

**MANAGEMENT STYLES AND WORK EFFICIENCY IN
SELECTED PRIVATE TELECOMMUNICATIONS
IN MOGADISHU, SOMALIA**

A Thesis

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Master in Project Planning

And Management

By:

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October, 2012



DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

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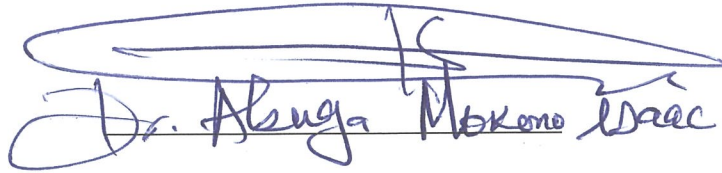


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DECLARATION B

"I confirm that the work reported in this presentation was carried out by the candidate with registration number MPP/ 33372/111/DF under my supervision".

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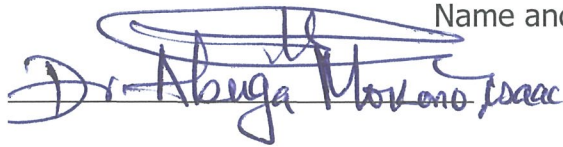
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APPROVAL SHEET

This thesis entitled "**Management Styles and Work Efficiency in Selected Telecommunication Companies in Mogadishu, Somalia**" prepared and submitted by **Abdiweli Aden Osman** in partial fulfillment of the requirements for the degree of Master of Project Planning and Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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Name and Sig. of DVC, CHDR

DEDICATION

This work is dedicated to the almighty ALLAH in appreciation of His guidance and blessings during the course of pursuing this master program. I dedicate this work to my family, especially my mother Fido Hassan Afrah, my beloved brothers, sisters, my unforgettable uncle Yusuf Warsame Afrah and my Dear wife Belo Mohamud Ibrahim and my children.

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In the name of Allah the compassionate and merciful praise be to Allah who has enabled me to write this thesis, and gave a health during May study and forever.

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Great thankfulness to those who helped me to collect data and carry out this study in their field especially the staffs and administrators of the selected Telecommunication companies (Hormuud, and Nationlink) in Mogadishu, Somalia with their effort and the time they sacrificed for me.

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ACRONYMS

CEO Chief Executive Officer

CFO Chief Financial Officer

COO Chief Operational Officer

CIO Chief Information Officer

UN United Nations

PLCC Pearson's Linear Correlation Coefficient

ABSTRACT

This study was carried out to determine the Type of Management Style and Work Efficiency in selected Telecommunication companies, the study was guided by four objectives: To determine the demographic characteristics of the respondents, To find out the Type of Management Style exists in the selected Telecommunication companies, to determine the level of Employee Work Efficiency in the selected Telecommunication companies and to establish whether there is a significant relationship between the Management Style and the level of Employee Work Efficiency in the selected Telecommunication companies. The study was conducted through descriptive survey and correlation research design, quantitative approach with a questionnaire and includes **110** respondents from selected Telecommunication companies in Mogadishu, Somalia. The first objective the researcher indicated that the whole of the Telecommunication companies were dominated by men.

The second objective showed that the Type of management Style exist in the selected Telecommunication companies is fair as the mean showed 2.25. The third objective indicated that the levels of Employees Work Efficiency in selected Telecommunication companies are also somehow fair as presented the mean 2.19. The researcher found through the study that Management Styles and Work Efficiency of Selected Telecommunication companies are significant correlated, and the relationship between them is strong relationship. Overall, the researcher found that the selected telecommunication companies don't systematically communicate and clearly stated the policies and procedures of the companies, and also they have no process that each person of the employees flows. All in the entire researcher recommended that the Telecommunication companies have to train their employees and treat with good manners.

CHAPTER ONE

PROMLEMS AND ITS SCOPE

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, 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. Motivating is the management process of influencing behavior based on the knowledge of what make people tick (Luthans, 1998). 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 organisations 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.).

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.

Purpose of the Study

The following are the reasons why the study is proposed:

To test the hypothesis of no significant relationship between Management styles 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 management styles and employee work efficiency in selected private telecommunication companies in Mogadishu. The study will be done to find out how management styles affect on 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.

Research Objectives:

General Objectives:

This study will investigate the correlation between Management styles and Work efficiency in selected private telecommunication companies in Mogadishu, Somalia.

Specific Objectives

1. To determine the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience.
2. To determine the type of management style that exists in the selected private telecommunication companies.
3. To determine the level of work efficiency of the employees in selected private telecommunication companies.
4. To establish if there is a significant relationship between the type of management style and level of work efficiency of the employees in the selected private telecommunication companies.

Research Questions

1. What are the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, and Number of years work experience.
2. What is the type of management style exists in the selected private telecommunication companies?
3. How is the level of work efficiency of the employees in the selected private telecommunication companies?

4. Is there a significant relationship between the type of management style and work efficiency of the employee in the selected private telecommunication companies?

Null Hypothesis

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

Scope of the study

Geographical scope: The scope of the study concerned in the selected private telecommunication companies in Mogadishu-Somalia. This study targeted employees and managers in the private telecommunications.

Content scope: The study determined the type of management style and work efficiency, significant relationship between management style and work efficiency in selected private telecommunication companies. cause and effect relationship between the independent variable (***Management Styles***) and dependent variable (***Work Efficiency***).

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

Time Scope: This study was conducted during 2011 to 2012.

Significance of the study

The following disciplines will benefit from the findings of the study

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. On the other hand, ***Kampala International University (KIU)*** will be one of the beneficiaries for this study. However, the study will highlight how good management style can bring better work efficiency.

Operational Definitions of Key Terms

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

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.

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

CHAPTER TWO

Review of literature

Concepts, Ideas, Opinions from Authors/Experts

Management styles

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 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, 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).

Management is a central feature of organizational performance. This is an essential part of management 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.

Types of Management Styles

The concept of style of management was also developed by researchers at the Ashridge Management College, as expressed by (Cherrington, D.J. 1994), who identified two styles of management:

The persuasive style

The manager makes all the decisions but thinks his or her subordinates have to be motivated before they will do what he or she wants them to do.

The consultative style

The manager and his or her subordinates discuss problems before a decision is made. The manager retains the right to make the final decision for high productivity. But according to Baddian, (1983), consultative management style is where managers consult other people before making de a decision. This management style is the opposite of autocratic.

Laissez-faire

leaders abdicate their responsibility and avoid making decisions (Bass, 1990b). Subordinates working under this kind of supervisor are left to their own devices to implement their job responsibilities.

Autocratic

Leader makes all decisions unilaterally. This management style is one where the manager used to give instructions; they tell people what to do instead of asking for their opinion on the matter in hand. The manager is the only person contributing to the decision making process in the business.

Participative

Is where managers consult other people before making a decision. This type of leader permits subordinates to take part in decision making and also gives them a considerable degree of autonomy in completing routine work activities. This management style Works best when

employees have the ability to do the job, but need a high amount of support (low need of guidance but high need of support).

Management by Walking around

is a classic technique used by good managers Dubious|date, January 2011. Who are proactive listeners Managers using this style gather as much information as possible so that a challenging situation doesn't turn into a bigger problem. Listening carefully to employees' suggestions and concerns will help evade potential crises.

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 managers

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), Chief Information Officer (CIO), Chairperson of the Board, President, Vice president, 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 Masters 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 Manager

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 Manage

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 is 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.

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. 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. 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 Maslow'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 danmage 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.

Theoretical Perspective

This 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.

Related Study

The relationship between Management style and Work efficiency

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.

Effective leaders who elicit strong performances from their workers are motivators 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.

Understand Human Nature

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.

Flexible Style

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.

Open Mind

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. 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.

Misconceptions

Unfortunately, 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.

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 labour productivity in order to achieve a profitable and productive employment relationship.

CHAPTER THREE

METHODOLOGY

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. It also involves events that have already taken place and may be related to present conditions (Kothari, 2004).

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.

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 departs. *Hormud 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 **150** 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. Population is the theoretically specified aggregation of study element According to Earl, (1986).

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.

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 hundred nine **(110)** out of hundred fifty **(150)** people.

Table1
Respondents of the Study

Companies	Target Population		Sample Size	
	Managers	Employees	Managers	Employees
Hormud Telecom	27	63	20	45
Nation Link	18	42	14	31
Sub Total	45	105	34	76
Total	150		110	

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.

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.

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.

Validity is the degree to which result oriented from the analysis of the data actually represents the phenomenon under study. (Mugenda, 2003, McBurney, 2001) defined validity is an indication of accuracy in terms of the extent to which a research conclusion corresponds with reality.

Data Gathering Procedure

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.

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.

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**).

Data Analysis

The researcher used Pearson's Linear Correlation Coefficient (PLCC) to analyze the relationship between Management Styles and Work Efficiency in selected telecommunication companies 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 inventory management and level of sales growth the following numerical value and description were used;

Mean Range	Description
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Fair
1.00-1.75	Poor

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.

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 which 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

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

INTRODUCTION

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided in to two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research questions and objectives. Below are the data presentations and analysis of research findings.

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.

In addition to that, the first objective of this study was to determine the profile of respondents as to Age, Gender, qualification and experience to examine what category the majority of the respondents are fit in. Data on this objective was analyzed under the question "What is the profile of the respondents as to Age, Gender, and Educational level?"

Table 2
Profile of the respondents
n=110

Gender	Frequency	Percentage (%)
Male	75	75
Female	35	35
Total	110	110
Age		
20-30	46	46
31-40	36	36
41-50	17	17
51-60	11	11
Total	110	110
Qualification		
Certificate	9	9
Diploma	18	18
Bachelor	37	37
Masters	34	34
P.D.H	12	12
Total	110	110
Experience		
1-2 yrs	23	23
3-4 yrs	35	35
5-6 yrs	34	34
7yrs	18	18
Total	110	110

Source: primary data, 2012

From the above table 1 indicated that different categories were involved in the study 75% were male and 35% of the respondents were female, and it is clear that these two entity were dominated by male.

The findings of the study showed that the majority of the employees represented 46% lay in between 20-30, and the minority of the respondents in the study represented 11% were the age of 50 and above. According to the findings it is clear that the selected private Telecommunication companies were saturated by male that indicates their percent 75% and minority of the respondents were female represented 35%.

Table 2 showed that the findings of the study indicated that the majority of the respondents were Bachelor degree holders which makes up 37% of the respondents, the second group of the respondents were diploma holders which represents 18% of the respondents, the third group of the respondents have masters degree and mostly they are the managers of the companies, the forth group of the respondents are those who have P.H.D which represents 12% of the respondents.

From the findings the researcher observed that the managers of the selected private Telecommunication companies hold master degree which indicates that they have the skills, knowledge and competence to ran the activities of the entire organizations.

Table 3**Type of Management Style Exists****N=110**

Indicators	Mean	Std. Deviation	Interpretation	Rank
manager should give subordinates only the information necessary for them to do their immediate task	3.05	.96841	Very good	1
the use of rewards (pay and promotion) and punishment(failure to promote) is the best way to get subordinate to do their work	2.51	1.03955	good	2
when drawing up plans, I prefer to work out a plan and invite comments, before finalizing it	2.40	.94558	good	2
management style is a central feature of organizational performance	1.68	.52979	Fair	3
a good leader gives detailed and complete instructions to subordinates rather than giving them general directions	1.97	.66358	Fair	3
the human beings always prefer to be directed, wishes to avoid responsibility, and has very little desire	3.04	.83817	Very good	1
management styles are characteristic ways of making decisions that influence the general work efficiency and environment of an organization	1.40	.49705	Fair	3
the most thing I feel better when setting objectives is to agree on the objectives, and ask what support they require from me	1.97	.82197	Fair	3
appropriate supervision is one of the duties of management	1.74	.56061	Fair	3
the role of management is to treat equally among employees	1.54	.56061	Fair	3

Source: primary Data, 2012

The table 3 indicated that the mean of management should give their subordinates the information necessary for them to do their immediate tasks is **(3.05)** which indicates that majority of the respondents agreed that the managers of the selected private telecommunication companies give their subordinates only the information necessary for them to do their immediate tasks, while the minority of the respondents agreed 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 reveals that those private telecommunication companies are strong because they have well trained and skilled managers who have the capacity to perform their duties.

The table 3 showed that the mean **3.04** that represents of human beings always prefer to be directed, wishes to avoid responsibility, and has very little desire, this mean shows that the majority of the respondents agreed that the managers of the selected private Telecommunication companies review whether the employees of the organization applicable to the organizational procedures.

The above table 3 revealed that the mean of The use of rewards (pay and promotion) and punishment (failure to promote) is the best way to get subordinate to do their work is **2.51** which means that majority of the respondents agreed that the selected Telecommunication companies have system of rewards and punishment to do subordinates their work so as produce high performance. Therefore, at this position the systems of the selected private Telecommunication companies are neither strong nor weak because the mean indicated to be a good.

The above table 3 discovered that the mean of When drawing up plans, I prefer to work out a plan and invite comments, before finalizing it is **2.40** which means majority of the respondents agreed that the managers of the selected

Telecommunication companies prefer inviting employees to participate organizational plan before finalizing it. Therefore, at this point the employees participating organizational plan of the selected private Telecommunication companies are neither strong nor weak because the mean indicated to be a good.

The findings also revealed that the mean of good leader gives detailed and complete instructions to subordinates rather than giving them general directions is **1.97** which indicates that the majority of the respondents agreed that the leaders of the selected companies give detailed and complete instructions to the subordinates.

Table 3 concealed that the mean of the most thing I feel better when setting objectives is to agree on the objectives, and ask what support they require from me is **1.97** which means that majority of the respondents agreed that the managers of the selected Telecommunication companies offer their support to the employees and receive feedback from subordinates. Therefore, the mean indicated to be a Fair.

Table 3 pointed out that the mean of Appropriate supervision is one of the duties of management is **1.74** which means that majority of the respondents agreed that the managers of the selected Telecommunication companies make appropriate supervision to the organizational. As a result, the mean indicated to be a Fair.

The findings also revealed that the mean of Management style is a central feature of organizational performance is **1.68** which indicates that the majority of the respondents agreed that the management style of the selected Telecommunication companies is the central feature of the organizational

performance. However, at his point the management styles of the selected companies are neither strong nor weak because the mean showed to be fair.

Table 3 showed that the mean of the role of management is to treat equally among employees is **1.54** which means that majority of the respondents agreed that the managers treated organizational staff equally. As a result, the mean indicated to be a Fair.

Table 3 indicated that the mean of Management styles are characteristic ways of making decisions that influence the general work efficiency and environment of an organization is **1.40** which means that majority of the respondents agreed that the management styles are kind of decision making styles. As the mean indicated to be a Fair.

TABLE 4
THE LEVEL OF WORK EFFICIENCY
n=110

Indicators	Mean	Std. Deviation	Interpretation	Rank
There is no training and orientation program in this organization	3.81	.90168	Very good	1
I always work beyond the deadline when submitting the reports of the organizational progress	2.84	.71735	good	2
The results meet customer requirements	2.74	.94573	good	2
I do not participate the decision making of my department	2.53	1.01786	good	2
You incur costs less than the required costs	2.17	.82811	good	2
I am not committed to work hard during the work time	2.00	.65760	good	2
I do not feel responsibility to my job	1.98	.70698	Fair	3
I complete my assigned tasks in the organization on time using the minimum resources so as to achieve organizational goal	1.85	.42532	Fair	3
The divisional manager does not treat equally among employees	1.75	.70084	Fair	3
It reducing wastages	1.50	.52949	Fair	3

Source: Primary Data, 2012

Table 4 indicated that There is no training and orientation program in this organization as the mean **3.81** indicated we found the findings, and majority of the respondents agreed that There is no training and orientation program exists in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that I always work beyond the deadline when submitting the reports of the organizational progress s as the mean **2.84** indicated we found the findings, and the majority of the respondents agreed that financial motivation become the key element of today's organizations in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that The results meet customer requirements as the mean **2.74** indicated we found the findings, and the majority of the respondents agreed that most employees happy with their pay levels in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that I do not participate the decision making of my department as the mean **2.53** indicated we found the findings, and the majority of the respondents agreed that most employees do not participate the decision making in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that You incur costs less than the required costs as the mean **2.17** indicated we found the findings, and the majority of the respondents agreed that most employees appreciated getting benefits

from the organization in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that I am not committed to work hard during the work time as the mean **2.00** indicated we found the findings, and the majority of the respondents agreed that most employees performance increased by motivation in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that I do not feel responsibility to my job as the mean **1.98** indicated we found the findings, and the majority of the respondents agreed that most employees did not feel responsibility to their job in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that I complete my assigned tasks in the organization on time using the minimum resources so as to achieve organizational goal as the mean **1.85** indicated we found the findings, and the majority of the respondents agreed that most employees contribute organizational in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated that The divisional manager does not treat equally among employees as the mean **1.75** indicated we found the findings, and the majority of the respondents agreed that department manager is not effective one in the selected Telecommunication companies. This mean indicated the table to be good.

Table 4 indicated Work efficiency It reducing wastages as the mean **1.50** indicated we found the findings, and the majority of the respondents agreed that Work Efficiency is achieved effectively with a minimum amount of waste, expense and effort as in the selected Telecommunication companies. This mean indicated the table to be good.

Table 5

n=110

Relationship between Management Styles and Work Efficiency

	mgt	work
Mgt Pearson Correlation	1	.723
Sig. (2-tailed)		.000
N	110	110
Work Pearson Correlation	.723	1
Sig. (2-tailed)	.000	
N	110	110

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

Table 5 revealed that there is a relationship between management Styles 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. Where it indicates significant relationship. Pearson correlations reading at **.723** is an indicator of strong and positive relationship. In view of this output the null hypothesis was rejected.

Table 6:

Regression Analysis between the Dependent and Independent Variables

Variables Regressed	Computed F-Value	r²	Interpretation	Decision on Ho
1. Management Styles	2.165	.0957	Good	Rejected
2. Work Efficiency				

From the above table, it is clear that this model has good correlation as the r is good ($r=.957$) and only 9.57% of the variation in Management Styles is explained by Work Efficiency. The model is significant ($F=2.165$, $P=0.000$). The researcher concludes that there is sufficient evidence at the 0.05 level of significance, that the management Styles affect Work Efficiency.

The results suggest that organizational management Styles have an effect on employee Work Efficiency in selected private Telecommunication companies in Mogadishu, Somalia.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

This chapter discusses the findings, conclusion and recommendation of this study. Firstly, it will be discussed the major finding of each study as stated in the research objectives. Secondly, the conclusion will be drawn from the findings of the study. Lastly, the researcher will bring recommendation and further researches are suggested in this study.

Summary of Findings

This study was guided by four objectives which consist of these objectives (1) To determine the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience. (2) To determine the type of management style that exists in the selected private telecommunication companies. (3) To determine the level of work efficiency of the employees in selected private telecommunication companies. (4) To establish if there is a significant relationship between the type of management style and level of work efficiency of the employees in the selected private telecommunication companies.

The first objective of the study the descriptive statistics result showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of the population in the study. The result indicated that men dominated the who company rather

than female individuals working Telecommunication companies in Mogadishu. And also the findings indicated that diverse age among the employees in the selected manufacturing companies' the difference ages from youth to elders who have more information in the field of study and can provide very useful information to the study. In addition to that experience plays a great role in the success of the person as soon as the person become older experience will increase, and the person will be able properly.

The second objective was to determine the type of management style exists in selected private telecommunication companies. Based on the analysis of chapter four the findings indicated that the mean of management should give their subordinates the information necessary for them to do their immediate tasks is **(3.05)** which indicates that majority of the respondents agreed that the managers of the selected private telecommunication companies give their subordinates only the information necessary for them to do their immediate tasks,.

On the other hand majority of the respondents agreed that showed that the mean **3.04** that represents of human beings always prefer to be directed, wishes to avoid responsibility, and has very little desire, this mean shows that the majority of the respondents agreed that the managers of the selected private Telecommunication companies review whether the employees of the organization applicable to the organizational procedures.

Over all the findings of the second objective revealed that the majority of the respondent agreed that the type of management styles exists in selected telecommunication companies is good as revealed the average mean of **2.25**.

On the other hand the mean **2.19** is the average of employee work efficiency in selected telecommunication companies, this indicates that majority of the respondents of the selected telecommunication companies agreed that their level of employee work efficiency is good.

Result found the findings revealed that (**corr.Coeff. 0.978 **p=0.000**). Based on these findings the null hypothesis of the researcher was rejected, which leads to a conclusion that the two variables management styles and employee work efficiency have strong relationship, if the mean is greater than **0.05** there is a correlation.

CONCLUSION

Based on the findings of the study the following conclusions are drawn:

Type of Management Style exists In Selected Telecommunication Companies.

According to the analysis the average mean of type of management style is **2.25**, which showed that majority of the respondents agreed that the type of management style is somehow fair because the mean is in between **1.76-2.50**.

Level of Work Efficiency

As indicated the analysis of chapter four the average mean of the level of sales growth of the selected manufacturing companies is 2.19, this indicated that majority of the respondents agreed that the sales growth of the manufacturing companies is fair according the average mean which lay in between 1.76-2.50.

Management Styles and Work Efficiency in Selected Telecommunication Companies in Mogadishu, Somalia

This objective of the study was to establish the affects of management styles on work efficiency selected manufacturing companies in Mogadishu, for which it was hypothesized that there is no affect of management styles on the work efficiency. Basing on PLCC results, the researcher rejected the null hypotheses. The other option is to accept the researcher, that there is a correlation between the two variables. The researcher suggested and generated the following conclusions; once the management instructs the employees properly then the more employee performance increased and was significantly leads to work efficiency of the selected telecommunication companies.

RECOMMENDATIONS

The selected telecommunication companies have to train their employees towards managing activities in order to avoid delay of production. Employers have to train their employees of how to minimize the usage of resource including time and effort of the selected telecommunication companies.

Managers themselves should also get training in order to of how to treat and manage the staff properly in the organization so as to avoid misunderstanding among employees. The selected telecommunication companies should emphasize and practice the equal treatment policies and procedures among employees and give segregation of duties and allow the employees to participate the decision making process of the entity. The selected telecommunication companies should build channel of communication so as to know the employees who reports to whom.

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Appendix I

Transmittal Letter



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**OFFICE OF THE ASSOCIATE DEAN, SOCIAL SCIENCE
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

August 17, 2011

Dear Sir/Madam,

**RE: REQUEST FOR *Abdiweli Aden Osman Mpp/33372/111/DF*
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Master of Arts in ***Project Planing and Management***

He is currently conducting a field research of which the title ***Management Styles and Work Efficiency in Selected Private Telecommunication Companies in Mogadishu, Somalia.***

Your organization 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 the pertinent information he may need.

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

Any assistance rendered to him will be highly appreciated.

Yours truly,

Dr. Roseann Mwaniki
Associate Dean Social Sciences, (SPGSR)

"Exploring the Heights"

APPENDIX II

CLEARANCE FROM ETHICS COMMITTEE

Date_____

Candidate's Data

Name_____

Reg. # _____

Course _____

Title of Study

Ethical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

Results of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Member's _____

Appendix III

APPENDIX III: CALCULATION OF CONTENT OF VALIDITY INDEX

$$\text{CVI} = \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

$$\text{Section A} = \frac{6}{10} = 0.63$$

$$\text{Section B} = \frac{8}{10} = 0.89$$

Therefore, Average of content validity index is

$$\text{CVI} = \frac{1.82}{2} = 0.91$$

APPENDIX IV

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am candidate for master in finance and accounting 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 un answered, 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,

Abdiweli Aden Osman

APPENDIX VA

FACE SHEET

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.
PLEASE TICK (✓) THE PROVIDED SPACE BELOW.

Gender: _____ 1. Male _____ 2. Female

Age: _____

Qualifications Under Education Discipline:

_____ 1. Certificate _____ 2. Diploma _____ 3. Bachelors
_____ 4. Masters _____ 5. Ph.D. _____ 6. Others

Number of Years Working Experience:

_____ 1. 1-2yrs _____ 2. 3-4yrs _____ 3. 5-6yrs _____ 4. 7 years +

Direction: Please write your preferred option on the space provided before each item or after.

Kindly use the Scoring guide below:

Scoring	Response Mode	Description
(1)	Strongly agree	you agree with no doubt at all
(2)	Agree	you agree with some doubt
(3)	Disagree	you disagree with some doubt
(4)	Strongly disagree	you disagree with no doubt at all

APPENDIX V B

QUESTIONNAIRE TO DETERMINE THE TYPE OF MANAGEMENT STYLE

- ____1. Management styles are characteristic ways of making decisions that influence the general work efficiency and environment of an organization.
- ____2. A good leader gives detailed and complete instructions to subordinates rather than giving them general directions.
- ____3. Management style is a central feature of organizational performance.
- ____4. When drawing up plans, I prefer to work out a plan and invite comments, before finalizing it.
- ____5. The human being always prefers to be directed, wishes to avoid responsibility, and has very little desire.
- ____6. The use of rewards (pay and promotion) and punishment (failure to promote) is the best way to get subordinates to do their work.
- ____7. A manager should give subordinates only the information necessary for them to do their immediate tasks.
- ____8. The role of management is to treat equally among employees.

-
- ____9. The most thing I feel better when setting objectives is to agree on
the objectives, and ask what support they require from me.
- ____10. Appropriate supervision is one of the duties of management.

APPENDIX VC

QUESTIONNAIRE TO DETERMINE THE LEVEL OF EMPLOYEE WORK EFFICIENCY.

- ____1. Work efficiency reduces wastages of both effort and money
- ____2. I complete my assigned tasks in the organization on time
using the minimum resources so as to achieve organizational goal
- ____3. I am not committed to work hard during the work time
- ____4. The results meet customer requirements
- ____5. I do not feel responsibility to my job
- ____6. I always beyond the deadline when submitting the reports of
the organizational progress
- ____7. The divisional manager does not treat equally among employees
- ____8. You incur costs less than the required costs
- ____9. I do not participate the decision making of my department.
- ____10. There is no training and orientation program in this organization.

CURRICULUM VITAE

C.V

Personal Information

Name : Abdiweli Aden Osman
Address : Karan- Mogadishu-Somalia
Tell : +25261641088
Mobile : +252615-870131/25269-877789/252615-930004
Email : tallman05@yahoo.com/sayga05@live.com
D.O.B : 15 / Aug / 1983
Marital Status : Married
Nationality : Somali

Educational Background

- ✪ Jan 2011-Nov 2012 Master of Project Planning and Management
At Kampala International University (KIU)
- ✪ Sep 2006-Jan 2010 Bachelor Degree of Accountancy
At SIMAD Institute
- ✪ 2008 Monitoring & Evaluation Certificate
At USAID Global Health E-learning Center
- ✪ Jun-2006 Secondary Leaving Certificate
AL-PHA Primary and Secondary School

OTHER COURSES:

- ❖ 22 Oct 2011 Leadership Skills and Development
At Kampala International University (KIU)
- ❖ 18th NGO Development and Management
At Africa Population Consult in MAKARERE University-Kampala
- ❖ 4th June 2011 A Tally Business Accounting and Inventory
At Africa Population Consult in MAKARERE University-Kampala
- ❖ 14th March 2011 Microsoft Project
At Africa Population Consult in MAKARERE University-Kampala
- ❖ Feb 2011 Statistical Package of Social Science (SPSS)
Family Business Network in Kampala International University (KIU)-Kampala
- ❖ Jan 2011 Project Planning and Management
Africa Population Institute in MAKARERE University-Kampala
- ❖ Nov 2010 Peace Building Conflict and Management
Africa Population Institute in MAKARERE University-Kampala
- ❖ Apr-06-March-07 Manual and Computerized Accounting
At National Star Institute of Computer and Accounting
- ❖ March-07 Typing Speed
National Computer Institute
- ❖ Aug/2003 Teacher Training
UNICEF

Distance Learning:

- ❖ 2007 **CISCO** Networking Academy
Course One (IT'S Essentials)
 - Install and navigate an operating system.
 - Upgrade or replace components of a laptop, or scanner
Based on customer needs
 - Configure computers to attach to an existing network.
 - Apply good communications skills and professional behavior
While working with customers.
 - Perform preventive maintenance and basic troubleshooting
- ❖ 2009 **Course Two Networking**
CISCO Networking Academy

Career History

- ✧ **Aug till now Monitoring and Evaluation Assistant at Islamic Relief Somalia**
- ✧ Jan-June-2012 Project Coordinator **Elman Peace and Human Rights Center**
- ✧ Jan-Dec-2010 Project Assistant **Somali Socially Relevant Development Agency (SSRDA) known as now AID VISION**
- ✧ July-Dec-2009 Finance Assistant **Development Line for Somalia (DELIS)**

Seminars / Workshops

- May-2012 Digital Security for Human Rights Defenders **UNPOS**
- ❖ July 30-2011 Leadership and Governance Training
At Kampala International University (KIU)

- ❖ March-2011 Trainer of Trainees
At African Population Consult
- ❖ June 4-2010 **UNICEF Hargeisa**
 - ✓ Financial Management
 - ✓ Emergency Preparedness and Response plan
- ❖ May-24-2010 Interactive Media Program
Oxfam Novib Hargeisa
- ❖ March-2010 Monitoring and Reporting
Elman Peace and Human Rights

Hobbies

- ✧ Community Work
- ✧ Reading at leisure time

Professional Activities

- ✧ Member of Banadir Youth Network (**B.Y.N**)

Languages

- ✧ English Good (Both written and spoken)
- ✧ Somali Mother Tongue

Referees

1. Aden Yusuf Mahdi (SA'ID C.T.C admin officer) Tel. 0025261-5555702
2. Ibrahim Rage Mohamud (Somali Socially Relevant Development Agency as President)

Tel. 0025261-5555249

3. Sahra Osman Elmi (Nation link Telecom as Direct Assistant). Tell. 00252699966480

