LEADERSHIP STYLES AND ORGANIZATIONAL TRANSFORMATION IN SELECTED REMITTANCE COMPANIES IN MOGADISHU, SOMALIA

A Thesis

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By:

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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".

Name and Signature of Candidate

Date

DECLARATION B

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

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This thesis entitled" **Leadership Styles and Organizational Transformation in Selected Remittance Companies in Mogadishu, Somalia** "prepared and submitted by **Asha Abdullahi Ali** Reg. No MPP/34515/113/DF in partial fulfillment of the requirements for the Degree Masters in master **Project Planning and Management** has been examined and approved by the panel on oral examination with a grade of <u>PASSED</u>.

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DEDICATION

I dedicated this thesis to my father, my mother and to my sisters and brothers, to my cousin, to my uncles and, to my aunt and to my lovely grandmother.

AKNOWLEGDEMENT

ABSTRACT

The purpose of the study was determine the leadership styles and organizational transformation in selected remittance companies in mogadishu, Somalia. The Leaders have clear visions and they communicate these visions to their employees, means working with and through people by providing them with a vision of the future which is meaningful to them and motivating. Studies on leadership styles have proposed that leadership is both strategic and pragmatic and encourages all members of a team to deliver their best as an individual and as a team member. Studies on organizational transformation have revealed that leadership also means a critical requirement for any quality initiative; the individual or group of individuals, who assumes the role of providing the guidance and resources necessary for an organization to accomplish a mission and thus organizational transformation (Rubin, 1985). The collapse of the central government of Somalia in 1991 disrupted all facets of the state apparatus. Following over a decade of civil war and an absence of central authority the country is fragmented, with isolated and independent administrative entities leader taking it easy The Somalia remittance system or Hawala must undertake measures to transform their operations into more efficient and viable efforts in order to achieve organizational performance because they are entirely legal to a large extent as some are still operating without license. Hence necessitating further research into the study leadership styles and organizational transformation in selected of remittance companies in Mogadishu, Somalia.

LIST OF ABBREVIATIONS/ACRONYMS

A   -   Agree

D   -   Disagree

FGD   -   Focus Group Discussions

OT   -   Organizational Transformation

SA   -   Strongly Agree

SD   -   Strongly Disagree

SPSS   -   Statistical Package for Social Sciences

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CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background of the Study

Leadership has been described as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task others in depth definitions of leadership have also emerged. Alan Keith of Genentech states that leadership is ultimately about creating away for people to contribute to making something extra-ordinary happen. According to Ken SKC Ogbonnia, effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals.

Transformation has become a buzzword in the organizational behavior industry. From whom Stole my cheese to seminars on accepting change, there are a plethora of sources which introduces and offer self-help and management techniques to encourage personal and organizational transformation. In theory and on paper, transformation is an appealing concept with its restructured flow charts, diversity programs, and team-building exercises. In reality, organizations are filled with old culture norms that are as tough as rubber, which makes new and innovative ideas difficult to embrace. Transformation, like oil and water, can live comfortably on the surface of an organization resistant to penetrating the fiber and makeup of the culture (Drucker, 2000).

Transformation is a major undertaking that comes at a high price. But when it is implemented, the rewards surpass the painstaking effort.

Prior to transformation a culture, it is important to understand what 'culture' and 'organization' are the culture of the organization speaks of the value, this report will analyze the current situation of the Somalia remittance operations in order to focus upon strategies to support the achievement of the following objectives; Extended to financial services including those that are traditionally provided or regulated by government .Originating in Southern Asia, the remittance system developed to fulfill the needs of migrant workers and has followed immigration patterns from one region to another and can now be found in most areas of the word remittance systems remain a significant methods for businesses and individuals to repatriate funds (Fuller, 1997).

The system is favored because it usually costs less than moving funds through the formal banking system, it operates 24 hours and seven days a week, it is almost always reliable and it requires minimal paper work. In remittance systems, funds are paid to an agent on one end in one country or region. The system is built on a relationship of trust and therefore can flourish in an environmental characterized by the absence of oversight or regulation such as Somalia. A key factor of remittance system and one that is shared with formal or correspondent banking is that the monetary value is moved from one location to another often without the physical movement of currency (Janis, 1977). In many instances Elements of legitimate regulated financial services are employed, in other cases companies operate in secret and do not maintain adequate accounts or records making regulation difficult if not impossible. In all cases remittance systems rely upon some form of not netting or book transfer

procedure to transmit value. Financial Action Task Force on Money Laundering: Report on Money Laundering Typologies (Janis, 1977).

Statement of the Problem

Leaders have clear visions and they communicate these visions to their employees, means working with and through people by providing them with a vision of the future which is meaningful to them and motivating. Studies on leadership styles have proposed that leadership is both strategic and pragmatic and encourages all members of a team to deliver their best as an individual and as a team member (Allais, 1994).

Studies on organizational transformation have revealed that leadership also means a critical requirement for any quality initiative; the individual or group of individuals, who assumes the role of providing the guidance and resources necessary for an organization to accomplish a mission and thus organizational transformation (Rubin, 1985). The collapse of the central government of Somalia in 1991 disrupted all facets of the state apparatus. Following over a decade of civil war and an absence of central authority the country is fragmented, with isolated and independent administrative entities leader taking it easy The Somalia remittance system or Hawala must undertake measures to transform their operations into more efficient and viable efforts in order to achieve organizational performance because they are entirely legal to a large extent as some are still operating without license. There is an inadequacy in studies about leadership styles and organizational transformation especially in Somalia that many remittance companies in Somalia are suffering from leadership constraints as well as some other similar financial constraints which call for more leadership skills for many

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managers to be able to enhance institutional performance.(Researcher, 2012). Hence necessitating further research into the study leadership styles and organizational transformation in selected of remittance companies in Mogadishu, Somalia.

Purpose of the Study

To study leadership styles and organizational transformation in selected of remittance companies in Mogadishu, Somalia to discover whether these are significantly affecting performance of thee institutions. Therefore the researcher sought to correlate leadership styles and institutional performance especially in remittance companies.

Research Objectives

General Objective

The study aims to establish the relationship between the levels of leadership and institutional performance of remittance companies in Mogadishu Somalia. .

Specific Objectives

1). To establish the levels of leadership styles.

2). To establish the level of organization transformation in remittance companies.

3). To correlate leadership styles and organization transformation.

Research Questions

1). what are the levels of leadership styles?

2). what is the level of organization transformation in remittance companies?

3). What is the correlation between leadership styles and organization transformation?

Hypothesis

There is no significant relationship between leadership styles organizational and organization transformation of remittance companies in Mogadishu, Somalia.

Scope

Geographical scope

Mogadishu is the largest city in Somalia and the nation's capital. Located in the coastal Banadir region on the Indian Ocean, the city has served as an important port for centuries.

Content Scope

Theory of leadership (Stogadill, 1989, bass, 1990). explains leadership development for a small number of people. These theories are: Some personality traits may lead people naturally into leadership roles. This is the trait theory. People can choose to become leaders. People can learn leadership skills. This is the transformational or process leadership theory .it is the most widely accepted theory to day and the premise on which this guide is based.

Time scope

The study was conducted for a period of six months where the researcher collected data within 4 months, analyzed and finish the work in 2 months.

Significance of the Research

The reason behind selection of Mogadishu in this research is the absences of the leadership style and organization transformation of remittance companies in Mogadishu, Somalia.

Employees are the back bone whom will get the significance of the research, getting training employees and to achieve the way who service the customers and to give the course how to work the companies.

Customers are the necessary who will get the significance of using leadership styles and organizational transformation because they are the audience which the ministry of financial and employees tied provide to their.

The findings of this study will contribute to the remittance sector and organizations and private enterprise's knowledge base about the advantages and disadvantages of the different leadership styles in organizations. The findings will provide up-to-date literature for academicians and the findings are uses as the basis for further research and construction or modification of theories.

To other researchers and academicians, the research will help them develop insight into other researchable areas since it will be expected to act as a source of reference.

The completion of this research adds a leaf to the shelves of literature especially on the subjects of this research.

Successful completion of this research will also be a guarantee for the researcher for the award of the degree he will be pursuing since will be carried out as a partial requirement for the award of a Master's Degree in Project Planning and Management.

Operational Definitions of Key Terms

Leadership styles are the manner and approach of providing directions, implementing plans, and motivating people.

. According to Ken SKC Ogbonnia, effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals.

Organization Transformation: are to succeed, change can't be thought of a single, standardized process. Organizational transformation is about organizational transformation which the change goes to the depths of what an individual feels and will affect what people feel about the organization, what they do in the organization and maybe what they hold dear to life. Organizational transformation is more than just changing the way business is done. It is about changing the organizational culture in one or more ways. Transforming the organization refers to any significant change made to an organization such as, restructuring an organization or reengineering an organization and/or there is a significant change in the way business is done. The question is, of course, what is significant relative to a given organization.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

Introduction

This chapter of the study brings to the fore what is known about the research subject (s). from what is unknown. Numerous studies and ideas written down by other researchers on the exact variables of interest to this researcher among other related ones are critiqued as gaps that need to be filled and are identified.

Concepts, Opinion, Ideas from Authors / Expert

The word leadership can refer to the ability to get people to follow voluntarily that those entities perform one or more acts of leading and ability to affect human behavior as to accomplish a mission designated by the leader. Leadership means that a group, large or small, is willing to entrust authority to a person who has shown judgment, wisdom, personal appeal, and proven competence. Also leaders Influence and direct the performance of group members towards the achievement of organizational goals. The leaders should have ability to lead, including inspiring others in a shared vision (Scouller, 2011).

The Levels of Leadership Styles

The Bureaucratic Leader

It is very structured and follows the procedures as they have been established. This type of leadership has no space to explore new ways to solve problems and is usually slow paced to ensure adherence to the ladders stated by the company. Leaders ensure that all the steps have been followed prior to sending it to the next level of authority.

Universities, hospitals, banks and government usually require this type of leader in their organizations to ensure quality, increase security and decrease corruption. Leaders who try to speed up the process will experience frustration and anxiety (Scouller, 2011).

The Charismatic Leader

This leads by infusing energy and eagerness into their team members. This type of leader has to be committed to the organization for the long run. If the success of the division or project is attributed to the leader and not the team, charismatic leaders may become a risk for the company by deciding to resign for advanced opportunities. It takes the company time and hard work to gain the employees; confidence back with other type of leadership after they have committed themselves to the magnetism of a charismatic leader (Stogdill, 1948).

The Autocratic Leader

It is given the power to make decisions alone, having total authority. This leadership style is good for employees that need close supervision to perform certain tasks (Buchanan, 1997).

The Democratic Leader

This style involves the leader including one or more employees in the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that the employees will respect. This is normally used when you have part of the information, and your employees have other parts. Note that a leader is not expected to know everything this is why you employ knowledgeable and skillful employees. Using this style is of mutual benefit. It allows them

to become part of the team and allows you to make better decisions (Buchanan, 1997).

The Laissez-Faire Leader

In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks. This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and confidence in the people below you (Russo, 1990).

The People-Oriented Leader

It is the one who, in order to comply with effectiveness and efficiency, supports, trains and develops his personnel, increasing job satisfaction and genuine interest to do a good job (Russo, 1990).

The Task-Oriented Leader

It focuses on the job, and concentrates on the specific tasks assigned to each employee to reach goal accomplishment. This leadership style suffers the same motivation issues as autocratic leadership, showing no involvement in the teams needs. It requires close supervision and control to achieve expected results. Another name for this is deal maker and is linked to a first phase in managing Change, enhance, according to the Organize with Chaos approach (Russo, 1990).

The Servant Leader

It facilitates goal accomplishment by giving its team members what they need in order to be productive. This leader is an instrument

employees use to reach the goal rather than a commanding voice that moves to change. This leadership style, in a manner similar to democratic leadership, tends to achieve the results in a slower time frame than other styles, although employee engagement is higher (Collins, 2001).

The Transaction Leader

It·is given power to perform certain tasks and reward or punish for the team's performance. It gives the opportunity to the manager to lead the group and the group agrees to follow his lead to accomplish a predetermined goal in exchange for something else. Power is given to the leader to evaluate, correct and train subordinates when productivity is not up to the desired level and reward effectiveness when expected outcome is reached (Wickham, 1998).

The transformation leader

It motivates its team to be effective and efficient. Communication is the base for goal achievement focusing the group on the final desired outcome·or goal attainment. This leader is highly visible and uses chain of command to get the job done. Transformational leaders focus on the big picture, needing to be surrounded by people who take care of the details. The leader is always looking for ideas that move the organization to reach the company's vision (Wickham, 1998).

The Environment Leader

It is the one who nurtures group or organizational environment to affect the emotional and psychological perception of an individual's place in that group or organization. An understanding and application of group psychology and dynamics is essential for this style to be effective. The leader uses organizational culture to inspire individuals and develop

leaders at all levels. This leadership style relies on creating an education matrix where groups interactively learn the fundamental psychology of group dynamics and culture from each other. The leader uses this psychology, and complementary language, to influence direction through the members of the inspired group to do what is required for the benefit of all (Collins, 2001).

The Level of Organization Transformation in Remittance Companies

A leader is anyone who influences a group toward obtaining a particular result. It is not dependant on title or formal authority. An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of his position. However, he must possess adequate personal attributes to match his authority, because authority is only potentially available to him. In the absence of sufficient personal competence, a manager in especially a remittance company may be confronted by an emergent leader who can challenge his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions (Collins, 2001). It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy, with commensurate authority. Leadership can be defined as one's ability to get others to willingly follow.

Defining Organizational Transformation

Like people, organizations often wait until they are in crisis before they are willing to put themselves through a transformation process. What do we mean by transformation? Organization Transformation and

Organization Change are often used interchangeably. Confluence Consulting International makes a clear distinction between the two. Both are processes to move from a current state to a desired state, however Organization Transformation is meant to intentionally and fundamentally change the organization. It is radical in nature and usually done when a company is in crisis when systemic change is warranted. (Drucker, 2000).

The best definition for the process of transformation means that everything is on the table to be examined for change, regardless of whether it is actually changed or not. This includes things such as compensation, organization structure, job descriptions, roles & responsibilities, processes, systems, products and services, business model, etc.

Organizational transformation is about organizational transformation which the change goes to the depths of what an individual feels and will affect what people feel about the organization, what they do in the organization and maybe what they hold dear to life. Organizational transformation is more than just changing the way business is done. It is about changing the organizational culture in one or more ways. Transforming the organization refers to any significant change made to an organization such as, restructuring an organization or reengineering an organization and/or there is a significant change in the way business is done. The question is, of course, what is significant relative to a given organization. (Fuller J, 1997).

Types of Organizational Transformation

For organizations, the last decade has been fraught with restructurings, process enhancements, mergers, acquisitions, and layoffs all in hopes of achieving revenue growth and increased profitability. (Fuller J, 1997).

While the external environment (competitive, regulatory, and so on) will continue to play a role in an organization's ability to deliver goods and services, the internal environment within the organization will increasingly inhibit it from delivering products required to meet the demands of the marketplace unless it is able to adapt quickly. The major areas of changes in a company's internal environment include:

Strategic

Sometimes in the course of normal business operation it is necessary for management to adjust the firm's strategy to achieve the goals of the company, or even to change the mission statement of the organization in response to demands of the external environments. Adjusting a company's strategy may involve changing its fundamental approach to doing business: the markets it will target, the kinds of products it will sell, how they will be sold, its overall strategic orientation, the level of global activity, and its various partnerships and other joint-business arrangements. (Fuller J, 1997).

Structural

Organizations often find it necessary to redesign the structure of the company due to influences from the external environment. Structural changes involve the hierarchy of authority, goals, structural characteristics, administrative procedures, and management systems.

Almost all change in how an organization is managed falls under the category of structural change. A structural change may be as simple as implementing a no-smoking policy, or as involved as restructuring the company to meet the customer needs more effectively. (Fuller J, 1997).

Process-Oriented

Organizations may need to reengineer processes to achieve optimum workflow and productivity. Process-oriented change is often related to an organization's production process or how the organization assembles products or delivers services. The adoption of robotics in a manufacturing plant or of laser-scanning checkout systems at supermarkets are examples of process-oriented changes. (Janis, 1977).

People-Centered

This type of change alters the attitudes, behaviors, skills, or performance of employees in the company. Changing people-centered processes involves communicating, motivating, leading, and interacting within groups. This focus may entail changing how problems are solved, the way employees learn new skills, and even the very nature of how employees perceive themselves, their jobs, and the organization. (Fuller J, 1997).

Some people-centered changes may involve only incremental changes or small improvements in a process. For example, many organizations undergo leadership training that teaches managers how to communicate more openly with employees. Other programs may concentrate on team processes by teaching both managers and employees to work together more effectively to solve problems. (Janis, 1977).

The Advantages and Disadvantages of Organizational Transformation

Make the most of an internally created change, such as someone retiring or someone lobbying for a vending machine in the office. When change starts from within the organization, it is often received in a more positive manner. Internal change has many advantages for an organization, including increased morale among the employees, a sense of employee empowerment and control and a high likelihood of the change becoming permanent. Because the change originates from the group, it is more easily accepted and becomes the norm. (Janis, 1977).

Create change from outside the organization when change needs to happen quickly and the organization is not yet ready for the change. While external change is harder to accept than internal change, there are some distinct advantages for external change in an organization. This type of change can help jump start a declining organization and can change its course completely. One example of this is if a company is bought out by a larger company. This external change can help save the smaller company by looking objectively at the situation and changing when needed. Another advantage of external organizational transformation is that many organizations tend to reach a plateau level if left unchanged for too long. People become comfortable in their ways and stop seeking new and better ways to accomplish things. External change is good for improving the organization when it cannot be done internally. (Allais, 1994).

Organizational development is the ongoing attempt to improve overall company productivity and efficiency by creating a nurturing atmosphere for employees. It can be used to effect organizational

transformation, or it can be implemented to improve specific operations. Some of the elements of organizational development include training, performance rewards, team-building exercises and improving workplace communication. There are advantages and disadvantages to using the organizational development method of company growth and change. (Allais, 1994).

Organizational development works with employees individually and in groups to facilitate stronger interpersonal relationships between team members. The process of team building and developing productive work groups is a significant part of the organizational development process. Improving employee relationships boosts morale and reduces employee turnover. It helps employees to better understand what is expected of them and supplies employees the resources they need to be successful. (Allais, 1994).

A company that uses the organizational development model has developed an extensive network of contact and communication with all employees. When the company needs to make changes to adapt to challenges in the marketplace, the personal contact with employees makes adaptability easier. The company has stable methods in place of communicating and implementing change that make it better equipped to stay proactive in the marketplace. (Allais, 1994).

The Disadvantages of Organizational Transformation

Not all change is a good thing, and sometimes internally generated change can breed bad results. If a team or organization has a very domineering member, the internal change will often be a result of that single person and will therefore be too single-minded to be good for the

organization at large. Additionally, when teams have been working together for too long in the same environment, the group mentality can take over and create unproductive change within the organization. When this type of internally imposed change is happening, bring in external resources to help manage the process. (Rubin, 1985).

When change is forced on an organization, often the organization will rebel. One of the main disadvantages of externally imposed change is that it is unsuccessful in the long term. Often, external resources can force the change for a while, but when those people move on to different roles, the organization will return to its previous behaviors. Additionally, the change process itself can cause temporary chaos within the organization and actually reduce productivity for a couple of weeks or months. (Rubin, 1985).

Many companies emphasize a culture of continuous improvement. While never being satisfied with the status quo can drive excellence in your organization, there is some wisdom in the old adage, "If it ain't broke, don't fix it." Mistaking change for progress is similar to the common problem of mistaking activity for productivity. Every organization can be improved, no matter how well it is performing, but a manager should always ask the question, "How is this proposed change going to improve my organization's ability to achieve our key goals?" (Rubin, 1985).

Change is never free. Changing the oil in your car takes time and materials, which cost money. Changing the phone system in your building costs time, money and training. Every change also has opportunity cost; spending your equipment budget on new computers means you have to wait to upgrade the phones. And there are intangible costs such as morale

and customer satisfaction during the adjustment period. Determine whether the cost of a change is outweighed by the benefit that change will create. (Russo, 1990).

According to an article by organizational transformation expert Garrison Wynn, the top two reasons people resist change are lack of knowledge about coming changes and fear of the unknown. You can expect some level of resistance to any change, no matter how small or how much benefit it might promise. The key tools for managing this problem are complete, honest, and timely communication with your work force, clear communication of the value of the change, and patience with your team as they go through an inevitable adjustment phase. (Russo, 1990).

Organizations often initiate change because they have a problem that needs to be solved. But it's dangerous to assume you know the root cause of a problem and implement a solution prematurely. Sometimes management doesn't sufficiently investigate the true cause of a problem, the stakeholders affected by the solution, and potential unintended consequences of change. This approach creates all the costs of change without the intended benefit, plus it can create problems in areas that were functioning properly. Two of the best tools for avoiding this costly mistake are a "5-why" analysis that helps pinpoint the root cause of a problem, and Design of Experiments, a statistical method of testing potential solutions before they are implemented. (Russo, 1990).

Organizational development adds responsibility to the employees and managers to maintain open communication and constantly reevaluate the needs of the organization. Because organizational development tends

to add elements to the corporate structure, such as managing workplace diversity, the formation of work groups to address issues and changes in the company's strategic planning to meet the needs of the staff, it can be a challenge to maintain an efficient organizational development program. (Russo, 1990).

When a company engages in organizational development, there are processes that can become time-consuming and slow its productivity. Surveying employees on the effectiveness of internal processes, waiting for customer feedback on a marketing program before moving forward with changes and evaluating logistics plans to improve shipping efficiency are important to company growth, but they can also slow down the company's ability to make changes and react to pressing issues. (Russo, 1990).

Origins of Organizational Transformation

David A. Nadler, Robert B. Shaw and A. Elise Walton, with assorted associates mostly from the Delta Consulting Group in New York, are the authors of Discontinuous Change: Leading Organizational Transformation. They understand that the urge and the ability to "make it so" are two separate things. Any kind of change, they suggest, is an organic process composed of many competing elements, an inevitable, ineluctable force with a life of its own. "Discontinuous," as opposed to incremental, change is especially so. It is shaped by external forces—technological, competitive and regulatory innovation or the decline and rise of whole industries and regional economies—that engineer a radical break with the past. The authors, an eclectic group with an assortment of behavioral science and business school credentials and a high degree of confidence in their

audience, understand better than most the psychosocial elements of change and the discontinuities in power it provokes. Their book provides readers with a framework for analyzing change but doesn't stint on the hardheaded advice. (Wickham, 1998).

Executives who have been managing change should, for example, recognize the elements abstracted in a useful chapter called "The Fundamentals of Change Management," by Kathleen F. Morris and Charles S. Raben. All the stages companies typically go through are here: "rational" resistance to change; the search for people to blame; increased informal communication, i.e., "hallchat" and, concomitantly, lower productivity; faction formation; the emergence of informal leadership; realignment of relationships, etc. Change may seem chaotic, but it follows similar patterns no matter what the context. (Wickham, 1998).

Similarly, managers who are tired of hearing about the "culture of the corporation" can look to the chapter called "Transformative Culture," by Ms. Walton, which gives a fresh, fast introductory course in anthropology and, accordingly, makes it clear why real change is so difficult. Transforming the culture of an organization means changing the values and worldviews of its people. People don't come by their values lightly and they don't check them at the company door, so they surely don't give them up easily. (Wickham, 1998).

The authors do not cite the work of Peter Marris, the psychologist, but the insight of his classic book, Loss and Change, is present. People experience change as loss, he argued, even if they accept the need or inevitability of it. Change, like loss, requires time to repair. (Wickham, 1998).

Naturally enough, some of what the book calls for isn't new. To believe they have a stake in the future and in not being an obstacle to change, middle-level employees must feel that the discomfort is being spread around equitably and that the company is willing to help them gain skills and opportunities they can use to move forward in their careers, wherever they end up. No one will be surprised to learn that C.E.O.'s loom large as change agents, though they might be surprised that the authors zero in on senior management, rather than the much- maligned middle management, as a major source of resistance to change. (Wickham, 1998).

Finally, the authors are generally much too polite, especially toward their competitors who have embraced the reengineering craze, which has given intellectual legitimacy to the worst impulses of capitalism and capitalists, the inclination to panic and hack away rather than to think. (Zyman, 2000).

Elements of organizational transformation

Leadership

The most important part is you need to lead by example. If you want the change to happen, you need to show that you want it to happen. You must not just talk about it but also walk the talk. (Zyman, 2000).

Communication and engagement

Effective communication has two objectives. The first is that people are aware of what is happening. The second is that people understand what is happening. Leaders often don't realize these are two different

things. But Management Of change does not equal communication alone: leaders must also engage on many levels. (Zyman, 2000).

Internalization

The final stage is for people to internalize the change. Because only when the change is internalized are benefits realized and the change becomes sustainable.. When you have internalized change you are convinced that the new practices are better than the old practices. Before that the change hasn't really happened. It's only on paper. (Zyman, 2000).

Measuring organizational transformation

As you go about making change in your organization, there are a few questions that naturally arise: (1) How will you know which changes worked and which did not? (2) How will you know which changes resulted in an improvement? (3) Which change(s) is the most important and resulted in the most significant improvement? (Zyman, 2000).

It is therefore important to set up systems that allow you to answer these questions. By collecting data before, during, and after the change you implement, you can measure, evaluate, and compare your agency's progress with respect to the goals you set out. The process of measuring change should speed the improvement process; you should begin with simple measures rather than spending time developing a complex measurement system. This primer provides you with a six-step process for the effective measurement of the impact of change.

Define your measures

It is extremely important to establish clear definitions of your measures prior to starting the change process. The measures should

clarify the project objectives and should be agreed upon by key stakeholders. This ensures that the results are interpretable and accepted within the organization. has defined four key measures for use by our members: (a) time from first contact to first treatment, (b) no-shows for assessment, (c) client admissions by level of care, and (d) continuation from the first to fourth treatment session. (Zyman, 2000).

Other measures you might consider include: time from first contact to assessment, treatment completion rates, bed days, units of service offered, level of care transition (e.g., time from inpatient discharge to receipt of outpatient service) or the continuity of care (e.g., the percentage of clients discharged from residential who receive outpatient care within seven days).

Collect baseline data

Never start a change process without collecting baseline data. In doing so, you should clearly define a starting point for the change and work backwards to collect two to three months of baseline data before making any changes. This process anchors the change (pre-change) and enables your agency to measure the impact of the change over time (post-change). Baseline data should be collected using agreed upon measure definitions. More importantly, the collection of baseline data allows an agency to answer your questions and make adjustments as necessary:

Was the data defined to ensure that we collect exactly the information needed?

How accurate is the data? Does accuracy matter?

Does the process ensure that the measures will be collected consistently?

Do trade-offs exist? Is quality more important than the time required to collect data?

Establish a clear aim

Establish a clear improvement aim or target (e.g., reduce client no-shows from 65 percent to 25 percent). Such a target should: (a) be realistic yet ambitious (e.g., do not expect 100 percent treatment completion), (b) be linked to project objectives, and (c) avoid confusion, especially with percentages (e.g., say improve no-shows from 65 percent to 25 percent, rather than improve no-shows by 62 percent). (Zyman, 2000).

Remember to be flexible when establishing an aim. If the change project uncovers new information that suggests changing the aim, change it. If the aim is too ambitious, set a realistic aim that still challenges the agency to improve. If the aim is easily achieved, set a more ambitious aim that stretches the agency's capacity to improve.

Consistently collect data

The ability to establish consistent channels for collecting measurement data on a regular basis is a crucial part of the change process. Such channels may exist in existing data systems, but in other cases you may need to manually collect the data. Often in the PDSA change process, it is easier to rely on manual collection for quick and rapid feedback on the success of the change. This means relying on small samples collected over short time periods to measure change progress. (Zyman, 2000). For example, your agency might use reminder phone calls

to reduce no-shows and your rapid measure might collect success or failure (e.g., simple tally marks) of the intervention for the next 10 clients with scheduled appointments. These results would then be compared to the baseline measure. Existing systems might be used for longer-term reporting (e.g., monthly) on the change progress. If your agency can affirmatively answer the questions in 2, you most likely have systems in place to consistently collect measurement data related to the change. (Drucker, 2000).

Chart Your Progress

Over time your agency will collect both pre-change (baseline) and post-change data, and the data should be shared with the change team as well as others in your organization. The most effective tool for sharing this information is charting your progress over time using simple line graphs created in Excel. These powerful visual aids should follow one simple axiom: one graph, one message. (Drucker, 2000).

Ask Questions

Measuring the impact of change does not stop here; in fact, it is only the beginning. The most important step in the process is to ask: What is the information telling me about change in my organization? If change is successful, the information you have collected may tell you which intervention had the most success in meeting your aim. For example, one member sought to reduce the time from first contact to treatment (aim) by increasing professional staff availability. (Drucker, 2000). The change reduced the time from first call to first treatment from 18 days to 5 days, and in examining their data, the agency found that only physician and nurse practitioner availability played a role in the

improvement. Unsuccessful changes also afford your agency the opportunity to ask "Why?" Another member examined the characteristics of clients not continuing through the fourth treatment session and found that clients admitted to treatment on Fridays were more likely to drop out. The organization then stopped offering Friday admissions.

The Link between Leadership Styles And Organization Transformation

Leadership is an important function in remittance companies. Leadership and management represent two completely different business concepts. Leadership is commonly defined as establishing a clear vision, communicating the vision with others and resolving the conflicts between various individuals who are responsible for completing the company objectives and vision. Management is the organization and coordination of various economic resources in a business. Leadership can have a significant impact on an organization performance (MacLachlan, 2011).

Setting the Tone

Remittance business owners usually set the leadership tone for their organization. Owners accomplish this by developing a mission or set of values by which they operate their company. This creates a minimum level of acceptance for employee behavior. Business owners often create company policies or guidelines from the company objectives, mission or values. Policies and guidelines also give business owners the ability to remove under-performing employees from the company (MacLachlan, 2011).

Types

Three types of leadership are common in business: authoritarian,

democratic and laissez-faire. Each type of leadership impacts organizational transformation and performance differently. Authoritarian leadership is commanding and sets clear expectations for employees in the organizational. Democratic leadership encourages feedback and input from managers or employees regarding organizational performance. Laissez-faire is a hands-off approach, where managers and employees work according to their own preference and schedule. This leadership style can lead to poor motivation and work practices (MacLachlan, 2011).

Features

Successful organizational performance relies on the proper behavior from managers and employees. Leadership can be an evolutionary process in companies. Business owners who provide leadership can transform an employee from a worker completing tasks to a valuable team member. Leadership skills can help change an employee's mentality by instilling an ownership mindset. Employees who believe they have a direct owner-style relationship with the organization often find ways to improve their attitude and productivity (MacLachlan, 2011).

Function

Leadership can help a business maintain singular focus on its operations. Larger business organizations can suffer from too many individuals attempting to make business decisions. Business owners can use leadership skills to get managers and employees on the same page and refocus on the original goal. Leadership skills can also help correct poor business practices or internal conflicts between employees (MacLachlan, 2011).

Warning

Leadership can have a negative impact on organizational performance. Leaders who are overly dominant or become obsessed with achieving goals can overlook various details in the business organization. Managers and employees may also be less willing to help dominant or extremely critical leaders with accomplishing goals and objectives. Dominating leadership creates difficult business relationships. Other companies and business owners avoid dominant leaders who consistently request financial benefits.

CHAPTER THREE
METHODOLOGY

Research Design

The research used descriptive study designs as it will be a business-oriented research. In that regard a triangulation of designs such as the survey design, the exploratory design, and the explanatory design are employed. Surveys are uses in social researches where the magnitude of the problem under study is quite big which will be the case with this research. Whereas exploratory designs will be used where the researcher needs to find out and answers will be got by asking questions such as why, how, when, among others. It is then that the explanatory design could be adopted to avail deeper and logical explanations. Commonly, exploratory and explanatory are uses in complements.

Research Population

The study will be carried out in Mogadishu which is the largest city in Somalia and the nation's capital. Located in the coastal Banadir region on the Indian Ocean, the city has served as an important port for centuries. This is the area of study for this research. The study covers 100 respondents who are key informants from selected remittance companies predetermined before the field. The rest of the respondents will be the other members working in these companies. They will be selected using both systematic and purposive sampling methods.

Sample Selection and Size

The researcher uses both random and non random sampling methods. Among the random methods, the researcher uses simple random sampling, accidental sampling, stratified sampling, and cluster sampling. While for non random sampling, purposive sampling will be important especially as far as specified information will be concerned. The researcher opts to use both sampling methods owing to the nature of the research designs which are basically qualitative in orientation. The sample size will be expected to be drawn using the chi-square formula.

Table 1
Sampling, data collection methods and types of samples

Approaches	Sample size	Type of sample size	Data collection	Data analysis
Quantitative	Systematic sampling	**20** Top Management staff **20** Mid level management staff **20** Department Staff members **40** General members of staff **Total = 100 Respondents**	Structured interviews	Involves Editing, Coding And Tabulation
Qualitative	Purposive sampling	**10** groups of **10** discussants **Total = 100 Respondents**	Focus group discussion	Finalizing the Conceptual framework and the analysis of data during data collection

Data Collection Procedures

Interviewing

This will be one of the most recommended methods of data collection especially for social research. The method involves an interaction between the interviewer and the interviewee. The interaction will either be face to face or over the phone.

Observation

This method involves the researcher studying the research subjects by critically looking at them with his or her naked eye. The method will mainly be applicable where the research subject(s). are overt.

Questionnaire Administration

This method involves the researcher using pre-set list of questions to draw responses or opinions from the respondents. Questionnaires are used as a tool for this method and these are normally categorized as self administered, and mailed questionnaires.

Focus Group Discussion (FGD)

This is where a moderate and manageable group of intended respondents are brought together in one place and engaged in a way of question and answer session. This method will mainly be used on the Ambassador Hotel General Staff Members who are in this case looked at as the victims of affected performance of employees at Ambassador Hotel due to the different kinds of leadership styles used in the hotel's management.

Data Analysis and Presentation

The data will manually be collected, processed and analyzed by the researcher using methods of analysis. Data will be analyzed using content analysis; where by answers from successive interviews will be cross checked with those from the firm's records and researcher observation to ensure authenticity. All these are geared towards ensuring accuracy legibility and comprehensiveness of the research outcomes. Major issues or topics are classified to produce theme and sub-themes that are reviews to underline key questions, insights, explorations and interpretations. This is aimed at organizing data into meaningful categories so that they are easy to interpret and understand.

Limitations of the Study

Securing appointment say interviews will be rather hard.

Respondents are not willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations.

Communication inefficiency as a result of language barrier will be a major obstacle for most respondents to read and interpret the questions.

The time allocated for conducting the research will not be enough for the researcher to cover the area of study since he has other academic obligations.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

Description of respondents

The first task the researcher performed while in the field retrieving data from respondents was to record their demographic aspects. So in that regard she set out to determine the profile of respondents in terms of gender, age group, education level, employment status, position and years in the study area. In each case, respondents were asked to provide us with their profile characteristics, using a closed ended questionnaire. Their responses were analyzed using frequencies and percentage distributions as indicated in table 2 below;

Table 2
Respondents' Profile

Main category	Sub category	Percentage	Frequency
Gender	Male	60	60
	Female	40	40
	Total	**100**	**100**
Age Bracket	15-25 years	20	20
	26-35 years	30	30
	36-45 years	30	30
	45 years and above	20	20
	Total	**100**	**100**
Level of Education	Certificate	5	5
	Diploma	15	15
	Degree	45	45
	Masters	25	25
	PhD	10	10
	Total	**100**	**100**
Years in Area of study	1-2 years	30	30
	3-4 years	40	40
	5-6 years	15	15
	7-8 years	15	15
	Total	**100**	**100**
Marital Status	Married	50	50
	Single	30	30
	Divorced	20	20
	Total	**100**	**100**

Source : Primary Data 2012

The results in Table 2 indicate that most respondents (60%) were male, while women were only 40%. This indicates a gender gap in the sample selection. This gap may be due to inferiority of women workers such that few of them go for education at all.

As regards to age, most respondents belonged to the age group of 26 – 35 years and 36 - 45 years as both scored 30% respectively and

these were followed by those in between the years of 15-25 and those who were above 45 years of age.

Concerning the education level, results indicate that the majority of the respondents were majorly graduates (45%), masters (25%) and diploma holders (15%) There were very few of them with and PhDs (10%) and certificate holders (5%).

Results also indicated that the study sample was dominated by respondents who had stayed in the study area for a period of 1-2 years (30%), followed by those who had stayed for 3-4 years (40%), 5-6 years (15%) and lastly those who had stayed for over 7-8 years (15%).

As for employment status, most respondents were workers in the Non-Governmental (50%), 30% were community leaders and 20% were refugee international agency officers.

The different levels of leadership styles

One of the variables in this study was the different levels of leadership styles, for which the researcher wanted to find out. These levels were broken down into five aspects and all were measured using qualitative questions in the questionnaire, with each question Likert scaled using four points, where 4= strongly agree ; 3 = agree; 2= disagree; and 1 = strongly disagree. Respondents were required to rate how satisfactory each item was by showing the extent to which they agree with each. In doing this each respondent was directed to tick a number corresponding to their best option and thinking.

Their responses were analyzed using SPSS and summarized using means, as indicated in table 3 below and this scale was used in the interpretation of their responses;

Rating Scale

Answer Range	Response Mode	Interpretation
1.00-1.75	**(SD)** Strongly Disagree	Very Low
1.76-2.50	**(D)** Disagree	Low
2.51-3.25	**(A)** Agree	Moderate
3.26-4.00	**(SA)** Strongly Agree	High

Table 3

The different levels of leadership styles

Category Leadership styles	Mean	Interpretation	Rank
Bureaucratic Leader			1
Our organization in is highly structured.	3.9593	High	2
Our organization follows the procedure as they have been established.	3.7964	High	3
Our organization doesn't allow exploration of new ways to solve company problems.	3.7828	High	
Average mean	**3.8462**	High	
Charismatic leader			
We lead by infusing eagerness into in our staff.	3.7	High	1
We lead by creating eagerness in our team members.	2.74	Moderate	2
We lead by having our leaders be committed to the organization for the long time.	2.5	Moderate	3
We attributed the division success the leader and not the team.	2.13	Low	
Average mean	**2.7675**	Moderate	
Autocratic leader			
The power to make decisions is with one person.	3.9593	High	1
One person has total authority in our company.	3.7964	High	2
In our department or organization, we closely supervision to perform certain Tasks.	3.7828	High	3
When someone makes a mistake, organizational transformation leader tells them not to ever do that again and make a note of it.	2.13	Low	4
Average mean	**2.7675**		
Democratic leader			
Our leaders include one or more employee.	3.9593	High	1
Our leaders include one or more employee in include decisions of how to perform certain tasks.	3.7964	High	2
Our leaders maintain the final decision-making authority.	3.7828	High	3
Average mean	**3.8462**	High	
Laissez-faire leader			
Our leader still remains responsible for decision made by staff.	3.7828	High	1
Average mean	3.7828	High	

Source: Primary Data 2012

Table 3 results indicate that the bureaucratic leadership style was perhaps the most important style of leadership used in remittance companies in Mogadishu as it scored (a mean of 3.7) hence the response mode was Strongly agree (SA) and interpreted as high. The charismatic leadership style was yet another suggested different levels of leadership styles with a response mode of Disagree (D) and (a mean of 2.13) with an interpretation of low hence there is no significance in the correlation of charismatic leadership with organizational transformation of remittance companies. The autocratic leadership style scored an interpretation of moderate with (a mean of 2.5) and thus the response mode was Agree. Another leadership style cited by respondents was the democratic leader which scored (a mean of 2.74) with a response mode of Agree and an interpretation of moderate. The laissez-faire leadership style which was responded with a mode of strongly Agree scored (a mean of 3.5) and an interpretation of high was another relevant level of leadership styles. Other insignificant leadership styles mentioned by the respondents included; the task-oriented leader and the servant leader.To get an over view on the different levels of leadership styles, an average mean for all the five aspects on this aspect was computed and turned out to be 2.91 which falls under moderate on the rating scale. This implies that on average, the different leadership styles in remittance companies are moderately satisfactory.

Another variable in this study was the level of organization transformation in remittance companies, broken down into four aspects and all were measured using qualitative questions in the questionnaire and each question was Likert scaled with points ranging between one to

four; where 1 = strongly disagree; 2 = Disagree; 3= Agree 4 = strongly agree. The following was used in the interpretation of their responses;

Rating Scale

Answer Range	Response mode	Interpretation
1.00-1.75	strongly Disagree	Very low
1.76-2.50	Disagree	Low
2.51-3.25	Agree	Moderate
3.26-4.00	strongly agree	High

Respondents were required to rate their performance on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 4;

Table 4
The Level of Organization Transformation in Remittance Companies

Category	Mean	Interpretation	Rank
Organizational transformation (OT)			
Strategic		Very high	
We change the mission statement basing on demands of external environment.	3.27	High	1
We change the way we do thing depending on our target market.	3.01	High	2
We change the way we do thing depending on how we plan to sell our products or sell.	2.87	High	3
We change the way we do thing depending on level of global activity.	2.60	High	4
we change the way we do thing depending on our various partners (ships)	3.02	High	5
Average mean	**2.95**		
Strategic			
We redesign the company structure basing goals.	2.82	High	1
We redesign the company structure basing structural characteristics.	2.23	Moderate	2
We redesign the company structure basing administrative procedures.	2.16	Moderate	3
We redesign the company structure basing management systems.	1.81	Moderate	4
Average mean			
Process-oriented			
We re-engineer organization production productivity to achieve optimum workflow.	2.80	High	1
We re-engineer organization production productivity to achieve how to the organization delivers services.	2.42	Moderate	2
We re-engineer organization production productivity to achieve how to the organization the adoption of robotics in a manufacturing plant.	2.37	Moderate	3
We re-engineer organization production productivity to achieve how to the organization of laser-scanning checkout systems as supermarkets.	1.95	Moderate	4
Average mean	**2.38**		
People – oriented			
We try to change attitude in the company.	3.7	High	1
We try to change behavior in the company.	2.13	Low	2
We try to change performance of employee in the company.	2.5	Moderate	3
We try to change the way we solve problems.	2.74	Moderate	4
we try to change nature of how employee perceives themselves	3.5	High	5
Average mean	**2.91**		

Source: Primary Data 2012

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Rating Scale

Mean range	Description	interpretation
3.26-4.00	strongly agree	very high
2.51-3.25	Agree	high
1.76-2.50	Disagree	low
1.00-1.75	strongly Disagree	very low

Respondents were required to rate their performance on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 4;

Table 5
The levels of organizational transformation in remittance companies

The correlation of leadership styles and organization transformation	Response Mode	Mean	Interpretation	Rank
Strategic	SA	3.9593	High	1
Structural	SA	3.7964	High	2
Process-oriented	SA	3.7828	High	3
People-centered	D	2.13	Low	4
Average Mean		**2.7675**	**Moderate**	

Source: Primary Data 2012

The means in Table 5 indicate that respondents rated differently the levels of organizational transformation in remittance companies. For

example strategic organizational transformation was rated high (mean=3.9593), followed by Structural organizational transformation which scored a (mean =3.7964) due to a response of strongly agree, Process-oriented change as yet another level of organizational change scored a (mean= 3.7828) due to the fact that respondents were all in agreement that such a transition is common in remittance companies in Mogadishu. People-centered change was answered by a response of Disagree as respondents believed that it was rare for change to be people centered and hence a mean of 2.13.

To get a final picture on the levels of organizational transformation in remittance companies, the researcher computed an overall average mean for all aspects in Table 4, which came out to be 3.417125.

The Correlation of Leadership Styles and Organization Transformation

The third objective in this study was to establish the correlation of leadership styles and organization transformation. To achieve this objective and to test its null hypothesis, broke down the variable into four aspects and all were measured using qualitative questions in the questionnaire and each question was Likert scaled with points ranging between one to four; where 1 = strongly disagree; 2 = Disagree; 3= Agree 4 = strongly agree. The following was used in the interpretation of their responses;

Rating Scale

Answer Range	Response mode	Interpretation
1.00-1.75	Strongly Disagree	Very low
1.76-2.50	Disagree	Low
2.51-3.25	Agree	Moderate
3.26-4.00	Strongly agree	High

Respondents were required to rate their performance on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 5;

Table 6

The Correlation of Leadership Styles and Organization Transformation and Finally

The correlation of leadership styles and organization transformation	Response Mode	Mean	Interpretation	Rank
Setting the Tone	SA	3.7	High	1
Types	A	2.74	Moderate	2
Features	A	2.5	Moderate	3
Function	D	2.13	Low	4
Average Mean		**2.7675**	**Moderate**	

Source: Primary Data

The means in Table 6 indicate that respondents rated differently the correlation of leadership styles and organization transformation. For

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example; setting the tone of the organization scored (a mean of 3.7) as an impact of leadership styles on organizational transformation. Understanding the types of leadership styles as yet another impact of leadership on organizational transformation scored (a mean of 2.74) as this helps leaders to know what the different leadership types can do to enhance organizational performance. Leadership style features scored (a mean of 2.5) as leadership skills can help change an employee's mentality by instilling an ownership mindset. Leadership style functions scored a mean of 2.13 due to a response mode of Disagree as business owners can use leadership skills to get managers and employees on the same page and refocus on the original goal. Leadership skills can also help correct poor business practices or internal conflicts between employees. The other relevant but insignificant correlation between leadership styles and organizational transformation was that leadership styles offer warnings which can be used by business owners to avoid dominant leaders who consistently request financial benefits

To get an ultimate representation on the correlation of leadership styles and organization transformation and finally, the researcher computed an overall average mean for all aspects in Table 5, which came out to be 2.7675, which confirms that the correlation of leadership styles and organization transformation was at its high level.

Table 7

Regression Analysis Results

Variables Regressed	Beta	R Square	F value	Sig.	Interpretation	Decision on Ho
LS Vs Transformation	0.896	0.971	1970.78	0.000	significant effect	Rejected

Legend;

LS = Leadership Style

Table 6 indicates regression analysis activity used to verify effect of leadership style on transformation of organisational workers. From the table, F value of 1970.78 is significant implying that the predictor which is leadership style has effect on transformation. Beta read 0.896 and R square is 0.0971 is a sign of positive significant of independent variable to dependent variable.

About the null hypothesis, the table indicates significant of 0.000 which is positive hence null hypothesis is rejected resorting to alternative hypothesis.

Table 8

Coefficients table of Dependent Variable

Coefficients Table[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.622	.039		15.910	.000
	LEIZES FAIR	.260	.095	.327	2.739	.007
	AUTHORITARIAN	.363	.089	.405	4.092	.000
	DEMOCRAT	.210	.071	.258	2.970	.003

a. Dependent Variable: PERFORMANCE

The coefficient in table 8 reveal using the value of t that the constant and the three leadership style are important predictors of transformation by organisational workers. It is evident that leadership style affect level of organizational workers' transformation and that transformation depends on leadership styles. To activity the null hypothesis the constant has 0.000 significant, implying positive and significant and that the null hypothesis is rejected in the three leadership styles. We conclude that there is significant relationship between leadership styles of head organizational workers and organisational workers transformation in Dahabshil division.

CHAPTER FIVE
FINDINGS, CONLUSIONS AND RECOMMENDATIONS

FINDINGS

This study was set to study leadership styles and organizational transformation in selected remittance companies in Mogadishu, Somalia to encourage using leadership styles and organizational transformation of remittance companies. It was guided by three specific objectives that included determining the levels of leadership styles, to establish the level of organization transformation in remittance companies and to correlate leadership styles and organization transformation.

Data analysis using SPSS's descriptive statistics showing frequencies and percentages revealed that most respondents (60%) were male, while women were only 40%. This indicates a gender gap in the right to educate workers. This gap may be due to inferiority of women workers such that few of them go for education at all. As regards to age, most respondents belonged to the age group of 26 – 35 years and 36 - 45 years as both scored 30% respectively and these were followed by those in between the years of 15-25 and those who were above 45 years of age. Concerning the education level, results indicate that the majority of the respondents were majorly graduates (45%), masters (25%) and diploma holders (15%) There were very few of them with and PhDs (10%) and certificate holders (5%). Results also indicated that the study sample was dominated by respondents who had stayed in the study area for a period of 1-2 years (30%), followed by those who had stayed for 3-4 years (40%), 5-6 years (15%) and lastly those who had stayed for over 7-

8 years (15%). As for marital status, most respondents were married (50%), 30% were single and 20% divorced.

Furthermore, data analysis using SPSS's descriptive statistics on the different levels of leadership styles, results indicate that the bureaucratic leadership style was perhaps the most important style of leadership used in remittance companies in Mogadishu as it scored (a mean of 3.7) hence the response mode was Strongly agree (SA) and interpreted as high. The charismatic leadership style was yet another suggested different levels of leadership styles with a response mode of Disagree (D) and (a mean of 2.13) with an interpretation of low hence there is no significance in the correlation of charismatic leadership with organizational transformation of remittance companies. The autocratic leadership style scored an interpretation of moderate with (a mean of 2.5) and thus the response mode was Agree. Another leadership style cited by respondents was the democratic leader which scored (a mean of 2.74) with a response mode of Agree and an interpretation of moderate. The laissez-faire leadership style which was responded with a mode of strongly Agree scored (a mean of 3.5) and an interpretation of high was another relevant level of leadership styles. Other insignificant leadership styles mentioned by the respondents included; the task-oriented leader and the servant leader. To get an over view on the different levels of leadership styles, an average mean for all the five aspects on this aspect was computed and turned out to be 2.91 which falls under moderate on the rating scale. This implies that on average, the different leadership styles in remittance companies are moderately satisfactory.

The means in Table 4 indicate that respondents rated differently the levels of organizational transformation in remittance companies. For example strategic organizational transformation was rated high (mean=3.9593), followed by Structural organizational transformation which scored a (mean =3.7964) due to a response of strongly agree, Process-oriented change as yet another level of organizational change scored a (mean= 3.7828) due to the fact that respondents were all in agreement that such a transition is common in remittance companies in Mogadishu. People-centered change was answered by a response of Disagree as respondents believed that it was rare for change to be people centered and hence a mean of 2.13. To get a final picture on the levels of organizational transformation in remittance companies, the researcher computed an overall average mean for all aspects in Table 4, which came out to be 3.417125.

The third objective in this study was to establish the correlation of leadership styles and organization transformation in remittance companies. Research revealed that respondents rated differently the correlation of leadership styles and organization transformation. For example; the means in Table 5 indicated that respondents rated differently the correlation of leadership styles and organization transformation. For example; setting the tone of the organization scored (a mean of 3.7) as an impact of leadership styles on organizational transformation. Understanding the types of leadership styles as yet another impact of leadership on organizational transformation scored (a mean of 2.74) as this helps leaders to know what the different leadership types can do to enhance organizational performance. Leadership style

features scored (a mean of 2.5) as leadership skills can help change an employee's mentality by instilling an ownership mindset. Leadership style functions scored a mean of 2.13 due to a response mode of Disagree as business owners can use leadership skills to get managers and employees on the same page and refocus on the original goal. Leadership skills can also help correct poor business practices or internal conflicts between employees. The other relevant but insignificant correlation between leadership styles and organizational transformation was that leadership styles offer warnings which can be used by business owners to avoid dominant leaders who consistently request financial benefits. To get an ultimate representation on the correlation of leadership styles and organization transformation and finally, the researcher computed an overall average mean for all aspects in Table 5, which came out to be 2.7675, which confirms that the correlation of leadership styles and organization transformation was at its high level.

CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study objectives above.

The different levels of leadership styles

Results concluded that the different levels of leadership styles was among other things the bureaucratic leader, the charismatic leader, the autocratic leader, the democratic leader, the laissez-faire leader, the people-oriented leader, the task-oriented leader and the servant leader. An average mean for all the five aspects on this aspect was computed and turned out to imply that on average, the levels of leadership styles are moderately satisfactory.

The level of organization transformation in remittance companies

In reference to the different levels of organizational transformation in remittance companies, the researcher found out that among others the strategic organizational transformation, Structural organizational transformation, Process-oriented change and People-centered change with an average mean of 3.417125.

The correlation between leadership styles and organization transformation

The third objective in this study was to establish the correlation between leadership styles and organization transformation. Research concluded that the correlate leadership styles and organization transformation were; setting the tone, types, features, function and warning. The researcher computed an overall average mean for all aspects and came out to confirm that the correlation of leadership styles and organization transformation was at its high level and thus significantly important in remittance companies.

RECOMMENDATIONS

Remittance companies should understand that there are several factors influencing leadership styles and organizational transformation in Mogadishu, Somalia. Below are some of the recommendations that the researcher deemed fit for the remittance companies under study;

Remittance companies should adhere to a uniform leadership styles to be able to get a competitive advantage as all success of an organization bases on the degree of leadership.

Remittance companies should involve their staff members in decision making policies if they are to enhance work performance of their employees as this will make the employees get motivated to work even harder to meet the company goals and objectives.

Leaders should involve themselves in resource mobilization for especially remittance companies as the leaders are the voice of the company and if a leaders involves themselves in fundraising many supporters will be won over for resource mobilization and this success for the company.

Staff motivation should be on the forefront of all leadership practices especially in remittance companies where if a staff member is not motivated may indulge in theft and fraud causing the business losses.

Areas for further research

Much as a lot of efforts were put by the researcher in investigating about this research problem, he cannot convince the public that he exhausted all problem areas pertaining the study variables. This therefore leaves a room for more areas requiring further research. A comprehensive study in the role of leadership styles in employee performance enhancement should be conducted to fill up the gaps left by this researcher.

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APPENDIX I

TRANSMITAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELOR (DVC)

COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Dear Sir/ Madam,

RE: <u>INTRODUCTION LETTER FOR MS. ASHA ABDULLAHI ALI REG. NO.MPP/34515/113/DF TO CONDUCT RESEARCH IN YOUR INSTITUTION.</u>

The above mentioned candidate is a bonifide student of Kampala International University, pursuing a Master's Degree in Education Management and Administration.

She is currently conducting a field research for her thesis entitled

"Leadership Styles and Organizational Transformation in Selected Remittance Companies in Mogadishu, Somalia"

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

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

Any assistance rendered to her will be highly appreciated.

Yours truly,

_____

Novembrieta R. Sumil, Ph.D.

Deputy Vice Chancellor, CHDR

APPENDIX II

INFORMED CONSENT

IN SIGNING THIS DOCUMENT, I am giving my consent to be part of the research study of Ms. **ASHA ABDULLAHI ALI** that will focus on **"Leadership Styles and Organizational Transformation in Selected Remittance Companies in Mogadishu, Somalia"**.

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

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

Initials:.......................................

Date:.......................................

APPENDIX III

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 _____

APPENDIX IV
QUESTIONNAIRE

QUESTIONNAIRE FORM FOR THE STUDY TO INVESTIGATE LEADERSHIP STYLES AND ORGANIZATIONAL TRANSFORMATION IN SELECTED OF REMITTANCE COMPANIES IN MOGADISHU, SOMALIA

Dear Sir/Madam

Greetings!

I am a student at Kampala International University who is carrying out an investigation leadership styles and organizational transformation in selected of remittance companies in Mogadishu, Somalia. As I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide me with the most appropriate information as indicated in the questionnaires and if possible please do not leave any item unanswered. Any data from you shall be unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality. May I retrieve the questionnaires one week after you received them? Thank you for your cooperation.

Yours faithfully,

....
Researcher

Each item .be honest about your option as there is no right or wrong answers.

Scores	Responses	Description
4	Strongly Agree	Very good
3	Agree	Good
2	Disagree	Moderate
1	strongly Disagree	Fair

I have used numbers to symbolize your choice because of the limited space. Please tick the correct alternative in the space provided.

A.   THE DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Please tick the most appropriate box.

Main category	Sub category	1 (SA).	2 (A).	3 (D).	4 (SD).	5 (I).
Gender	Male					
	Female					
Age Bracket	15-25 years					
	26-35 years					
	36-45 years					
	45 years and above					
Level of Education	Certificate					
	Diploma					
	Degree					
	Masters					
	PhD					
Years in Area of study	1-2 years					
	3-4 years					
	5-6 years					
	7-8 years					
Marital Status	Married					
	Single					
	Divorced					

Level of Leadership Styles
Bureaucratic Leader

_____1) Our organization in is highly structured.

_____2) Our organization follows the procedure as they have been

_____3) Our organization doesn't allow exploration of new ways to solve company problems.

_____4) Our organization is slow paced to ensure steps have been followed prior to sending it to the next level of authority.

Charismatic leader

_____1) we lead by infusing eagerness into in our staff.

_____2) We lead by creating eagerness in our team members.

_____3) We lead by having our leaders be committed to the organization for the long time.

_____4) We attributed the division success the leader and not the team.

Autocratic leader

_____1) the power to make decisions is with one person.

_____2) one person has total authority in our company.

_____3) In our department or organization, we closely supervision to perform certain tasks.

Democratic leader

_____1) Our leaders include one or more employee.

_____2) Our leaders include one or more employee in include decisions of how to perform certain tasks.

_____3) Our leaders maintains the final decision-making authority.

Laissez-faire leader

_____1) our leaders allows employee to make decision

_____2) our leader still remains responsible for decision made by staff.

B. Organizational transformation (OT)

Strategic

_____1) We change the mission statement basing on demands of external environment.

_____2) We change the way we do thing depending on our target market.

_____3) We change the way we do thing depending on how we plan to sell our products or sell.

_____4) We change the way we do thing depending on level of global activity.

_____5) We change the way we do thing depending on our various partners (ships)

_____6) We change the way we do thing depending on our joint business arrangements.

Structure

_____1) We redesign the company structure basing the hierarchy of authority.

_____2) We redesign the company structure basing goals.

_____3) We redesign the company structure basing structural characteristics.

_____4) We redesign the company structure basing administrative procedures.

_____5) We redesign the company structure basing management systems.

Process-oriented

_____1) we re-engineer organization production productivity to achieve optimum workflow.

_____2) we re-engineer organization production productivity to achieve how to the organization delivers services.

_____3) we re-engineer organization production productivity to achieve how to the organization the adoption of robotics in a manufacturing plant or

_____4) we re-engineer organization production productivity to achieve how to the organization of laser-scanning checkout systems as supermarkets.

People – oriented

_____1) we try to change attitude in the company.

_____2) we try to change behavior in the company.

_____3) we try to change performance of employee in the company.

_____4) we try to change the way we solve problems.

_____5) we try to change nature of how employee perceives themeslves

_____6) we try to change.....

Thanks for Your Cooperation