

**LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE IN
SELECTED NONGOVERMENTAL ORGANISATIONS
IN BOSASO DISTRICT OF SOMALIA**

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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".

Mohamed Mohamed Ismail

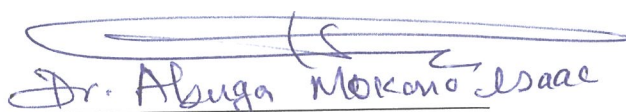
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Date

DECLARATION B

"I confirm that the work reported in this presentation was carried out by the candidate under my supervision".



Dr. Abuya Mokono Isaac

Name and Signature of Supervisor

21. 12. 2012

Date

DEDICATION

I dedicated this thesis to my grandfather Ismail Farah, my mother Amino Jama, Said who's tireless supported me with patience and understanding cannot be measured.

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may great thanks go to Almighty Allah the most Gracious and the most Merciful who enabled me to successfully finish my education and because of His power, i was able to achieve all his goal and my dream has come true (Alhamdullillah). I believe without me, I would not have made it.

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ABSTRACT

The study was carried out to investigate the Relationship between leadership and organisational performance in select NGOs in Bosaso puntland Somalia. This study was based on five objectives that were; 1) To determine the profile of the respondents in terms of gender, age qualification and experience. 2) To determine the level of effective leadership. 3) To determine the level of organizational performance . 4) To determine whether there is significant difference between effective leadership and organizational performance. 5) To determine whether there is significant relationship between effective leadership and organizational performance. The researchers formulated one hypothesis to guide the study. The researchers employed random sampling method to draw a sample of ninety three (93) in the two selected ministries whose population all together was one hundred and twenty two (122). The researcher used the content validity index (CVI) that gave the coefficient of the both instruments as 0.7 and 0.84 respectively. The T-test and Pearson's Linear Correlation Coefficient statistical analysis were used to analyze the data. The hypothesis was tested at 0.5 level of significance. The results showed that there was a significant relationship between effective leadership style and organizational organisation. Based on the findings it was recommended, among others, that community participation should be maintained, number of female and youth need to be increased.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Historically more than two thousand years ago, the ancient Greek philosopher Plato attempted to define leadership. Fast forward to the twentieth century, and theorists were still searching for a definition. In fact, during the past century.

The concept and definition of leadership and style may differ from one person, or situation, to the other. The word leadership has been used in various aspects of human endeavour such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person's interest will decline. Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the

need for a manager to find his leadership style. Leadership among Greek warriors was based upon "a first among equals" principle.

Such leadership was a product of a culture of equality and mutual accountability of the organisation. In a very tangible sense, cultures are networks of social relationships. Military cultures, especially in battlefield situations, have highly articulated roles and codes of conduct and mutual accountability.

Although an individual may gain prominence and status apart from a group, it is often not the result of individual achievement, but how the individual exemplifies certain traits that represent the best traits of that group, such as sacrifice, decisiveness, courage, initiative, and prowess. In fact, to attribute successes to the individual that derive from the group undermines a core principle of true leadership: the group comes before the individual. In the following stanzas taken from Alfred Lord Tennyson's ode to Wellington, many of the qualities that continue to make leaders great transparency and accountability of organisation.

Over the last two decades, there has been a growing interest on how non-governmental organisations NGOs manage their activities and financial resources. This increased attention is related to the fact that some NGOs receive significant financial resources from donors (Gray *et al.*, 2006; Goddard and Assad, 2006) and also on the premise that they are viewed as more credible in addressing particular societal and developmental needs. In addition, an active "home-grown" VO sector in developing nations is associated to a stronger civil society and an increased democratic development (Mercer, 2002; Chandhoke, 2002).

NGOs – especially smaller ones established at local levels – are highly dependent on the “free” involvement of individuals (volunteering, donating cash or goods), with little or no reliance on professional paid staff. This is reflective of Jegers and Lapsley's (2001) words that “... at the heart of the non-profit domain is the gift relationship”. As such, it is the interplay between the altruistic, “emotionally-led” nature of NGO activity and the wealth-maximising, “objective calculative” nature of accounting/financial practices that have given rise to a sustained academic interest as to how and why NGOs use such practices (Forbes, 1998; Jegers and Lapsley, 2001).

The World Association of Non-Governmental Organizations the (WANGO, 2005) has set up a code of ethics and conduct relevant to this study is the position that NGOs should strive for openness and honesty internally , externally and toward donors and members of the public. Periodic accountings should be made. The standards require that an NGO should be transparent in all of its dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information. Similarly, an NGO's basic financial information, governance structure, activities, and listing of officers and partnerships shall be open and accessible to public scrutiny and the NGO is to make effort to inform the public about its work and the origin and use of its resources. Furthermore, an NGO should be accountable for its actions and decisions, not only to its funding agencies and the government, but also to the people it serves, its staff and members, partner organizations, and the public at large.

The WANGO (2005) also emphasized the need for truthfulness and legality where an NGO should be honest and truthful in its dealings with its donors, project beneficiaries, staff, membership, partner organizations, government, and the public in general, and should respect the laws of any jurisdiction in which it is active. The set standards are that an NGO should give out accurate information, whether regarding itself and its projects, or regarding any individual, organization, project, or legislation it opposes or is discussing. Similarly, an NGO should not engage in any activities that are unlawful under the laws of the nation in which it is organized or works, and must be strongly opposed to, and not be a willing partner to, corruption, bribery, and other financial improprieties or illegalities. Furthermore, an NGO should have a policy for staff and volunteers to confidentially bring evidence to the governing body of misconduct of anyone associated with the organization. Related to the above standards an NGO should meet all of the legal obligations in the countries in which it is organized or works. Such obligations may include laws of incorporation, fundraising legislation, equal employment opportunity principles, health and safety standards, privacy rules, trademark and copyright legislation, and so forth. an NGO should take prompt corrective action whenever wrongdoing is discovered among its staff, governing body, volunteers, contractors, and partners.

NGOs have become major players in the field of international and national development. Since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth. From 1990 to 2000 total development Aid disbursed by International

NGOs increased ten-fold. In 1992 the international NGOs channeled over \$7.6 billion of aid to developing countries (World Bank report, 2008). Non-governmental organizations (NGOs) are independent of Government and business. They play an important role in society, especially where the Government and the private sector have inadequate capacity to provide public goods like health facilities, drugs, shelter, clothing, education and sanitation (Kasenge, 2009). NGOs have non-financial objectives as their primary role. The donors normally require the NGOs to draw up work programmes, backed up by budgets, for the particular activities to be carried out for a period of time.

NGOs have mainly functioned to service the needs of the landless, usually assisted by foreign donor funding as a counterparts to the state's efforts (Lewis, 1993). More than 90% of NGOs describe their activities as targeted at the poor and the vulnerable. The sectoral outline shows the activities with participation rates exceeding 15% in Uganda as follows: Education and training, HIV/AIDS awareness training and prevention, Community development, Support to farmers, Advocacy and Human rights, raising awareness, Counselling, Child services and preventive health care. Besides all these advancement in the field of NGO, effective leadership create public interest, donor confidence and positive attitude from government officials.

Overall, however, there has been little "international" published evidence – particularly beyond the sphere of developed countries such as UK, USA and Australia – on how NGOs and their actors use (or not) internal controls and how this status-quo has influence NGO performance

so within smaller, locally-established and less professionally managed NGOs (Dixon et.al, 2006).

In this light, this study sought to contribute to the literature by providing additional evidence on the state of leadership and NGO performance in the Somalia context and by adopting an interpretive perspective/approach to explain the relationship between leadership style in the so-called locally-created NGOs in Somalia.

Statement of the Problem

Leadership in all organisations including NGOs are mandatory practices that are envisaged to contribute to various indicators of the Organization performance. Despite all the efforts to put in place social service, there are continued reports of a wide range of financial practices inside the organization, mismanagement, error of the communication and information of NGOs, poor leadership, waste of organization's assets and to say it short a precarious state of Local NGO (Puntland Non State Actors Association, 2009). To this effect there has been no empirical evidence on how effective leaders have influenced the reliability of financial reports, efficiency and effectiveness of NGO operations and compliance to laws and regulations surrounding local NGO working for the betterment of the people of Puntland Somalia. In view of this discrepancy, there was need to investigate the relationship between leadership styles and local NGO performance to highlight best practices in NGO management to improve the lives of those who benefit from the organization.

Purpose of the Study

The purpose of this study was to investigate the relationship between the leadership styles and Organization performance in selected local Non Governmental Organizations in Bossaso Puntland, Somalia.

General objectives

The purpose of this research is to analyze if there is relationship between the transactional, transformation and laissez-faire leadership styles and organisational performance in select nongovernmental organisations in Bossaso Somalia.

Specific objectives

This study aimed at achieving the following objectives

1. To determine the profile of the responders as to:
 - a. Gender
 - b. Age
 - c. Educational level
 - d. Position in the organisation
 - e. Number of years of experience
2. To determine the level of leadership style in select NGOs of Bossaso Puntland Somalia.
3. To determine the level of organisational performance in select NGOs of Bossaso Puntland Somalia.

4. To determine whether there is significance difference in the level of leadership style and organisational performance in select NGOs in Bosaso puntland Somalia.
5. To determine whether is significance correlation between leadership And organisational performance in select NGOs in Bosaso puntland Somalia.

Research Questions

1. What are the demographic characteristics: of the respondents as to:
 - a. Gender?
 - b. Age?
 - c. Educational level?
 - d .Position in the organisation?
 - e. Number of years of experience?
2. What is the level of leadership style in select NGOs of Bosaso puntland Somalia?
3. What is the level of organisational performance in select NGOs of Bosaso puntland Somalia?
4. Is there a significance difference in the level of leadership style and organisational Performance in select NGOs in Bosaso puntland Somalia?
5. Is there a whether significance correlation between leadership and Organisational performance in select NGOs in Bosaso puntland Somalia.

Hypothesis

H₀: There is a significant relationship between leadership and organisational performance in select NGOs in Bosaso Puntland Somalia.

H₀: There is a significant relationship between leadership and organisational performance in select NGOs in Bosaso Puntland Somalia.

Scope of the Study

Content Scope

The study concentrated on effective leadership styles and organisational performance considerations of control social services, risk asset, control activities, information and communication, and leadership style and how they have influenced the reliability of financial reports, efficiency and effectiveness of NGO operations, compliance to laws and regulations performance indicators of NGO performance.

Geographical Scope

The study was carried out among five (3) local NGOs in Bosaso Puntland Somalia which a semi autonomous state in the war ravaged Somalia.

In context, the study will focus on interconnection between leadership styles and organisational performance considering transactional, transformational and laissez faire styles and organisational performance evaluating job it's self, pay, promotion opportunity, co-workers and the supervision.

Time Scope

The study covered the period June 2012 between December 2012 the time when most local NGOs were implementing in that period and were faced with challenges of leadership and performance.

Theoretical scope

These theories are fielder's contingency theory (bass,1998). That attempted to explain leadership and organization performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively(Jawaharlal, 2007).

Significance of the Study

- This study highlights the importance of having a sound standardized leadership in the NGOs and its major roles.
- This study equally benefit NGO executive managers to help increase broad understanding about the benefits that the NGOs gets if effective leadership adopted in the organizations.
- improving organisational performance because this study findings might open new direction for NGOs leaders and organisational performance.
- It also helps Managers to establish effective leadership in their organizations.
- The researcher also hopes that the study will benefit other researchers to get a basis for further research on leadership style and organization performance in their organizations.

- The research would lead to the generation of ideas for better understanding of leadership by adding on new knowledge in NGO management in a post conflict state.

Operational Definitions of Key Terms

A leadership style

Leadership can be defined as the process of influencing others to work toward predetermined goals.

Style can be defined as the way a person usually behaves when he or she is able to do things his or her own way.

Put leadership and style together and you get the definition of leadership style:

A person's unique way of influencing others to work toward goals.

The most effective leaders adapt their leadership styles to meet the requirements of individual situations.

Refers to a pattern of behavior and actions leaders use to achieve the desired outcomes. It describes how they set up standards for the team, develop their teams' short- and long-term goals, listen to employees, provide them with the feedback, motivate, reward and punish them.

Transactional Leadership:

Three scales are identified and defined as being characteristics of transactional leadership (Bass, 1985; Bass, Avolio, & Goodheim, 1987):

Contingent Reward

The leader provides rewards if followers perform in accordance with the contract or expend the necessary effort.

Task performance The leader has a firm belief on achieving the goals and that should have higher priority than any other objectives.

Management by Exception (Active) The leader concentrates fully on dealing with employees' mistakes, complaints and failure

Democratic Leadership Style

The main objective of this style is reaching a consensus. When you use this style you rely on your employees making the decisions impacting their work, trust their abilities to make those decisions, which sometimes may be complex and cross-functional, and reward group rather than individual performance. You create a group commitment to the goal.

Coaching Leadership Style

The main objective of this style is to develop your employees. When using this style you inquire about what they learned and what they could improve or do differently. You help them develop their long-term goals, identify strengths and weaknesses, provide feedback and motivate them to improve. You look at mistakes as learning opportunities, talk to employees in a form of open questions and listen to them inventively.

Efficiency and Effectiveness of Operations

Efficient refers to the relationship between the resources used and the outputs produced to achieve the objectives. It means the minimum resource inputs to achieve a given quantity and quality of output, or a maximum output with a given quantity and quality of resource inputs. Effective refers to the accomplishment of objectives or to the extent to which the outcomes of an activity match the objective or the intended effects of that activity.

Compliance with Laws and Regulations

Means how the Organizations comply with all applicable laws. Laws should be understood not only in terms of the obligations that they create, but also for the rights and protection that they afford. The board is responsible for the organization's compliance with applicable laws and with those non-binding rules, codes and standards with which the organization has elected to comply.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter provides existing literature about leadership styles in relation to organization performance. It highlights Concepts, Ideas, and Opinions from Authors/ Experts. The first section presents the theoretical perspective; this is followed by a detailed presentation of concepts of leadership styles and NGO performance. A review of related studies is equally given and a conclusion.

Concepts, Ideas, Opinions from Authors/ Experts

The concept of effective leadership permeates and structures the theory and practice of work organizations. In the management concepts, leadership has been defined in terms of traits, behaviour, contingency, power and occupation of an administrative position.

Most of the definition reflects the assumption that leadership involves a process whereby an individual exerts influence upon others in a context. A general opinion that is supported by research results is that leadership style in NGOs, exerts a major influence on the structure, strategy and the well being of the firm. Smircich and Morgan (1982) state that leadership is by nature dialectical, it is socially constructed for the interactions of both leaders and the followers.

Yuki (1998) believed that any definition of leadership is arbitrary and very subjective but defined leadership as the process wherein an individual member in a group or organization influences the interpretation of events, the choice of objectives and strategies, the organization of activities, the maintenance of cooperative relationships, the development of skills and confidence by members, and the enlistment of support and cooperation from the people outside the group or organizations.

Similarly, Clemmer and McNeil (1990) suggest that leadership is not a role or position, but the ability to initiate action and move others to shared goals. For them leadership is the foundation stone upon which other vital components of organizational high performance-management systems and technology rest.

According to Gannon (1979), without effective leadership, it is difficult for an organization to function effectively. The leader defines the goal of an organization, develop the planning and control systems that guide and monitor the organizations destiny. Organizations on the other hand function effectively when there are persons to communicate with each other, who are willing to contribute action, to accomplish a common purpose. Leadership will exist and develop in any organization but it is preferable if the real leader is also the individual who is actually in charge. One of the inherent reasons why leadership among managers is not prevalent as it ought to be, particularly among libraries, is because we tend to select our human manager with other criteria in mind. Most senior librarians are bound

to be directly concerned with a team of people who will be looking up to them for leadership, motivation and involvement.

Although, it is not out of place to find some librarians who are in leadership positions, that lack the basic concepts of personnel management that could have been of tremendous impetus in the development of leadership skills.

Effective leadership generates increased motivation and effort. Greater motivation and effort are factors that lead to high organizational performance. Maslow (1970) identified five need categories which can serve as motivations and arranged them in hierarchical order, with physiological needs being the most basic. Although an individual can be manager without leading and an individual can be a leader without being a manager (for example, an informal group leader or elected trade union leader). A balance of management and leadership is necessary for a work organization to operate effectively.

Is'haq (2008) reported that intellectual stimulation leaders is the one that shows the degree to which he provides encouragement to his subordinates to be creative in looking at old problems in new ways, create an environment that is tolerance of seemingly extreme positions, and nurture people to question their own values and beliefs and those of organization(Jawahar, 2007).

Leadership style

According to Khurana, R. (2002) leadership is essentially the "secret" to successfully fulfilling demanding roles in today's society. A leadership *style* encompasses a consistent combination of individual behaviors and attitudes towards group members in order to achieve goals. Effective leadership can be a fundamental tool in maximizing NGO performance and has elicited an abundance of research. organization performance comprises of two components: "performance on the job and withdrawal from the job" (Brayfield, A.H. and Crockett, W.H., 1955). "Performance on the job" refers to factors such as efficiency and overall quantity and quality of output. "Withdrawal from the job" demonstrates adverse occurrences including absences, accidents and turnover. Subsequent definitions have marked performance as the ability to accomplish a purpose and produce the desired result (Chatman and Flynn, 2001).

This essay seeks to outline types of leadership styles projected by various researchers. In a culture that has denoted the immense importance of effective leadership, it will then analyze the effects of leadership styles on organization performance in accordance to the criteria above. To conclude, this essay will question the impact of leadership style, and finally debate whether it is crucial for adequate performance.

During the twentieth century, it was thought that reaching goals were vital to success, leading to the development of classical theories such as Taylor's theory of Scientific Management and Ford's introduction of the 'Assembly Line'. However, Mayo's Hawthorne Studies exposed the importance of social factors in addition to economic motivators. Thus, the

'Human Relations Movement' emerged resulting in a shifted focus onto social processes, and effectively the expansion of leadership theories.

The Ohio State Studies highlighted two central factors to leadership: "Initiating Structure" and "Consideration" (Stogdill, 1974). *Initiating structure* addressed task performance which served to fulfill duties whereas *consideration* represented relationship behaviors which aided to build leader-follower links. Essentially, levels of each component would combine to signify the leadership style a particular leader would adopt his article (Stogdill, 1974). Likert (1961) went on to summarize leadership styles into four types: exploitative autocratic, benevolent autocratic, consultative and democratic.

Leadership styles could be distinguished into four main types: **autocratic, democratic, laissez-faire and human relations**. An autocratic (or directive) leader would exude a sense of control and often outlining the means of how to achieve targets. Democratic leaders would alternatively consult group members and implement a vote before final decisions. Democratic leaders fall into a sub-group of participative leaders which involve group members in decision making. The laissez-faire approach encourages independence of followers and rarely contributes to the methods of output. Finally, a human relations style comprises of attributes similar a democratic leader, emphasizing the importance of consulting those involved before making a decision (Berkowitz, 1954).

The Michigan Studies concluded that leadership styles could be formed on a basis of their "employee orientation" and "production orientation", which consisted of behaviors similar to the Ohio State studies

(Katz, D., & Kahn, R.L., 1951). Originally, these constructs were seen as dependent variables; that is, if a leader was highly employee orientated their focus on product was compromised and vice versa. However, this principle was subsequently reconceptualised and viewed as independent constructs (Kahn, R.L., 1956).

The development of assessment methods later materialized including the Managerial Grid which assigned leaders levels of task and people concern (Blake and Mouton, 1964, 1978 & 1985).

The issues addressed in this essay relate to the introduction of leadership styles and examines the value on organization performance. The profusion of research in this area infers that leadership style has a consequence on employees in the workplace. Nonetheless, research has failed to depict an adequate association between leadership style and work performance, with many results proving contradictory and inconclusive (Yukl, 1994).

The lack of conclusive evidence for any approach to explaining leadership could have implications for the concept itself. There is reason to suggest that leadership is not critical with studies finding that forty-seven percent of executives rated their companies' overall leadership capacity as poor/fair while a minor eight percent ranked it as excellent (Csoka, L.S., 1998). The reliance of leadership in enhancing performance has largely been questioned with some arguing it as a "romanticized conception" (Meindl, J.R., et. al, 1985) and others speculating the concept as a social myth which "symbolically represents a regressive wish to return to the symbiotic environment of the womb" (Gemmell, G. and Oakley, J., 1992).

In other words, leadership is a necessity that society has created itself in order to disillusion individuals with the belief that another should be responsible for creating the visions and responsibilities that they could merely accept themselves. In addition, researchers have argued that leadership is not vital if substitutes are available such as "individual job expertise" and "intrinsic task satisfaction" (Kerr, S. and Jermier, J.M., 1978). Thus, it brings it into question that if leadership is not a stabilized concept, then perhaps all theories based on leadership could be brought into interrogation, including the principle of leadership styles.

The usefulness of leadership styles is undermined by the lack of an optimal style in all situations. Nevertheless, it has been suggested that leaders have back-up strategies if the usual style of accomplishing tasks fail (Blake, R.R & Mouton, J.S, 1975). As oppose to debating which style is superlative, it may be sensible to advocate the notion that styles could compliment one another (Sagie, A., 1997). This proposal reinforces the usefulness of leadership style providing that the appropriate style is employed according to varying circumstances.

The extent of research conducted, regardless of its substantiality, generates implications that "leadership styles do matter"(Somech, A., 2006). It would be ignorant to deny the magnitude of leadership in organizations, but that is not to say it should not be considered with caution. It would be reductionist to claim leadership is purely the reason for performance variations. Situational variables, such as culture, will inevitably influence leadership success. Rather than arguing a prime style, an appropriate approach to delegating leadership style would be the Path-

Goal Theory which states that leadership styles should be allocated according to the characteristics of the subordinates and the nature of the task (House, R.J. & Mitchell, R.R., 1974).

Leadership style as a reputable concept clearly imposes an effect on efficacy but companies cannot place full reliance on this tool; leadership style is merely a stimulant and not the sole foundation of organizational performance.

Organizational Performance

Organization performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system. Currently the most of studied are conducting to measure the performance by reactions of user to performance appraisal (Jawahar, 2007). The reactions are approximately always appropriate and adverse reactions can to difficult the largest part carefully constructed the system of appraisal (Murphy and Cleveland, 1995).

The previous studies described the positive association between servant leadership style and commitment of the organizations, outcomes and performance of the employees (Avolio et al., 2004). Schneider and George (2010) founded the positive association between effective leadership style and outcomes of the employees when organization of

employees' empowerment plays social service role between these relationship in volunteer service organizations.

The very few studies assumed the expression of performance appraisal and its effect on leadership commitment and organization performance instead of testing the employees performance critically (Williams & Levy, 2004) the described the most of the studies conducted to examine the relationships between reaction of performance appraisal, attitude and behavior of the employees.

The determinations of individual person differences which can affect the association between reactions of the performance appraisal and employees' work performance of the individual may discover the situations in which performance appraisal is much or less effective that study such as to capitulate results of relatively in practical (Fletcher, 2001). The fundamental activities of performance appraisal are Goal setting and feedback that are broadly assumed the impact of performance positively by increasing specific information, knowledge, and motivation which are important for increasing the performance of employees (Fletcher, 2001).

Kuvaas (2006a) concluded the positive association between reactions of performance appraisal and commitment of the organization and intrinsic motivation plays moderate role between their relationships. The positive association founded between reactions of the performance appraisal and organization performance in which autonomy orientation acts as moderate between their relationships (Kuvaas, 2007).

Kuvaas (2011) found the increasing and positive interaction between reactions of the employees and employees organization performance in which feedback plays moderate role between their relationships. In this study we used the 6 dimensions (task performance, hard working, orgainstion commitment , better perform, , and quality of work) of Kuvaas for measurement and identify the work performance of the employees because Kuvaas constructed the advance dimensions of organisation performance.

Information objectives are created for maintaining reliability and completeness in the financial and management information sectors of an organization. These objectives are met by setting up proper procedures for handling financial information. Financial information is recorded in a consistent and accurate manner. These objectives begin by controlling the environment employees work in. This goal is achieved by separating duties of employees and not giving too much control to just one person. When creating information objectives, the management team must assess the risks that are prevalent and implement procedures to reduce these risks.

Financial statements cannot be useful if they are based on unreliable and inaccurate recordings of transactions. There is no greater example of the garbage in, garbage out principle than financial statement preparation. The problem is that financial statement users cannot usually assess the presence of garbage simply by reading the statements. The statements may look fine, but in reality be riddled with inaccuracies (Aldridge and Colbert, 1994).

Efficiency and Effectiveness of Operations

Efficient refers to the relationship between the resources used and the outputs produced to achieve the objectives. It means the minimum resource inputs to achieve a given quantity and quality of output, or a maximum output with a given quantity and quality of resource inputs. Effective refers to the accomplishment of objectives or to the extent to which the outcomes of an activity match the objective or the intended effects of that activity. "Performance and profitability goals as well as safeguarding of resources are the major objectives to be attained by effective and efficient operations. This implies that operations are performed so as to attain their intended effect (COSO, 1992). Such objectives can be accessed through biannual or quarterly performance audits

Operational objectives are designed to maintain efficiency and effectiveness in the operations of a company. Included in operational objectives are procedures that promote companies' use of assets and resources properly. There are two types of internal controls. Preventative controls are procedures used to avoid potential problems before they happen. Operational objectives are designed to serve this purpose. Procedures developed to meet operational objectives include things such as the separation of duties and the requirement of proper authorization and password usage to control access to important company information (Bushman, 2007).

Compliance laws of organisation

A standard dictionary definition of compliance conjures notions of conformity – “the act or an instance of complying; obedience to a request or command” (Concise OED, 1990 quoted by Hutter, 1997). Many studies make the tacit assumption that compliance equates to complying with legal rules and no more. This does little to enhance an understanding of compliance practice or behaviour in regulatory contexts. This idea is mirrored in much of the policy literature with ‘compliance’ being defined with a degree of circularity, as a mechanism used to secure compliance with the law e.g. inspection or enforcement.³ Hence compliance is aligned with the behaviour of those being regulated. Equating compliance, however, with adherence to the law raises a number of issues. For example *who* is to determine whether compliance has occurred? Is this a subjective issue (and so one with which only the regulated community or the regulator is primarily concerned), or is it a question to be addressed by reference to more objective standards? Although “a relatively unrefined concept” (Hutter, 1997) the academic and policy literatures provide indicators of many of the underlying themes. Some scholarly sources adopt a tacit understanding of what is meant. Compliance is sufficiently malleable a term to encompass a range of activities and aspects of regulation including the act of enforcement of the law, the process of securing the underlying aims and objectives of regulations and the negotiation of regulatory outcomes. In comparison to the expansive literature on regulation, its treatment as a discrete topic remained less well developed (the work of Carson (1970) and Cranston (1979) being

notable exceptions) until the 1980's, when a body of predominantly empirical literature focusing on the nature of compliance emerged (Di Mento, 1986; Friedland, 1996; Hawkins, 1984; Hutter, 1988 and 1997).

Compliance behaviour is defined commonly by reference to established regulatory standards, in the sense of compliance *with* something, most often legal rules. We know that those subject to regulation may find this difficult. They may not understand very well the regulatory provisions in detail (Hutter, 1988 and 2001) or if they do, they may (mis)interpret them for a number of reasons. In an empirical study of small to medium-sized enterprises undertaken for the HSE, Fairman and Yapp (2005) noted that for the firms themselves compliance equated to "doing all they were told to at an inspection, or advisory visit or other intervention"; adherence to the law (and this presupposes that they had a sufficient knowledge of it) had little relevance.

Compliance with the law needs to be distinguished from regulatory officials' use of the law. It may result in securing policy objectives much broader than the legal rule whether or not in complete adherence to the legal provisions (Hutter, 1997). Here compliance can be viewed as a process. It relates to:

- The defining of ambiguous responses at policy and field levels;
- The process of detecting violations, and
- Remedying (regulatory) problems (Reiss, 1984).

Only at its narrowest, is this compliance with the law.

Organizations must comply with all applicable laws. Laws should be understood not only in terms of the obligations that they create, but also for the rights and protection that they afford. The board is responsible for the organization's compliance with applicable laws and with those non-binding rules, codes and standards with which the organization has elected to comply. One of the most important responsibilities of the board is to monitor the organization's compliance with all applicable laws, rules, codes and standards.

Compliance performance

Compliance with laws and regulations deals with those laws and regulations which the organization is subject to. First and foremost, the organization must be aware of all laws and regulations to which it is subject such as generally accepted accounting principles (GAAP), EU rules and regulations, corporate governance rules, and other specific ones (Bushman, 2007).

It is important to note here the word *applicable*. There are a wide variety of laws and regulations that affect different organizations. Some of these laws and regulations are very specific in regard to what departments or employees they may affect. Therefore, the system of internal control must be designed in such a way that it complies with the requirements of applicable laws (Bushman, 2007).

In general, compliance means conforming to a rule, such as a specification, policy, standard or law. Regulatory compliance describes the goal that corporations or organizations aspire to in their efforts to ensure

that personnel are aware of and take steps to comply with relevant laws and regulations.

Due to the increasing number of regulations and need for operational transparency, organizations are increasingly adopting the use of consolidated and harmonized sets of compliance controls. This approach is used to ensure that all necessary governance requirements can be met without the unnecessary duplication of effort and activity from resources (Aldridge and Colbert, 1994).

Compliance objectives are designed to ensure that an organization's operations and financial reporting follows all applicable laws and regulations. These objectives are also designed to promote the reliability of financial statements. The five components of leadership controls are vital to compliance. Knowledgeable employees must handle the financial work of the company. Detective control procedures must be performed.

An effective leader is one way of determining if all financial regulations are being followed. Leadership also informs organizations of any criminal activity possibly taking place in the organization.

Compliance objective is needed to be reaching in order to protect the organization's franchise and reputation, by respecting the laws and regulations, the supervisory requirements and the organisation's policies and procedures (Applegate and Wills, 1999).

Theoretical Perspectives

Situational/contingency approach

After 1960 Contingency theory was given about leadership style. In this theory leadership define in a new way. It gives a unique idea about the leadership. It said in this world there is no specific model or style of leadership. Every person take different leadership style according to situation they encounter or faced at that time. It said that any leader should adopt that situational leadership which gives best result at that time.

After Contingency, Contemporary leadership theory was given in 1970. We can say that Contingency theory about leadership is modified form of contingency theory of leadership.

Contingency theory said that leadership is a type of process which also effects the environment. "Bass & Avolio (1990) represent leadership in two different styles which named is transactional leadership and transformation leadership. In which transactional leadership meansthat by motivated and giving them some rewards to encouraging them.

There are given many ideas and theories about leaderships over years, but many theories center on a keys idea that is leaders have two types of style.

First involves peoples-oriented style, it means at work place leader give a positive working environment in which worker feel friendly environment and share ideas and problems with leaders. Employees feel no burden of

work. They can easily change their working style according to current situation.

Secondly the theory involves tasks-oriented leadership style, in which the leader helps subordinates figure out what is expected of them and manages the daily activities of group toward accomplishing a task. This is referred to as transactional leadership. In this employee not feel himself free at work. Employee things that their supervisor is watching them and if they did any wrong thing than their manager will insult them on it. the situational approaches emphasize the importance of the situation as the dominant feature in the effective leadership, together with the leader and the followers (mullins,1999).

Contingency theory attempt to explain organization performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system. Currently the most of studied are conducting to measure the performance by reactions of user to performance appraisal (Jawahar, 2007). The reactions are approximately always appropriate and adverse reactions can to difficult the largest part carefully constructed the system of appraisal (Murphy and Cleveland, 1995).

The previous studies described the positive association between leadership style and commitment of the organizations, outcomes and performance of the employees (Avolio et al., 2004). Schneider and George (2010) founded the positive association between servant leadership style and outcomes of the employees when employees' empowerment plays mediation role between theses relationship in volunteer service organizations.

The very few studies assumed the expression of performance appraisal and its effect on employees' commitment and work performance instead of testing the employees performance critically (Williams & Levy, 2004) the described the most of the studies conducted to examine the relationships between reaction of leadership style and performance appraisal, attitude and behavior of the organization.

Related studies on effective leadership styles and organization performance

The success of an organisation is reliant on the leader's ability to optimize human resources of NGOs. A good leader understands the importance of employees in achieving the goals of the NGOs, and that motivating the employees is of paramount importance in achieving these goals. It has been widely accepted that effective organisations require leadership and that organisational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988).

Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership –

effective leader behavior facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Leadership is perhaps the most investigated organizational variable that has a potential impact on organization performance of the NGOs (Cummings and Schwab, 1973).

A large body of empirical evidences has demonstrated that leadership behaviors influence organizational performance that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership (Burns 1978; Bass 1990; Hater and Bass 1988; Howell and Avolio 1993).

Kirkpatrick and Locke (1996) identified over this study reported positive relationships between leadership and organization performance. Transformational leadership or its components have been associated with the increases in individual, unit, and/or organizational performance in a variety of meta analyses (Lowe et al. 1996), historical archival studies (House et al. 1991), laboratory experiments (Howell and Frost 1989; Kirkpatrick and Locke 1996), field experiments (Barling et al. 1996), and field studies (Baum et al. 1998; Curphy 1992; Hater and Bass 1988; Howell and Avolio 1993; Keller 1992). Recent leadership studies have continued to affirm the positive relationship between transformational leadership and performance at various levels (e.g., Dumdum et al. 2002; Dvir et al. 2002; Howell et al. 2005). Thus the researchers aim to discuss whether the transformational leadership does really stimulate the organization for higher performance or not.

COSO (2009) noted that unmonitored controls tend to deteriorate over time. Monitoring, as defined in the COSO Framework, is implemented to help ensure "that effective leadership continues to operate effectively." When monitoring is designed and implemented appropriately, organizations benefit because they are more likely to: Identify and correct control problems on a timely basis, Produce more accurate and reliable information for use in decision-making, Prepare accurate and timely financial statements, and Be in a position to provide periodic certifications or assertions on the effectiveness of control.

Over time effective monitoring can lead to organizational efficiencies and reduced costs associated with public reporting on internal control because problems are identified and addressed in a proactive, rather than reactive, manner. By definition, when there is a material weakness in internal control, there is "*more than a remote likelihood that a material misstatement of the annual or interim financial statements will not be prevented or detected*" (PCAOB 2004). A weak control environment has the potential to allow both 1) intentionally biased accruals through earnings management (e.g., lack of segregation of duties) and 2) unintentional errors in accrual estimation (e.g., lack of experience in estimating the bad-debt expense provision (Dechow & Schrand, 2004).

While this relation has been suggested in prior literature (Kinney 2000), the lack of internal control data has generally precluded an empirical investigation and, therefore, the literature on earnings quality has been relatively silent

on the matter of control over financial reporting. For example, neither of the two recent publications on earnings quality (Schipper and Vincent 2003) mentions a possible relation between effective leader and earnings/accruals quality.

The two main sources of financial statement inaccuracy are deliberate dishonesty and incompetence. There are two principle ways to combat these problems. The first method is to regularly hire an outside accounting firm to audit the financial statements. In an audit, the outside accountant tests reported account balances for accuracy. As importantly, the leader tests to see that the development principles used in recording transactions are in conformity with menial goals development and applied on a consistent basis. Despite some notorious recent audit failures involving large corporations, the leader process, in most cases, provides a reasonable safeguard against fraudulent and inaccurate projects reporting.

The second method used to prevent fraudulent and inaccurate financial reporting is the adoption of adequate leader controls. leader controls are the policies and procedures that a business can take to safeguard its assets, insure accuracy of financial reporting, and prevent fraud. These methods are not mutually exclusive. In the best of all worlds, firms would have both good internal controls and regular audits.

Unfortunately, hiring outside auditors and having the very best internal controls can be expensive, especially for small organizations. The question of how much money should be spent on social service and control the

assets of community is a matter of perspective and circumstances. For example, a small organization that uses the financial statements for internal management purposes only has little incentive to hire an outside leader. On the other hand, small organizations lenders and outside stakeholders have a much greater need for lead and know financial statements.

Leadership are the policies and procedures that a firm uses to safeguard its assets, insure the accuracy of financial reporting, and prevent fraud. Insuring the accuracy of accounting information can involve something as simple as designing transaction registers and journals that minimize the mis-recording of transactions. Other common sense policies involve purchasing reliable accounting software and hiring well-qualified bookkeeping personnel to handle basic accounting tasks.

There are several widely used leadership procedures to prevent employee theft. Three of the most important controls are employee bonding, segregation and rotation of duties, and budgeting. Bonding is a form of commercial insurance that indemnifies a firm against employee theft. Usually, a background check is required to obtain bonding for any particular employee. Many umbrella commercial insurance policies include blanket employee theft coverage that does not require specific background checks.

Segregation of duties ensures that employees who handle cash or other assets do not also have access to accounting records. This prevents employees with access to both assets and accounting records from

covering up their thefts that causes poor leadership. Providing accurate information to the organizations is a key mandate that organization management takes seriously.

Similarly, the International Accounting Standards (IAS) doesn't have specific guidelines for NGOs. Regarding applicability of financial management practices to NGOs, the Accounting Standards Board (ASB) has given an opinion in September 1995. "The Institute issued Accounting Standards for use in the presentation of the general purpose financial statements issued to the public by such commercial, industrial or business enterprises as may be specified by the Institute from time to time and subject to the attest function of its members" (Siddika 2007). It is clear from the above that the Accounting Standards are applicable to NGOs whose some, or more, of the activities are commercial or business in nature. However, it is very difficult to determine what the exact meaning of commercial is or business activities with reference to NGOs. NGOs are not meant for earning profit out of their activities.

The World Bank put emphasis on the reporting practice of NGOs but the existing laws and regulations has minimal emphasis on financial management of NGOs. It would be effective if there could be a simple and single form of financial management for all NGOs and accounting for all of their activities. But the activities of the NGOs' are too numerous and diverse and the legal interests of the government and the public are too diverse to make this possible. NGO Board has consistently called for high levels of transparency in all NGOs operations; with its emphasis on financial transparency to sustain stakeholders' confidence. NGOs are

required to follow best practice in the preparation of financial statements and reports on the basis of GAAP and International Accounting Standards (World Bank report, 2008).

Conclusion

The literature suggest a possible relationship between leadership style and firm performance in social service entities in the western world but is silent on a direct relationship between leadership styles and NGO performance at least in Somalia, a state faced with war and insecurity and dependent on NGO efforts to offer its much needed public services. This study therefore strived to cover this gap by establishing the relationship between leadership style and local NGO performance in a post conflict rebuilding state, Somalia.

CHAPTER THREE

METHODOLOGY

Introduction

This section presents the methodology that was used to obtain the study objectives and questions. It presents the study design, population of study, sample size and sampling and techniques, data collection instruments, measurement of variables, research procedure and data analysis techniques.

Research Design

The study used a descriptive correlation quantitative design to investigate the effective leadership styles and organization performance using information gained from the questionnaire. The descriptive correlation quantitative design was used to establish the relationship between the independent and dependent variable through quantifiable results.

Research Population

Target population

The study was conducted among three (3) selected local NGOs. Namely by Tadamun social society, puntland youth organization and Bosaso resource centre in Bari region particular in Bosaso

The target population was two hundred (200). Because these three selected local NGOs provide their customers best service of social service such as free education, fun distribution, and social service rather than other NGOs in Somalia. The target population were the employees (top & middle administrators and supporting staff) involved because they are all directly affected by whatever policy is made on inventory which in turn affects organizational performance of selected telecommunication companies in Bosaso Somalia.

Sample Size

The sample size of the study was 122 respondents of which ninety-three (93) respondents were supporting staff (non-managerial), and forty (40) were top & middle administrators. These are the people who do engage in the day to day operations of these institutions so they are right people to give their views on the issues concerning organizational performance.

Table 1

Respondents of the Study

Organization	Target population	Sample size
Tadamun social society		
Supporting Staff	61	47
Top & Middle administrators	61	46
Grand total	122	93

Sampling design and sampling Procedure

The study used simple random sampling technique. Simple random sampling technique is a technique that selects a sample without bias. The minimum sample size is computed using the **Sloven's formula**, which state that for any given population the required sample size is given by;

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

Where; n =the required sample size; N = the known population size; and e= the level of significance, which is = 0.05. Given a total population of 200 respondents in Tadamun social society in puntland Somalia, a sample would be 122 respondents as illustrated Table 1.

Research Instrument

The research tools that were utilized in this study include the following: (1) *face sheet* to gather data on the respondents' demographic characteristics (gender, age, qualifications, number of years in the NGOs, number of years of working experience); (2) *researcher devised questionnaires* to determine the level of effective leadership styles as components of *effective leader* (5 items), *problem solve*(2 items) and *lead time* (2 items), *decision making*(1 item) *effective and efficiency* (5 items), similarly non-standardized *instrument* were used to determine the level of organizational performance (4 items).

Validity and Reliability of the Instruments

The research was tested for validity of leadership style Questionnaire which is non-standardized one, where content validity was done by ensuring that questions or items in questionnaire conform to the study's conceptualization, supervisor and other senior staff in KIU who are experts in the field of the study evaluated the relevance, wording and clarity of questions or items in the instrument. Pre-testing for reliability was conducted by administering the questionnaire to 3 qualified administrators in selected local NGOs who was not be included actual questionnaire in this study the $CV.I=0.84$ I the research.

Construct validity would be ensured using factor analysis reliability of the instrument on multi-item variables (e.g. effective leader , problem solver, and effective and efficiency .) and pre-test was done using the Cronbach Alpha methods of at least 0.7 (Amin, 2003).

Data Gathering Procedures

The following data collection procedures were implemented:

A. Before the administration of the questionnaires

1. The researcher requested for an introduction letter from College of Higher Degrees and Research to get permission to conduct the study from respective directors of selected telecommunication companies.
2. When approved, the researcher secured a list of the qualified respondents from the selected companies' authorities in charge and select through simple random sampling from this list to arrive at the minimum sample size (table 1).
3. Reproduce more than enough questionnaires for distribution.

4. Select research assistants who assisted in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

B. During the administration of the questionnaires

1. The respondent was requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants was emphasized retrieval of the questionnaires within two weeks from the date of distribution.
3. On retrieval, all returned questionnaires checked if all are answered.

C. After the administration of the questionnaires

- D.* The data collected was organized, collated, summarized and statistically treated and drafted in tables using the Statistical Package for Social Sciences (SPSS).

Data Analysis

To determine the demographic characteristics of the respondents, the frequency and percentage distribution was used.

The mean and standard deviations was applied for the level of leadership style and organizational performance. An item analysis based on the mean scores and ranks was reflected the respondents in terms of leadership style and performance.

The t-test was utilized to test the difference between means for hypothesis one (Ho #1) at 0.05 level of significance. A multiple correlation

coefficient was used to test the hypotheses on correlation (Ho #2) at 0.05 level of significance using a t-test was employed. The regression analysis R^2 (coefficient of determination) was computed to determine the influence of the independent variables on the dependent variable.

The following mean range was used to arrive at the mean of the individual indicators and interpretation:

A. For the level of leadership style,

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very good
2.51-3.25	agree	good
1.76-2.50	disagree	Fair
1.00-1.75	strongly disagree	Poor

B. For the level of level organisation performance.

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very good
2.51-3.25	agree	good
1.76-2.50	disagree	Fair
1.00-1.75	strongly disagree	Poor

Ethical Considerations

To ensure utmost 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. All questionnaires were coded to provide anonymity of the respondents.
2. The respondents were requested to sign the informed consent.
3. Authors quoted in this study were recognized through citations and referencing.
4. A written communication to the authors of the standardized instrument.
5. On emotional intelligence to solicit permission to use the standardized questionnaire.
6. Presentation of findings were generalized.

Limitations of the Study

The researcher was accepted (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study:

1. *Testing*: Differences in conditions and time when the data was obtained from respondents by different persons on different days at different hours. This was minimized by orienting and briefing the research assistants on the sampling techniques and data gathering procedures.
2. *Instrumentation*: The research instruments on leadership style and organizational performance are not standardized. Therefore a

validity and reliability test was done to produce a credible measurement of the research variables.

3. *Mortality*: The calculated number of respondents may not be reached considering the fact that some questionnaires may not be returned due to circumstances with the respondents and beyond the control of the researcher (All questionnaires may not be returned completely answered or even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal to participate). Therefore, the researcher endeavoured to attain the appropriate number of respondents for reasons of representativeness.
4. *Extraneous Variables*: These were beyond the researcher's control such as respondents' honesty, personal biases and descriptive nature of the design.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

INTRODUCTION

This chapter shows the background information of respondents, description of the independent variable, and description of dependent variable and testing of the relationships between the two variables. The pertinent research hypotheses are also tested here.

Profile of the NGOs Staff Respondents

The first research question of the study was to determine the profile of the respondents used in this 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, the findings are presented below.

Description of employees by sex, Age and position

The study sample involved both male and female employees age and position of local nongovernment organization in Bosaso puntland, Somalia

Profile of the Respondents

Table 4.1

The Gender, Age and position of the respondents

Profile of the respondents	Frequency	Percentage
Gender		
Male	68	73
Female	25	26.9
Total	93	100
Age of respondents		
20-30	36	38.7
31-40	39	41.9
41-50	10	10.8
51-Above	8	8.6
Total	93	100
Position of the respondents		
Top management	5	5.4
Middle management	20	21.5
Operation	68	73
Total	93	100

Source: primary Data 2012

From the table 4.1 shows that the findings of the study indicated the majority of employees in the sample were males represented by 73% while females were minority represented by 26.9%. This clearly shows that most employees at NGOs in Bosaso are male.

The findings of the study indicated that majority of employees represented by 41.9% were of age bracket 31-40, minority represented

by 8.6% were of the age bracket 50 years and above. This finding suggested that the NGOs staff were of diverse age groups. The diversity in age of the staff implies that the staff would have different values for their performance.

The findings of the study revealed that the majority of the employees in the sample were operation management represented by 73%, while minority of the employees in the sample were of top 5.4 % were top management.

Table 4.2:
The Educational Level and Experience of the Respondents

Profile of the Respondents	Frequency	Percentage
PhD	2	2.2
Master	5	5.4
Bachelor	40	43
Diploma	25	26.9
Secondary	21	22.6
Total	93	100
Experience of the Respondents		
1-5 years	30	32.3
6-10 Years	41	44.1
11-15 Years	19	20.4
15-Above	3	3.2
Total	93	100

Source: primary data 2012

The findings of the study the table 4.2 revealed that the majority of the employees in the sample were 43% of the respondents hold a bachelor, minority represented by 2.2% where of the PHD holders. This is indicating that NGOS attracted and retained highly educated employees who are likely to perform their duties well.

The findings of the study indicated that majority of employees represented by 44.1% of the respondents have worked for 6-10 years. Where the minority of the respondents represented by 3.2% where as 15 and above experience, the findings indicate that there is high employee retention in local NGOs in Bosaso, Somalia.

Level of leadership style

The independent variable in this study was leadership style broken down into several aspects that is, effective leader, problem solver, effective and efficiency) and (high management, safety asset and economic project). All the 13 aspects of the leadership were measured quantitatively using items or questions in the questionnaire, with each Likert scaled between one to five; where 1 = very low retention; 2 = low retention; 3 = neither low nor high; 4 = high; leadership. Employees were required to rate controlling on each of the items of the by ticking the relevant number in the table. Their responses were analyzed using SPSS's summary statistics showing the means and standard deviations, as indicated in table 4.5.

Table 4.3:
Means and Standard Deviations on leadership style in NGOs (n= 46)

Indicator of the inventory control system	Sum	Mean	Std.D ev	Interpret
Effective leader				
The board of directors understands and exercises oversight responsibility for the effective leader.	238	2.56	1.255	Good
The leader is the chief of the achievements of the members in the organisation.	298	3.20	1.256	Good
It is the leader's job to help subordinates find their 'passion'.	246	.65	1.586	Good
Leader's need to be supervised closely or they are not likely to do their work.	355	3.82	1.276	Very good
Effective leaders give orders and clarify procedures.	250	2.69	1.161	Good
Problem solver				
In complex situations, leaders should let to solve the problems of NGOs.	287	3.09	1.222	Good
It is fair to say that most leader's in the general population are lazy.	251	2.70	1.168	Good
Leadership provide staff with the guidance of their resources to pursue their own developmental objectives.	255	2.72	1.172	Good
Leadership want to be a part of the problem solve process in the NGOs.	212	2.28	1.584	Fair
Leadership requires staying out of the way of organization in problem solve..	286	3.08	1.182	Good
Effectiveness and efficiency				
Most workers want frequent and supportive communication from their Leaders efficiency of work.	281	3.02	1.302	Good
Leaders need to help subordinates accept responsibility for completing Effective work.	267	2.87	1.304	Good
As a rule, leaders should allow subordinates to appraise their work effectively.	305	3.28	1.271	Good
Mean index		2.89	1.616	Good

Source: primary data 2012

The mean and standard deviation in table 4.3 indicate that on average respondents rated their companies as having good of leadership style on the most of the their leadership items which are effective leader items of the NGOs and most employees and middle managers when to effective leader management rated that it has very good (mean \approx 3.82) and the same of the carrying cost of the leadership (mean \approx 3.28), affecting of leader of the NGOs as good (mean \approx 3.20), the problem solve of leadership and average of the service are good (mean \approx 3.08) most of the employees rated of the accountability and transparency of the leadership are good (mean \approx 2.87).

The effective leader of the leadership service in the employees rated good of the (mean \approx 2.65) it seems that seems the effective leader is good and how organize the service of community development of the organization, on the question of your organization consider transparency and accountability rated good (mean \approx 2.70), The effective leader of your organization has smoothing capability to avoid spikes from heavy usage, projects, and shutdowns rated good (mean \approx 2.69) effective leader is based on the items that already service in rated the employees of the following (mean \approx 2.56) but the two case In all but two cases.

The results are on the positive side presenting a mean < 3 . The cases that stand out high management in the NGOs management (question 9 mean \approx 2.28), and the case that stand out considers problem solver of the leadership management increase your quantity demand of receiving of NGOs. (Question 8 mean \approx 2.38), from the results it seems as if the employees are not really satisfied with these topics.

summary picture on how respondents rated the leadership style, an average index was computed for all the thirteen items in table 4.3, which turned out to have a mean index of 2.89 (Std. Dev. =1.616), confirming that responding employees of selected NGOs as good (most means ≈ 3), which falls under 'good high management system' on our scale. The result shows that the employees had the same opinion of effective leadership in selected NGOs. The mean index further indicated that the employee rated the reward system as good (mean index 2.89).

Level of organization performance

The dependent variable in this study was organizational performance. Categorized into five aspects namely; task performance, effective and efficiency, voluntary compliance, activities and procedures, organisation commitment each of these four aspects was measured using qualitative questions in the questionnaire and each of the questionnaire item was linker scaled using four points 1 = very low retention; 2 = low retention; 3 = neither low nor high; 4 = high; used. Their responses were analyzed using SPSS's summary statistics showing the means and standard deviations as indicated in table 4.4 shows data on each.

Table 4.4:
Means and Standard Deviations of the Organizational
performance in NGOs (n= 47)

Indicator of the organizational performance	Sum	Mean	Std.Dev	Interpret
Tast performance				
achievements of the task performance of the Organization.	315	3.39	1.207	Very Good
it is the leader's job to help subordinates find their "passion"	219	2.35	1.659	Fair
In most situations, workers prefer little input from the leader.	226	2.39	1.701	good
Service in your organization are high compared to other players in the NGOs.	288	3.10	1.074	Good
Monthly service in your organization are increasing compared to other players in the community.	373	4.00	1.371	Very good
Effective and effeciency				
Trasaction and ducement are authorised by staff who are given such responsibilities..	248	2.67	1.254	Good
Voluntary complain				
the organisation all financial regulations are being followed.	331	3.56	1.441	Very good
Activities and procedurs				
you expect staff to create their own goals and objectives and Submit them to finished form.	270	2.90	1.252	Good
you try to assign work in small, easily controlled units.	270	2.86	1.211	Good
Your organization of activities and procedures is recognized.	323	3.47	1.119	Very Good
Performance reviews are usually carried out to the satisfaction of stakeholder.	267	2.87	1.416	Good
Customer care in your organization is good in terms of product channel of distribution management.	343	3.69	1.161	Very good
your organization of activity and maintenance of elated records are observed in the NGO.	260	2.80	1.185	Good
Commitment				
Your organization's commitment of the discrimnation to community transformation is high.	299	3.22	1.250	Good
Your organization's commitment to safe environment is high.	331	3.56	1.272	Very good
Your organization's commitment to non discrimination of employees is high.	357	3.84	.924	Very good
Mean index		3.24	1.233	Good

Source: primary data 2012

The means and standard deviation in table 4.4 suggest that most employees in the selected NGOs rated level of organizational performance as good (most means ≈ 3). In all but one case, the results are on the positive side presenting a mean less than 3. The cases that stand out as performance in your organization are high after deducting mismanagement. Suggests that most respondents were rarely regarding the use of task on the organization of the performance (mean ≈ 3.39) which falls under rarely on the likert scale, all service volume were rated as rarely used (mean ≈ 3) employee maintain sale volume and organization provide market their service to their customers.

As regards the effective and efficiency some employee rated as often (mean ≈ 3.56) effectiveness and efficiency increase for the product or service that the NGOs provide their customers. even as regards the resources of the NGOs is high or increasing to compare to other players in the service and rated mean ≈ 3.22 , and increasing in the future of the organization of their were rated the (mean ≈ 2.90), of the organization is good in terms of prompt solving consumer complaints the rated that the procedure of the organization is good mean ≈ 3.43 . the organization's commitment of the environment is very good and the employee were rated (mean ≈ 3.56) and the commitment of the organization's of non discrimination is very good no discrimination between employee. The employee scored the mean ≈ 3.84 the NGOs there no discrimination between employees and organization committed that there is no discrimination between employees.

To get a summary picture on how respondents rated level of organizational performance, an average index was computed for all the

fifteen items in table 4.4, which turned out to have a mean index of 3.24 (Std. Dev. ≈ 1.233). Confirming that responding employees of selected NGOs rated the level of organizational performance as good (most means ≈ 3), which falls under 'good level organizational performance on our scale. The result showed that the employees of NGOs had the same opinion the level of employee organizational performance. The mean index further indicated that the employee rated the level of employee organizational performance as good (mean index 3.24). Thus it can be deduced that the level of employee of the organizational performance of selected local NGOs was good.

Relation between the leadership style and the Level of organizational Performance of the NGOs

The relationship between two variable leadership style and organizational performance, Pearson's Product Moment Correlation Coefficient was used to test correlation between leadership style and organizational performance, as indicated on table 4.5.

Table 4.5: Pearson's Correlation Coefficient results correlating effective leadership style and level of organizational performance in selected NGOs in Bosaso, Somalia(n= 93).

Table 4:5:
Pearson's Correlations (n = 93)

Variables Correlated	Sample	Mean	Std.Dev	r-value	Sig.Value
Effective leadership	46	3.33	.984	0.844	0.000
Organizational performance	47	3.58	1.078		

Using Pearson correlation was observed that the effective leadership style is positively related to level of organizational performance (corr. Coef. .844** $p=0,000$, table 4.5).

The r value in table 4.5 indicates a positive correlation between the two variables ($r=.844^{**}$). The sig. values indicate that the two variables (the leadership style and organizational performance) in selected NGOs are significantly correlated (the sig. is less than 0.05, which is the maximum sig. value for us to state existence of a significant relationship). Basing on these results, the stated research hypothesis is rejected, the alternative is accepted leading to a conclusion that inventory control system and organizational performance sig. = 0.000; are significantly correlated at 0.05 level of significance.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the findings, conclusions and recommendations following the study objectives and pertinent hypotheses. The areas for further research are also suggested here.

Summary of Findings

This study was guided by three objectives which comprised these objectives (1) To determine how effective leadership affect leaders in selected a local NGOs (2) to determine how the leadership affect problem solve in transparency in selected NGOs (3) to investigate how the leadership style affect effectiveness and efficiency in selected local NGOs (4) to determine whether there is a significant difference in the level of the leadership style and organizational performance of the NGOs (5) to determine whether there is a significant relationship between effective leadership style and organizational performance in selected local NGOs.

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 there were more male than female individuals working NGOs in Bosaso. The finding also suggested that the NGOs staff were of diverse age groups who have different values for their performance. the position of the respondents the result indicated that

there was an uneven distribution among the respondents job position, where by more than 73% do not have any management position at all.

Data analysis using SPSS's descriptive statistics for means and standard deviations, showed approximately (I) effective leadership that showed score of (mean ≈ 3); std dev (1.616) (ii) organizational performance showed score of (mean ≈ 3);std dev (1.233) in local NGOs Bosaso Somalia respectively, which had an interpretation as good.

Results using Pearson's Linear Correlation Coefficient found that the leadership style the study using Pearson correlation the result found indicated that significantly correlated to level of employee work performance in selected NGOs (corr. Coef. .844 **p=0,000). Basing on these results, the stated research hypothesis is rejected, the alternative is accepted leading to a conclusion that leadership style and organizational performance sig. = 0.000; are significantly correlated at 0.05 level of significance.

Conclusion

In this section, the researcher gives conclusion to the study findings in relation to the study objectives. **leadership style and leader volume in Bosaso of their performance.**

This objective of the study was to establish the affects of on leaders in loacl NGOs, for which it was hypothesized that there is no affect of leadrship style on the effect mangament. Basing on PLCC results, this researcher rejected the null hypotheses. Based on the study findings, the researcher generated the following conclusions;

Properly conducted ileadership strategies were significantly leads to high leader in sellected NGOs Bosaso somalia.

Leadership style and organisation of performance

This objective of this study was to establish how inventory control system affects profitability in NGOs in Bosaso, which hypothesized that there was no affect of inventory control system on the profitability in the NGOs in Bosaso. Basing on PLCC results the researcher rejected the null hypotheses and basing on these findings the following conclusion was generated.

Properly conducted profitability strategies were significantly lead to high sales it costs of production in the NGOs in Somalia.

Leadership and problem solve in Organisation of performance

This objective of the study was to investigate how the inventory control system affect market share in selected NGOs in Bosaso Somalia. This was hypothesized that was no affect of inventory control system on the market share basing on PLCC results the researcher rejected the null hypothesized and basing on these findings the following conclusions were generated. Properly conducted leadership style strategies were significantly lead to high sales volume of the NGOs.

All NGOs should have good market share policies in place where all employee need to be trained in good of caring of the community service practice right from receptionist to managing director.

Recommendation

After the research findings the following are the recommendations:

All employees should be given training in the maintaining resource the organization and effective leader NGOs in Somalia and to carry out their daily work to maximize their performance.

The owners of the leader should invest in the technological improvement to keep their business competitive in the market and maintain social service to other NGOs in the community needs.

The NGOs should maintain effective to the service that the NGOS sharing their competitive in the community.

Management of the NGOs should work hard to satisfy the need of the community service as it may be required continuously adjustment to fulfill those needs. Employee and employers in the Local NGOs units in Bosaso put in place a cordial working relationship filling relationship between staff and management.

Suggested areas for the further research

There is no need to follow up in leadership style and quality of service NGOs further research can also be done in the leadership style and organization performance.

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APPENDIX 1A

TRANSMITTAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)

COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Dear Sir/Madam,

RE: INTRODUCTION LETTER TO CONDUCT RESEARCH IN YOUR INSTITUTION

Mr. Mohamoud Mohamed Ismail Farahis a bonafide student of Kampala International University pursuing a MPA in Public Administration and management.

He is currently conducting a field research for his thesis entitled, **The leadership style and organizational performance In Selected NGOs in puntland, Somalia**

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

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Novembrieta R. Sumil, Ph.D.

Deputy Vice Chancellor, CHDR

APPENDIX 1B
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a MPA Public Administration and Management candidate of Kampala International University. Part of the requirements for the award is a thesis. My study is entitled, **the leadership style and organizational performance In Selected NGOs in puntland, Somalia**. Within this context, may I request you to participate in this study by answering the questionnaires Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within two weeks (2)?

Thank you very much in advance.

Yours faithfully,

Mr. Mohamoud Mohamed Ismail Farah

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 _____

Members _____

**Part A: DEMOGRAPHIC CHARACTERISTICS OF THE
RESPONDENTS**

Gender (Please Tick): ☐ (1) Male ☐ (2) Female

Age: _____

Qualifications Under Education Discipline (Please Specify):

(1) secondary _____

(2) Diploma _____

(3) Bachelor _____

(4)Master _____

(5)PHD _____

Number of Years Teaching Experience (Please Tick):

_____ (1) less than/Below one year

_____ (2) 1- 2yrs

_____ (3) 3-4yrs

_____ (4) 5-6yrs

_____ (5) 7 years and above

PARTB: LEADERSHIP STYLES QUESTIONNAIRE

Please respond to each item by using the scoring guide below.
Kindly write your best choice in the space before each item. Be honest about your options as there is right or wrong answers.

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

Effective leader

- _____ 1.The board of directors understands and exercises oversight responsibility for leadership.
- _____ 2.The leader is the chief of the achievements of the members of the group.
- _____ 3.It is the leader's job to help subordinates find their "passion".
- _____ 4.leader's need to be supervised closely or they are not likely to do their work.
- _____ 5. Effective leaders give orders and clarify procedures

Problem solver

- _____ 6.In complex situations, leaders should let subordinates work problems out on their own.
- _____ 7.It is fair to say that most leaders in the general population are lazy.
- _____ 8.Leadership provide staff with the time and resources to pursue their own developmental objectives
- _____ 9.Leadership requires staying out of the way of organization in lead time .

_____10. leadership want to be a part of the problem solves process

Effectiveness and efficiency

_____11. Most workers want frequent and supportive communication from their Leaders efficiency of work.

_____12. As a rule, leaders should allow subordinates to appraise their work effectively.

_____13. Most employees feel insecure about their work and need direction.

Part C: ORGANISATIONAL PERFORMANCE QUESTIONNAIRE

Direction: Please respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response Mode
-------	---------------

4	strongly agree
3	Agree
2	disagree
1	strongly agree

Task performance

- _____14.The leader is the chief of the achievements of the task performance of the Organization.
- _____15.It is the leader's job to help subordinates find their "passion".
- _____16.In most situations, workers prefer little input from the leader.
- _____17.your organizations give orders and clarify procedures of the NGOs.
- _____18.People are basically competent and if given a task will do a good job.

Effective and efficiency

- _____19 Transactions and documents are authorized by staff who are given such Responsibilities.

Voluntary Compliance

- _____21. The organization all financial regulations are being followed

Activities and procedures

- _____22. you expect staff to create their own goals and objectives and Submit them to finished form.
- _____23. you try to assign work in small, easily controlled units.
- _____24. Your organization of activities and procedures is recognized.
- _____25 your organization of activity and maintenance of related records are observed in the NGO.
- _____26. Performance reviews are usually carried out to the satisfaction of stakeholder.

organization commitment

- _____27. Your organization's commitment to community transformation is high.
- _____28. Your organization's commitment to safe environment is high.
- _____29. Your organization's commitment to non discrimination of employees is high.
- _____30. your organization commitment to the meeting to not loosing times.

CURRICULUM VITAE

PERSONAL DETAILS:

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EDUCATION BACKGROUND

ACADEMIC:

2011 – 2013 MPA (Public Administration and management,
Kampala International University in Kampala
Uganda.
2008 – 2010 BBA (Bachelor Business Administration), East
Africa University in Bosaso Somalia.
2006 - 2008 Diploma (Business Development and
management) ,Puntland institute of
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LANGUAGES:

Arabic	Very Good
English	Very Good
Somali	Fluent

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