Effects of Transformational Leadership on the Performance of Government Employees Somalia

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Abstract

The main objective of the study was to assess the effects of transformational leadership style on performance of government employees in Somalia. This study used descriptive survey research design. The main purpose of using this type of design is that it assessed the current situation within the study location. The target population of this study comprised of 60 government employees from different ministries which included: the Information, Planning, and healthcare and among the public in Mogadishu, Somalia. This population was chosen due to availability of the respondents in all the ministries within Mogadishu, Somalia. Descriptive and Inferential Statistics were conducted to analyze the data. The data was analyzed using SPSS Version 22.0. Conclusions were arrived at the effects of transformational leadership on the performance of government employees in Mogadishu, Somalia based on the findings of the study. The study found a positive influence between inspirational motivation and employee performance. Respondents on average tended to agree with the presence of motivation to accomplish job goals and objectives, support for team building, leaders’ expression of what employees should do, and leaders helping employees find meaning in their work.

Key words: Transformational Leadership, Performance of Government Employees

1. Introduction

The performance of employees in any government institution in any given country is mostly determined or evaluated based on the leadership style implemented by the leaders who are responsible for ensuring achievement of the short term and long term objectives by the employees in their respective departments or areas of operation (Kazeem, 2014).

Transformational leadership is comprised of the combination of four elements which include idealized influence, inspirational motivation, intellectual simulation and individualized consideration that enable execution of assigned duties and responsibilities by various leaders for the purpose of achieving the desired needs of the followers (Tharmpas & Boon-itt, 2015). A combination of these elements normally exhibit the traits that need to be developed by the followers of a particular leader for the purpose of creating a foundation for an effective and positive leadership (Caillier, 2014). Transformational leadership focuses on leader–follower exchanges whereby the followers or subordinates are expected to carry out their duties according to the given performance instructions. It is also described as non-transactional type of leadership whereby prompt decisions are not made without consultation or ignorance of the response from the leaders (Huberts et al, 2007).

2. Research Problem

Transformational leadership style play a very vital role in the performance of employees in different organizations, institutions and sectors in any given country, however there is a challenge on differences in the results experienced on the its implementation. For instance a study that was carried out by Alrifi (2012) found out that transformational leadership style played a very critical role in motivating the followers to have expectation that are very high but on the other hand it triggers their creativity and further transforms their personal values and self-concepts. Comparable studies conducted by (Mbithi, 2014) on the response of the universities to the reforms implemented by the transformational leadership styles through their top leaders in achieving academic excellence, found out that the results were high employee performance and success by the top leaders in the universities. This study however failed to address the challenges encountered while implementing the transformational leadership style or the factors that contributed to the success. Tierney and Tepper (2007) study states the transformational leadership style lacks the interactive nature that supports interaction among employees as well as their leaders therefore deterring development of a positive attitude and behavior of the employee in an organization.

Several empirical reviews that have been carried out indicate dual effects of the transformational leadership style on employees and organization. Mogadishu being the capital city of Somali where most of the crucial decisions on government
employees are made by most leaders centrally placed despite the political and economic challenges, it is therefore crucial to assess the transformational leadership style effects on performance of government employees in Somalia since no empirical studies exist.

3. Objectives of the Study

3.1 General Objective

To assess the effects of transformational leadership on performance of government employees in Somalia.

3.2 Specific Objectives

The specific objectives of the study were:

i. To find out the effect of inspirational motivation on performance of government employees in Somalia.

ii. To identify the influence of intellectual stimulation on performance government employees in Somalia.

iii. To assess the effects of individualized consideration on performance government employees in Somalia.


4. Justification of the Study

The study will be of great substance to the Somali government to identify the appropriate strategies to put in place when they encounter political challenges that affect the service delivery of the government employees. The study will also help the government employees in Somali to be empowered with the right governance strategies that will help in handling the challenges that the will encounter when delivering their key duties and responsibilities to the citizens.

The study will help the international agencies operating in Somali to operate and deliver their services based on the changes that will be made in the governance and leadership structures during a particular period of operation for the purpose of reducing several conflicts that may arise. The study will be of great value to future researchers and scholars; they will use it as a point of reference when exploring the transformational leadership style effects on performance of government employees in Somali for the purpose of developing new concepts, ideas and strategies.

5. Review of Literature

5.1 Theoretical Framework

5.1.1 Transformational Theory

Transformational leadership puts emphasis that leaders should act as change agents who initiate and implement the new direction to employees based on innovative ideas and vision (Kim and Yoon, 2015). This implies that employees are empowered in making change in the organization by the leaders to ensure that the innovative ideas possessed by them are of great substance for the growth and success of the company. This theory also identifies the role that should be taken up by the leaders in ensuring the employee performance is effective in any given organization to ensure that the objectives and vision of the organization is achieved within the projected period.

Chen et al., (2009) states that transformational leadership theory identifies transformational leadership as an important driver in stimulating employee performance whereby the employee performance is also backed up by employee creativity in the organization to ensure the desired goals are achieved. The stimulation of the employee performance in this type of leadership style is based on rewards and punishment systems. The theory assumes that employees are normally motivated by rewards and punishments which are also dependent on the performance of the employees. The rewards are meant to motivate employees to increase the performance to higher levels which are meant to move the organization to a higher level. The punishments are meant to ensure the employees meet the expected standards of performance within the organization and deter them from achieving undesired results. The relationship of the managers and subordinates in this theory is relational whereby achievement of given goals and organizational expectations by subordinates is determined by monitoring techniques put in place by the managers to ensure efficiency in performance.

This theory is relevant to the study due to the fact that the leaders are identified with the role of catalyzing the behaviour of government employees in Mogadishu to ensure quality in their performance for the purpose of achieving the desired goals and objectives required for service delivery.

5.1.2 Leader- Member Exchange Theory
This theory indicates that there is a relationship between the leaders and their followers. The relationship is fuelled by interactions of supervisor and employee performance whereby there is an exchange of information, resources, time and emotional effort that gives independence in decision making. Therefore for the government employees in Mogadishu to perform well they have to exchange information and resources within the given time with their leaders to ensure that their performance is effective and also delivery of the services is according to the required standards for the purpose of ensuring that all the objectives met by the Somalia government.

A study carried out by Tummers and Knies (2013) on leadership and meaningful work in the public sector in Pakistan, found out that there is relationship between managers and employees in the public sector organization hence leading to more commitment, high levels of effort and empowerment of employees of all levels. This implies that this theory exhibits the role of the transformational leaders in motivating and inspiring government leaders in Somalia in achieving the shared vision and objectives for the purpose of ensuring that their performance is of great value to the Somalia government as well as their citizens in satisfying their needs.

Leader member exchange theory indicates that relationships play a very vital role in maintaining proactive asset management organizational culture that is developed by the supervisors and subordinates coupled by their attitude toward change and autonomy (Brunetto et al 2012). This implies that the government employees should have regular communication as well as maintain good relationship with their leaders to ensure appropriate mechanisms are put in place to ensure maximum performance and delivery of the required services in an efficient and effective way.

Brunette et al (2013) states confirms with leader member exchange theory which identifies poor quality relationships that result in employees’ preemptive behavior which contributes to less commitment and responsive engineering asset management. Therefore for transformational leadership to have an impact on the employee quality relationship should be maintained by the leaders towards the employees. Inadequate support, information and resources that prevents the employees’ ability to work effectively in government of Somalia should be handled strategically coupled with multiple culture reaction to ensure quality service delivery of the employees.

5.13 McGregor’s Theory Y

This theory was developed by McGregor based on different managerial practices whereby theory Y represents two ends of a continuum of beliefs and the workers behavior see people as being motivated by high order growth needs. This theory entitles the leaders to facilitate their followers to act on their needs for the purpose of ensuring growth in their jobs. Therefore, the purpose of ensuring effective performance of the government employees in Somalia, the leaders should ensure that the employee needs are met for the purpose of ensuring comfort while delivering the assigned duties and responsibilities in their respective position. The leaders should also take responsibility of structuring the work environment for the purpose of ensuring the employee achieve the individual as well as the organizational objectives within their respective departments of duty for the purpose of ensuring efficiency in delivery of services.

Transformational leadership style is related with Theory Y due to the fact that this theory focuses on supportive, trustful relationship between the leader and subordinates, where employee achieve better results in delivery of their services through encouragement and inspiration. This implies that the leaders in the government of Somalia should possess the traits of trust and honesty while working with their employee for the purpose of ensuring that they maintain a good relationship which will motivate employees to increase their performance.

Odumuru & Ifeanyi (2013) identifies transformational leadership to be proactive and directed towards change of culture in an organization. Therefore the leaders in the Somalia government should be proactive to the and focused in changing the work culture of the employees in a positive manner for the purpose of contributing to competency in service delivery of the government employee to meet the desired goals as well as results.

Therefore this theory is related to transformational leadership since it powers the leaders to ensure their organizational structures are in order for the employees to perform their duties effectively and accomplish the set goals and objectives that are meant to satisfy the needs of the citizens.

5.2 Conceptual Framework

According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables.
5.3 Discussion of Variables

5.3.1 Employee Performance

The main objective of any government in any given country is to ensure quality job performance of its employees in the competitive political and economic environment. Employee performance is defined as the attained outcomes of actions with skills of employees who are competent in delivery of the organizational goals and objectives (Prasetya and Kato, 2011). Therefore, the performance of the government employees in Mogadishu should be measured based on the effects derived from the transformation leadership styles effects implemented by different leaders.

5.3.2 Transformational Leadership

Transformational leadership plays a vital role in influencing the collective interests, behaviours and inspirations of followers to achieve very high targets than expected by the leaders (Bodla & Nawaz, 2010; Kroes, 2015). Employee performance is greatly improved by transformational leadership, this is due to the potential of transformational leadership’s ability to develop knowledge and potentials of the employees. Implementation of the leadership style improves employee performance due to its potential to develop their knowledge and potential (Yukl, 2007).

A study by Akeel and Indra (2013) on the role of transformational leadership style in motivating employee performance in the public sector in Libya, found out that that transformational leadership style played a very critical role in improving the staff performance in improving the employing performance. This indicates that the transformational leadership style has an effect on employee performance in the government of Libya. Another study carried out in Nigeria at Kogi state by Akeel, A., & Indra, D. (2013) on effective leadership and organizational performance in relation to national youth service corps, identified that transformational leadership style was of great value to African countries since it played a great role on improving the performance of their employees. Somali being ranked among the Africa counties is identified to be the beneficiary of this leadership style on improving the performance of the government employees.

5.3.3 Inspirational Motivation

According to Herrmann and Felfe (2013), inspirational motivation stimulates followers to perceive the new task as a challenge, build trust in their ability to create successful solutions, and to think creatively about different problems that they face in their workplace. Inspirational motivation is determined by the behaviour of the leaders to motivate and inspire employees by
sharing the meaning as well posing a challenge to them (McCleskey, 2014). Therefore the leaders should exhibit the right traits for the purpose of motivating their followers.

5.3.4 Intellectual Stimulation

Through intellectual stimulation creative thinking is enhanced whereby the leaders challenge old assumptions, beliefs and traditions and encourages new ways of thinking (Guay, 2013) and also through intellectual stimulation leaders develop the ability to promote the employee’s performance through analysis of their assumptions and status quo for the purpose redefining their decisions to be of great value in delivery of their services as well as to the organization (Slatten and Mehmetoglu, 2015). Intellectual stimulation enables the leaders to challenge the hypothetical decisions made by the followers and emphasizes on them being creative and innovative and also to develop the ability to have a high level of thinking without losing focus on the mission of the organization (Odumeru & Henayi, 2013). Therefore leaders in the Somalia government should embrace intellectual stimulation on their government employees for the purpose of encouraging generation of valuable ideas that will be of substance in service delivery.

Intellectual stimulation represents an important element in transformational leadership due to its ability to empower transformational leaders to encourage their followers to question their own belief, challenge their assumptions and values when appropriate for the purpose of eliminating outdated decisions to help in solving the current problems encountered (Elkins & Keller, 2013; Sundi, 2013). This element of transformational leadership style should be possessed by the leaders in the Somalia government due to the need of new ideas and solutions to several problems encountered due to political instability.

5.3.5 Individualized Consideration

Individualized consideration involves leaders who identify the needs, abilities and goals of the followers for the purpose of mentoring and coaching them (Guay, 2013). Leaders in the Somalia government should therefore critically analyze the needs, abilities and goals of the government employees for the purpose of identify their area of weakness and address it through training or coaching for the purpose of improving their performance.

The transformational leaders should assess the employees’ performance on an individual basis and not on employees’ basis for the purpose of measuring their major contribution to the performance to the organization (Weib and Suess, 2016). Through the individual assessment of the employees, the performance is well measured in terms of productivity and achievement of the set targets and objectives set by the leaders or managers.

Individualized consideration contributes to employee’s creativity that is coupled with recognition of individual differences and encouraging the employees to have more diverse approaches and perspectives in their creativity and creative thinking (Puccio et al., 2011). Therefore the leaders in the Somalia government should encourage and advocate for creativity of the government employees for the purpose of achieving better results in solving multiple problems and challenges encountered by the employees. Leaders who value individualized consideration for their followers should truly affiliate with them by giving them maximum attention and try to bond with them for the purpose of building on their skills and their abilities that will enable them to perform well in their duties and responsibilities (Abbas et al., 2012).

6. Research Methodology

This study used descriptive survey research design. The main purpose of using this type of design is that it assessed the current situation within the study location at the time of the study. This research design has been used to analyze the effects of transformational leadership style on performance of government employees in Mogadishu, Somalia. The target population may be further described as including everyone or everything exhibiting characteristic that one wishes to study and understand. The target population of this study comprised of 60 government employees from different ministries which included: the Information, Planning, and healthcare and among the public in Mogadishu, Somalia.

7. Discussion of Key Findings

This section summarizes the key findings of this study “Effects of Transformational Leadership on performance of government employees in Mogadishu, Somalia”. The section addresses three research objectives, through research questions, gives conclusions and recommendations in relation to the findings of this study.

7.1 Effect of Inspirational Motivation on Performance

The study findings showed that over 40% strongly agreed and 10% agreed that inspirational motivational affected the performance of employees of the government in Mogadishu, Somalia. Furthermore, 74%, showed that inspirational motivation does not affect performance of employees while 26% believed that inspirational motivation does affect employees’ performance and 60%, showed that leaders in the ministries do not show inspirational traits while 40% indicated that leaders in the ministries
exhibited inspirational traits. These results therefore indicate that inspirational motivation does not play a significant role in performance of Mogadishu government employees.

7.2 Influence of Intellectual Stimulation on Performance

The study findings considered various factors of intellectual stimulation. Generally the findings indicate that factors of intellectual stimulation including employee motivation, employee commitment and employee satisfaction affected performance of employees of Mogadishu government. The findings show that 54% of the respondents noted that intellectual stimulation highly affected behavior of employees while 33% indicated that intellectual stimulation moderately affected behavior of employees. Thirteen percent, 13%, indicated that intellectual stimulation lowly affected behavior of employees. This confirms that intellectual stimulation affects performance of employees.

7.3 Effects of Individual Consideration on Performance

The findings show that individual consideration factor of employee autonomy, employee capability and employee creativity affected their performance significantly. Therefore, this shows that individual consideration factors affect employees’ performance. More than 60% of the respondents indicated that individual consideration influence leaders’ involvement in leadership governance.

8. Conclusions and Recommendation

8.1 Conclusions

For an the government in Mogadishu to maintain high performance, it should strive to make the employees to be committed to their work, be happy and satisfied within their jobs, have a well-trained management team that is able to support the employee as they undertake their daily tasks and regularly give appropriate feedback to the employees and vice versa to ensure smooth flow of information from top to bottom and vice versa. This will create a good working environment conducive for the employees’ high performance. This can be done with their employees’ exhibition of factors of inspired motivation, intellectual stimulation and individual consideration.

8.2 Recommendations

The study recommends that:

i. The government needs to explore further on use of appropriate technology to enhance employee performance.

ii. The government needs to lay down clear policy guidelines and procedures to guide staff while dealing with different issues related to work for effective performance.

iii. There is need to improve employee remuneration and communication systems from management to staff and vice-versa.

iv. The managers in government need to be well trained in order to offer the required support to the employees.

References


