because they have well trained and skilled managers who have the capacity to perform their duties.

These results also imply a direct level of dictation in the selected telecommunication companies of Hormuud telecom and Nation Link in Mogadishu Somalia and that autocratic management style is the kind of management style that is

popularly employed by most managers in telecommunication companies when compared with the rest of all the management styles.

#### **4.3 Level of work efficiency of employees in private telecommunication companies in Mogadishu Somalia.**

The researcher anticipated to establish the level of work efficiency of employees in private telecommunication companies of Hormuud and Nation link considering the management styles of their managers Responses are indicated in table 4.3 below.

**Table 4.3 level of work efficiency of employees**

<b>Indicator</b>	<b>Responses</b>		
	Mean	Interpretation	Rank
Employees are given professional development trainings.	3.81	Very high	1
Complete and quality services are provided to the customers.	3.53	Very high	2
The company provides prompt and timely service delivery to its customers.	3.17	High	3
The best technology is used in this company to facilitate work efficiency.	3.15	High	4
There is training and orientation of program in the company.	3.05	High	5
There is staff competition during execution of their duties.	3.02	High	6
Employees have to be closely supervised in order to fulfill their duties.	2.84	High	7
Employees feel responsibility of their jobs	2.51	High	8
Staff are offered any individual help to improve on their performance	2.04	Low	9
The remuneration packages for employees are the best.	2.30	Low	10
Adequate motivational packages are given to each employee.	2.08	Low	11
There is effective communication between subordinates and their superiors.	1.75	Very low	12
Staff complaints are constructively handled and taken care of.	1.50	Very low	13
<b>Average mean</b>	<b>2.67</b>	<b>High</b>	

**Source: primary data 2014**



Mean range	Response mode	Interpretation
3.26-4.00	Strongly agree	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low

Table 4 indicated that employees are given professional development trainings as a strategy to improve on the quality of services offered (mean = 3.81) which is interpreted as very high, findings further revealed that complete and quality services are provided to the customers and the company provides prompt and timely service delivery to its customers and its among the company's first priorities. This was reflected by the mean 3.53 and 3.17 respectively both interpreted as high (agreed by the respondents). In addition to that, private telecommunication companies use the best technology to facilitate work efficiency (mean =3.15). The company offers training and orientation of new program (mean = 3.05) and employees agreed that there is staff competition during execution of their duties 3.02). However, they have to be closely supervised in order to achieve better results (mean 2.84). It was noted that there are performance standards set by the company which have to be achieved however, the performance appraisal system of private telecommunication companies is not transparent in that some employees highlighted segregation, tribalism, and its relevance being based on gossip.

The employees cited this kind of behavior as a de-motivating factor when it comes to being assessed by the performance appraisal system at the company. On the other hand respondents expressed that staff complaints are not handled constructively (item 13 on table 4.3), staff remuneration packages are also low (item 10) with the mean value of 2.30 which is interpreted as low.

However, employees feel responsibility of their jobs given that there is also of competition in the labor market in Somalia. They added that the working conditions in private telecommunication companies are favorable and greatly appreciated consistent improvement in the working environment which has kept them perform their duties despite the autocratic nature of their managers.

**Table 4.4 Relationship between Organizational Culture and performance of employees**

	mgt	work
<b>Mgt Pearson Correlation</b>	1	.823
<b>Sig. (2-tailed)</b>		.000
<b>N</b>	87	87
<b>Work Pearson Correlation</b>	.823	1
<b>Sig. (2-tailed)</b>	.000	
<b>N</b>	87	87

\*\*. Correlation is significant at the 0.05 level (2-tailed).

Table 5 revealed that there is a relationship between autocratic style of management and Work Efficiency in selected private Telecommunication companies. The relationship between the two variables was strong positively correlated. The level of significance was computed at 0.000 which is below the standard correlation level of 0.05 which it indicates significant relationship. Pearson correlations reading at .823 is an indicator of strong and positive relationship. In view of this output the null hypothesis was rejected.

**Table 4.5 Regression Analysis between the Dependent and Independent Variables**

<b>Variables Regressed</b>	<b>Computed F-Value</b>	<b>r<sup>2</sup></b>	<b>Interpretation</b>	<b>Decision on Ho</b>
<b>Autocratic style of Management Vs Work Efficiency</b>	0.990	0.000	Positive and Significant	Rejected

The results in Table 4.5 indicate that autocratic style of management is significantly correlated with all aspects of work efficiency in selected private telecommunication companies in Mogadishu Somalia (sig. <0.05). This implies that a democratic management styles significantly improves employees' work efficiency as per this study.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter concentrates on the findings, conclusions and recommendations following the study objectives and study hypothesis. The areas for further research are also suggested here.

#### **5.1 Summary of findings**

The study was done with the main focus of establishing whether there is a significant relationship between autocratic management style and employees work efficiency in selected private telecommunication companies in Mogadishu Somalia. It was basically guided by four specific research objectives that were set to determine the respondents background data, the main specific objectives were:

1. To determine the level of autocratic style of management on work efficiency in the selected private telecommunication companies.
2. To determine the level of work efficiency of the employees in selected private telecommunication companies.
3. To establish if there is a significant relationship between autocratic style of management and level of work efficiency of the employees in the selected private telecommunication companies.

##### **5.1.1 Respondents background data**

Tables 4.1 showed that majority of the respondents were both Bachelors and Master degree holders with 39% and 36% respectively. Most respondents were males and majority of them were married. Majority of the respondents were early adults in the age bracket of 31-40 years with a percentage of 45%, as always this age bracket is more likely to be married hence married respondents have outnumbered singles with 80%. Most employees had a working experience of 3-4 years and 5-6 years respectively.

### **5.1.2 The level of autocratic management style**

Following Data analysis that was done using SPSS's descriptive statistics it was found out that on overall, the level of autocratic management styles in selected private telecommunication companies in Mogadishu Somalia is at a low level indicating a room for improvement in work efficiency if it is to be perceived satisfactory by employees in private telecommunications. The mean score of autocratic management style was 2.27 interpreted as low on the likert scale. The reasons behind this were imbedded in five major indicators that managers depend on the set rules and regulations to run the company (mean 3.97), managers make decisions along and ensure that every staff member follows them (3.05), subordinates get only the information necessary for them to do their immediate tasks (2.51), there is a system in place to regulate employees' attendance and punctuality (2.56) and that managers delegate tasks to other staff members where possible and facilitate them to perform their duties (1.92). These results imply that though other management styles may be manifested in the private telecommunication companies in Mogadishu Somalia, autocratic management style dominates all other styles and is popularly employed by most managers. Under this study respondents highlighted that subordinates are uninformed; they feel insecure and generally afraid of management. The findings are also in line with those of Robbins and Coulter (1996) that managers who are autocratic as the ones who centralized authority, dictates work methods, makes unilateral decisions and limits subordinates participation.

### **5.1.3 The level of work efficiency**

The average mean score of this variable was 2.67 which is interpreted as high. Findings revealed that employees are given professional development trainings as a strategy to improve on the quality of services offered (mean = 3.81) which is interpreted as very high and that complete and quality services are provided to the customers. In addition to that, private telecommunication companies use the best technology to facilitate work efficiency (mean =3.15). The company offers training and orientation of new program (mean = 3.05) and employees agreed that there is staff competition during execution of their duties 3.02). However, significant relationship was determined when respondents mentioned that private telecommunication companies in Mogadishu Somalia set performance standards which must be achieved by all employees when executing their duties.

## 5.2 Conclusion

Basing on the findings, the null hypothesis was rejected leading to a conclusion that autocratic style of management significantly affects employees work efficiency in selected private telecommunication companies in Mogadishu Somalia. The justification to this is revealed by the level of significant value that is less than 0.05 for example ( $r=990$ ,  $\text{sig}=0.000$ ). Furthermore it was found out that the management styles employed by managers when influencing their subordinates has a strong impact on employee performance. It is therefore concluded that though autocratic management style in most cases influence positive performance by employees it can affect the quality of service delivery in the long run especially when used rigorously. It should be noted that there is no best management styles that can be universally applied in all situations. This therefore means that management styles should be contingent to situation in their respective manners in other words managers should stay for the situation to dictate for them the management style to adopt which in most cases is derived from the employees' maturity level and their ability to comprehend of a variety of issues at work.

## 5.3 Recommendations

Based on the above findings, the following recommendations have been made;

- As managers, should have a clear direction as to how to manage their schools considering their interpersonal relationship with subordinates.
- The researcher suggests that the managers should use management styles suitable for a particular situation experienced in the company. This should focus on enlisting support and participation of all staff and other stakeholders.
- To promote effectiveness of work efficiency in private companies, all management practices that can compel effective performance should be implemented.
- Managers need training and development in management skills to bring out desired subordinates' performance. Therefore, stakeholders like Ministry of Broadcasting service, should design some trainings for managers on the management styles.

- At a lower level, delegated tasks should be clearly communicated. Communication is one of the principles of good management as such; subordinates should be informed of what is happening in the company. This could be done through regular assessment reports and related issues.

#### **5.4 Suggestions for Further Research**

With respect to further research, the following suggestions are made;

Effectiveness of management styles in telecommunication companies

An examination of different management styles in private companies as a whole

A comparative study on the relationship between management practices and effective staff performance in both private and public institutions.

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## APPENDIX I

### TRANSMITTAL LETTER FOR THE RESPONDENTS

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Dear Sir/ Madam,

Greetings!

I am candidate for Master of Business Administration at Kampala International University with a thesis on, “**Management Styles and Work Efficiency in Selected Telecommunication Companies in Mogadishu, Somalia**”. Pursue to complete this academic requirement; may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaire and please do not leave any item unanswered, any data from you shall be for academic purpose only and will be kept utmost confidentially.

May I retrieve the questionnaire within 2 weeks after you receive them?

Thank you very much in advance

Yours faithfully,

Abdikarim Mohamed Mohamoud

## APPENDIX II

### INFORMED CONSENT

In signing this document, I am giving my consent to part of the research study Mr. Abdikarim Mohamed Mohamoud that will focus on **Management Styles and Work Efficiency in Selected Telecommunication Companies in Mogadishu, Somalia.**

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the research will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX III

### INTRODUCTION LETTER



**KAMPALA  
INTERNATIONAL  
UNIVERSITY**

Ggaba Road - Kansanga,  
P.O. Box 20000, Kampala, Uganda  
Tel: +256 - 414 - 266813, +256 - 41 - 267634,  
Fax: +256 - 414 - 501 974  
E-mail: admin@kiu.ac.ug  
Website: www.kiu.ac.ug

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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND  
MANAGEMENT SCIENCES  
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 13<sup>th</sup> September, 2013

**RE: REQUEST OF ABDIKARIM MOHAMED MOHAMUD  
MBA/39035/123/DF  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters in Business Administration.

He is currently conducting a research entitled **"Management Style and Work Efficiency in Selected Telecommunication Companies in Mogadishu, Somalia"**.

Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with pertinent information he may need.

Any information shared with him from your institution shall be treated with utmost confidentiality.

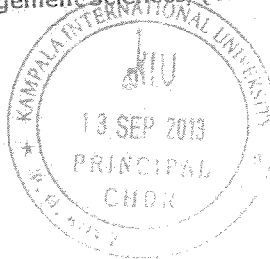
Any assistance rendered to him will be highly appreciated.

Yours truly,

Dr. Malinga Ramadhan  
Head of Department,  
Economics and Management Sciences, (CHDR)

NOTED BY:

Dr. Sofia Sol T. Gaito  
Principal-CHDR



## APPENDIX IV

### RESEARCH INSTRUMENT

#### Section A: Social Demographic characteristics of respondents

Tick (√) where necessary and (x) cross where it is not applicable.

- a) What is your marital status?  
Single (    ) Married (    ) Divorced (    ), Widowed (    )
- b) Sex?  
Male (    ) Female (    )
- c) Age range?  
20- 30year (    )  
Between 31-40years (    )  
Between 41-50 years (    )  
More than 51 years (    )

#### Level of Education

- a) Certificate (    )  
b) Diploma (    )  
c) Degree (    )  
d) Master (    )  
e) PhD (    )

#### Working experience

- a) Less than 2years (    )  
b) 2-5 years (    )  
c) 5-10 years (    )  
d) 10 and above years (    )

**PART A: THE LEVEL OF AUTOCRATIC MANAGEMENT OF THE  
ORGANISATION**

S/No.	Statement	Responses			
		1	2	3	4
1.	Managers make decisions using whatever information is available				
2.	Managers secure necessary information from members of staff, then make decision				
3.	In obtaining the information managers do not tell the staff its cause.				
4.	Managers make decisions alone and ensure that every staff member follows as directed.				
5.	Managers consult staff and we arrive at a decision after every one is in agreement.				
6.	Managers depend on set rules and regulations to run the company.				
7.	Managers lead by examples especially in the area of punctuality, preparation and delivery in periods required.				
8.	Staff members are allowed to work as they please				
9.	Managers delegate tasks to other staff members where possible and facilitate them to perform the tasks delegated.				
10.	Subordinates gets only the information necessary for them to do their immediate tasks				
11.	Administration uses rewards (pay and promotion) and punishment (Failure to promote) as the best way to get subordinates do their work better.				
12.	Administrators know and enforce all elements of employee's professional code of conduct and company rules and regulations to enhance employee's performance.				
13.	There is a system in place to regulate employee's attendance and punctuality.				
14.	Administrators listen to their subordinates carefully, even when they disagree with them, and encourage new ideas and innovations.				
15.	Managers welcome positive feedback from colleagues and mentors for own performance.				
16.	Different management styles are employed by administrators to enhance employees performance				
17.	Performance appraisal is used to motivate employees				
18.	There is effective communication between management and their subordinates				
19.	Employees are given the first priority when the				

	company wants to sell some shares				
20.	Promotion of staff is based on merit				
21.	All staff are treated equally regardless of their socio-economic background.				

#### **PART B: EMPLOYEE'S WORK EFFICIENCY**

Sno.	Statement	Responses			
		1	2	3	4
1.	Employees accomplish their assigned tasks in the required time using minimum resources.				
2.	Employees participate in the decision making of their departments.				
3.	Results meet customer and company requirements				
4.	There is training and orientation of program in the company.				
5.	Staff are offered any individual help to improve on their performance?				
6.	There is staff competition during execution of their duties.				
7.	Employees feel responsibility of their jobs				
8.	Employees are given professional development trainings.				
9.	Employees have to be closely supervised in order to fulfill their duties.				
10.	Employees always respect customers and fulfill their duties.				
11.	Employees are willing to listen to customers' complaints and needs.				
12.	Staff and other employees are always polite and courteous with customers				
13.	Complete and quality services are provided to the customers.				
14.	The company provides prompt and timely service delivery to its customers				
15.	The remuneration packages for employees are the best.				
16.	Adequate motivational packages are given to each employee				
17.	The best technology is used in this company to facilitate work efficiency				
18.	There is effective communication between subordinates and their superiors				
19.	Staff complaints are constructively handled and taken care of.				
20.	Employees are given a commission-based wage to the profitability of the company.				

## APPENDIX V

### RESEARCHER'S CURRICULUM VITAE

#### CURRICULUM VITAE (C.V)

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##### Personal Information

Name : Abdikarim Mohamed Mohamud  
Address : Dusamareb, Galgadud, Somalia.  
Mobile Phone : + 25262278539/252615278539  
E-mail : abdikarinmm@yahoo.com  
Skype name : abdikarim.m5  
Nationality : Somali  
Marital status : Single  
Sex : Male

##### Educational Background

**2006-2010-** Bachelor's degree in Business Administration, at Somali Institute of Management and Administration Development, (SIMAD), in Mogadishu.

**2007-2008** Cisco Networking Academy, Mogadishu. First Course completion certificate; course covered:

- PC computer Hardware and Software Configuration.

**2008-2009** Cisco Networking Academy, Mogadishu, second course completion Certificate, course covered:

- Networking Operating System

**2009-2010** Cisco Networking Academy, Mogadishu, third course completion Certificate Course covered:

- Network Fundamentals

**2003-2006** Somali Youth League (SYL), Secondary School certificates, Mogadishu.

**2004-2005** Somali Computer Institute (SOCOMIN) Mogadishu, one course completion Certificate, course covered:

- Software Programs.

## **Work Experience**

**2008-2010** Worked for Organization of “Elman Peace and Human Rights Center (EPHRC)”, based at Mogadishu as Relief and Emergency Program Officer.

**2010-2011** Worked for Mercy Corps, as Project Assistant working for project named “Emergency Response Capacity Building and Livelihood Recovery Program (ERCBLR)”, at field Office of Dhusamareb.

**From March-August, 2011** Worked for COOPERAZIONE INTERNAZIONALE (COOPI), as Admin/Logistics Officer, working for project named “Emergency Hygiene and Sanitation Intervention for Disaster Affected Populations in Galgadud Region”, based in Dhusamareb districts.

**From September,2011-Jan-2012.**Worked for the same organization of COOPERAZIONE INTERNAZIONALE (COOPI), as Admin/Logistics Officer and acting Hygiene and Sanitation Facilitator (HSF), working for project named “Food Access and WASH Emergency Response (FAWER1)”, at the same field Office of Dhusamareb.

**From Feb-Jun, 2012** worked the same organization of COOPERAZIONE INTERNAZIONALE (COOPI) as District Team Leader/Project Officer, Admin/logistics Officer for the program called Food Access and Wash Emergency Response (FAWERII) and at field office of Dhusamareb that in charges Gurel and Dhusamareb in Galgadud.

**From Jun, 2012-present** Works for COOPI as district team leader/Project officer/admin and logistics officer in Mataban of Hiran region, a program entitled Sustainable WASH in central Somalia that COOPI implements with UNICEF.

**From Oct, 2012-Present** Lecturer at Plasma University, its branch in Dhusamareb, the subject of “Introduction to Business”



## **Trainings and Seminars**

**2003-2004** HIV/AIDS Advocacy and Awareness Training Certificate conducted by UNICEF and UNDP in Beledweine Somalia,

**2002-2003** None Formal Education (NFE) Teacher Training Certificate (ToT), conducted by UNICEF in Beledweine Somalia.

**2010**-Training as ToT for re-trains Community Education Committees (CECs) by Education Development Center (EDC) in Galkayo.

**July, 2011** Certificate of Leadership and Governance Training at Kampala International University School of Business and Management in Conjunction with Thruway Capital and Value Resource Management at Kampala in Uganda.

**Jun-July, 2011** Participated training on business related subjects in Dhusamareb by CISP with EDC and covered these courses

- Business Management
- Business Plan Development and Grant Application
- Saving and Revolving Fund
- Leadership and Group Management and
- Life Saving and Reproductive Health Training.

**May, 2011** Trained as ToT on PHAST training in Galkayo by COOPI.

**Dec, 2011** Training as ToT on PHAST and CHAST training in Galkayo by COOPI

**August, 2012** attended training on how to map a strategic water sources and the usage of GPS in Adaro Galgadud by COOPI.

**Dec, 2012** Training as ToT on Community Led Total Sanitation (CLTs) in Gurel by COOPI

## **Special Skills**

- Fluent in written and spoken English.
- Skilled in working with various computer software programs.
- Good interpersonal and teamwork skills.
- Performing quality piece of work.

- Capable of efficiently managing time and creatively solving business problems.
- Conflict mediation/resolving techniques
- Flexibility and be ABLE to work independently.
- Self-motivating, dynamic in work, punctuality, good communication skills and great commitment in the relief activities.

#### Interests and hobbies

- Creating friendship and social interaction culture in the organization
- Making innovations; graphical designs, working styles etc. for the interest of the organization.
- Developing committed external and internal environment; to make helpful and cooperative.
- Reading novels and history books
- Swimming
- Using computers and making calculations are my favorite sports

#### Languages

- Somali
- English

#### References

- Abdikadir Mohamed Ahmed  
Field analyst of Food Security Nutrition Analysis Unit (FSNAU).  
Mogadishu-Banadir region-Somalia.  
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Field Manager.  
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- Professor: Abdikadir Hasan Shirwa  
Humanitarian Consultant  
Tel: +252 615 962 070  
Email: [ahshirwa0@hotmail.com](mailto:ahshirwa0@hotmail.com)



TKS102.3.556  
A 23  
2014

# DECLARATION

*I am hereby fully declaring that the information provided above is accurate and reliable, and I shall be held responsible for any inconvenience or irregularities.*

*Sincerely,*

*Abdikarim Mohamed Mohamoud*

A handwritten signature in dark ink, appearing to read 'Abdikarim', enclosed within a large, loopy oval flourish.

*November 19, 2014*