

T.C.

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**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL  
CHANGE: CASE STUDY IN HORUMUUD TELECOM, SOMALIA**

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## **ABBREVIATIONS AND ACRONYMS**

AI – Artificial Intelligent

USA- United States America

CM- Change Management

HR- Human Resource

SPSS- Statistical Program for Social Scientists

IDC- International Data Corporation for Research

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## **ABSTRACT**

This study is based on both Hormuud and Somtel Telecommunication in the capital of Somalia Mogadishu. It aimed to convey the leadership styles and change in their businesses.

The study was carried out by collecting data with the questionnaire method and analyzing it with the SPSS program. The sample of the study consists of 127 employees and managers.

The effect of effective communication, together with employee awareness, in terms of not resisting the change process in communication planning and gaining skills to employees has been determined. The leadership style in both organizations is autocratic leadership.

As a result, it has been proven in the study that there is a positive relationship between leadership styles and organizational change. The inclusion of employees in the decision-making process and the democratic management approach affects affect organizational change positively.

**Keywords: Telecommunication, Leadership, Organization**

## ÖZET

Bu çalışma, Somali'nin Mogadişu Başkentinde hem Hormuud hem de Somtel Telekomünikasyon İşletmelerindeki liderlik tarzları ve deęişim konusunu aktarmayı amaçlamıştır.

Çalışma anket yöntemiyle veri toplayarak ve SPSS programıyla analiz ederek gerçekleştirilmiştir. Çalışmanın örneklemini 127 çalışan ve yönetici oluşturmaktadır.

Etkili iletişimin, çalışan farkındalığı ile birlikte iletişim planlamada deęişim sürecine direnç göstermeme ve çalışanlara beceri kazandırılması açısından etkisi tespit edilmiştir. Her iki örgütte de kullanılan ortak liderlik tarzı; otokratik liderliktir.

Sonuç olarak, çalışmada, liderlik tarzları ile örgütsel deęişim arasında pozitif bir ilişki olduğu kanıtlanmıştır. Çalışanların karar alma sürecine dâhil edilmesi ve demokratik yönetim anlayışı örgütsel deęişimi pozitif yönde etkilemektedir.

**Anahtar Kelimeler: Telekomünikasyon, Liderlik, Organizasyon**

# CHAPTER ONE

## 1.0. Introduction

There are several Telecommunication organizations in Mogadishu and some of them include: Horumuud and Somtel. The researcher carried out his study in these two organizations but Horumuud was given more emphasis because it is the dominant Telecommunication organization in Somalia. The main products offered by these service providers include communication services, however, they are also involved in money remittances from within and outside the country. For instance Horumuud has other auxiliaries like Taaj mobile money transfer which is specialized in remittances only.

The study attempted to find out how employees respond to change while looking at leadership styles at play during organizational change. Therefore the report constitutes introduction and background of the study, problem statement, the general purpose of the study and the specific objectives, research questions and research hypotheses, scope and the significance of the study are highlighted, limitations, operational terms as well as the conceptual framework.

The Horumuud Telecommunication Company being a dominant communication organization, its services are appreciated by many clients. The leadership styles used by this company seemed to be more effective in early years of 2017. This shows that management provides services of high quality in the eyes of the customers through the use of modern technology to match with the ongoing demand of its products. However, in middle of the year, 2018, the customers started to complain about the ineffectiveness of delay of their calls to go through especially during peak hours of the day. In addition to that since communication companies in Somalia provide a critical role in transferring huge sums of money from person to person within and outside the country, there comes a situation when these services are halted without a clear explanation and the customers transactions are left in balance. The researcher under took a pilot study among the existing employees, administrators and managers to find out what exactly could be the cause of service break down during peak hours of the day and sometimes offline services stale for some hours in regard to all complaints collected from the customers. Therefore, this study attempted to determine how leadership styles influence organizational change to avert the customer's complaints and meet their needs as well as the goals of the organization.

## **1.1. Background to the Study**

The research study is aimed at establishing the relationship between leadership styles and organizational change in Horumuud organization in Mogadishu, Somalia. Leadership styles under this study included; autocratic, transformational, Democratic and laissez-faire in relation to organizational change. According to Very Well Mind (2019); defines leadership as an individual with characteristic behaviors that help him/her in directing, motivating, guiding, and managing groups of people. A person's leadership character determines his/her ability to motivate others to perform, create, and innovate in business continuity. Whereas, Jerry Alison (2015); defines organizational change as the process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization. For the content of this research, leadership styles and organizational change are keenly discussed in relation to data that was collected and analyzed. Horumuud as an organization in the delivery of communication services and mobile money transfer, it is assumed to be practicing a combination of leadership styles as argued by some scholars like Teece, (2009) and Beerel, (2009), both put it that due to increased levels of competitiveness running of the organizations, it needs leadership styles which are flexible and incorporate employees in the organizational decision-making which could allow ideas borrowed from the global business trends, say in the same industry. This studies of the international forces within the industry provides opportunity to explore on how leadership relates to organizational actions especially during change process.

Kavanagh & Ashkanasy, (2006); define change as an on-going part of any firm's strategy and it is a strategy which has proven to be significantly related to a firm's ability to perform and sustain competitive advantage. In addition, Hayes,(2007) together with Teece,( 2009), agree that in this IT era organizations demands rapid response of leadership styles that could keep their businesses competitive in the global turbulent economic environment. Therefore, every single firm should be able to deal with change since change is constantly dynamic within any firm today. Other authors such as; Anderson & Anderson,(2010), are in agreement with other scholars that leadership influence organizational change as applied by different types of leadership on promoting a change vision within the firm

A study was carried out in Turkish schools in Malaysia to find out the effect of leadership style on organizational health by Korkmaz, Mehmet (2007), in this finding, it was revealed that, the transformational leadership style has a profound impact on teachers' job satisfaction, while the transformational leadership of the principal directly and, through teachers' job satisfaction, indirectly affects the school health. In the same study, it reveals that leadership behaviors among the transformational and transactional leadership styles and its impact on Employees' organizational commitment is a critical factor as it was evident in one of the major companies in Malaysia, the leadership styles have direct or indirect effect on the organizational change.

Still, desirable work outcomes of employees have strong relations with their commitment to their organizations. Those employees who have commitment to their organization develop strong attachments to the organization's objectives and organization itself when they become part of their organizational culture and that acquired culture embraces new changes in the organization then the implementation of change becomes easy. However when the culture of the organization takes long to accept changes, the implementation meets a lot of resistance to change that could even break the organization through loss of skilled human resource due to eruption of immediate conflicts between management and employees, more so, in organizations with leadership styles which share decision-making with the employees.

Further still, evidences derived from Turkish schools shows that leadership is a very important component in the organizational commitment process. Moreover, the leadership style is crucial for the organizational effectiveness, and the development and the changes of organizational culture. Thus, the study explored the effects of organizational culture and leadership styles on employees' commitment. Given the findings of this research, supporters of this theory believe that the positive effects of leadership and organizational culture on the organizational commitment are paramount in the success of the organization.

Since leadership and change are very critical factors in organization operations, several scholars and authors have come up with various ideas, for example; Gill (2002) argues that change 'requires effective leadership to an understanding and translation of vision, values and strategy into the inspiration of all stakeholders of the organization.

Steers, Sanchez-Runde & Nardon, (2012); say that for the organization to cause change it requires a situational based approach to leadership to assume the flexibility and adjust accordingly and a leader should seek support from employees for effective change to change the existing values and culture within the firm to allow new changes to gain root without much damage on the performance of the organization.

According to (Hoffman, Woehr, Maldagen-Young john & Lyons, 2011), they believe that a successful leader is one who is born a leader and this autocratic styles of leadership promote separation between the leader and his employees. However, this type of leadership style results in little opportunity for input from employees, with the leader instead dictating decisions across the firm as explained by (Van Vugt, Jepson, Hart & De Cremer, 2004). The main disadvantage with this style of leadership is that change management is not flexible and is a barrier to the progress of change in a firm as it is evidently said by Bennis, (2000).

However, Gersick, (2001), on reflecting upon the different types of leadership style and change, believes that autocratic styles of leadership induce change because these styles put much pressure to speed up the change process and exerts one individual to take control of the change to ensure a consistent approach. But Burke, (2013), says that autocratic leadership in its entirety fails to allow for change to foster and develop an effective way across the organizational change process.

A study carried out in china by computing company (2008), found out that during the process of change implementation under laissez-faire leadership, the outcome revealed that this style could work effectively in organizations which have hierarchical administrative structure. The findings continue to reveal that laissez-faire and transformational leadership are more effective in such a hierarchical structure. Also, it was found out that organizational change could work better in government agencies and joint ventures, unlike in state-owned organizations. In this same study, further findings indicate that both transformational leadership and transactional leadership have positive impact on organizational change when well- handled in these two styles of laissez-faire leadership. However the outcomes of laissez-faire may be destructive and resist change when the workers are not willing to embrace the change because the workers are largely involved in decision-making during the process of change.

Hassan Elsan Mansaray, (2019), in his article; organization of Human Resource in the process of change say, leadership is when the leader guides employees towards the direction they desire them in order to achieve organizational goals. And the nature of leadership should be that which allow successful change to take place at any organization in order to face the ever increasing market competitiveness amidst global economic forces.

Leadership in Africa, more so, in East Africa and in sub-Saharan countries, given scholars such as those of Walumbwa et al. (2008), Walumbwa et al. ( , 2010) in Kenya; Nkomo and Kriek (2011) in South Africa; as well as Hale and Fields (2007), Zame et al. (2008), Puplampu (2010), Dartey-Baah (2015) and Dartey-Baah and Addo (2018) in Ghana. Muchiri (2011), believe that autocratic style seem to be more appropriate in change management and this is attributed to colonial influence because most of leaders of large organizations were trained during the colonial times. But they continue to encourage young schools to carry out more research so that leadership styles that involve democratic approach can be used in these organizations.

In studies conducted by the trio; Addae, Johns, & Boies,(2013), on absenteeism during organizational change (Nkomo & Kriek, 2011) was found out that organizations that were using other leadership styles other than autocratic experienced frequent absenteeism whenever there could be change management in the organization. However, they continue to say, limited research has been carried out in Africa and on African organizations to have a wide picture on how different leadership styles works. Scholars like; Prasad (etal, 2006); Nkomo and Kriek, (2011), explain that different authors give varied views on this topic of change management and leadership styles. The studies that have been taken so far are considered the minority. Moreover, they assert that the majority of these studies explore European founded organizations which operate on their mother land guidelines.

## **1.2 Objectives of the Study**

This spelt out the Main objective of the study and the specific objectives that were to assist to establish the relationship between leadership styles and organizational change in Horumuud in Mogadishu, Somalia.

### **1.3 Main Objectives**

The main research objective of the study was to establish the relationship between Leadership styles and organizational change among communication businesses in Mogadishu in Somalia.

#### **1.3.1 Specific Objectives**

In order to achieve the main research objective, the following specific objectives were developed;

- (i).To investigate how leadership styles involve employees in decision-making in respect to organizational change.
- (ii).To investigate how leadership styles communicates with their employees in respect to organizational change.
- (iii).To find out how management delegates duties to the employees in respect to organizational change
- (iv).To establish whether there is a relationship between leadership styles and organizational change.

#### **1.3.2. Research Questions**

The researcher employed these research questions as a guide during the research study;

- (i).How should leadership styles involve employees in decision-making in respect to organizational change.
- (ii). How should leadership styles communicate with their employees in respect to organizational change.
- (iii). How does management delegate duties to the employees in respect to organizational change.
- (iv).What is the relationship between leadership styles and organizational change.

#### **1.3.3 Research Hypotheses**

The following research hypotheses were used to guide the study;

H<sub>1</sub>; There was no relationship between leadership styles and organizational change.

It was found out that the leadership style in place does not involve employees in decision-making during the organizational change.

H<sub>1</sub>; There is a relationship between leadership styles and organizational change. This hypothesis predicted right, indeed, it was found out that there is a great relationship between the various leadership styles and organizational change under this study.

#### **1.4. Geographical Scope**

The study was carried out at Horumuud Telecommunication Company which is located in Mogadishu, the capital city of Somalia. The headquarters of Horumuud are found in the Centre of the city and has several branches in the outskirts of Mogadishu city. The respondents to the study included; Managers, Administrators, Employees and the customers who buy the services of the organization.

##### **1.4.1 Time Scope**

The researcher considered a time frame of two years, from 2018 to 2019. This time scope was chosen for this study so as to enable comparative assessment of the various leadership styles used at the organization and how employees are involved in decision-making at the organization.

Thus, the information obtained within this time frame was sufficient to measure the relationship between leadership styles and organizational change.

##### **1.4.2. Content Scope**

The research concentrated on how leadership styles involve employees in decision-making in respect to organizational change, how leadership styles communicates with their employees in respect to organizational change, and how management delegates duties to the employees in respect to organizational change. The study only limited itself to on these fore-mentioned area because of time factor and financial constraints.

However, the major concerns of the study variables were covered in the outline.

#### **1.5. Operational Definitions**

The researcher defined the terminologies used in this study in a very simple form to enable any user or reader to understand what the researcher intended to bring forward in this study.

##### **1.5.1. Variables**

(i). Leadership style; according to Very Well Mind (2019); refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate in business continuity.

(ii).Organizational change; Jerry Alison (2015); defines organizational change as the process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.

### **1.6. Significance of the Study**

The result of this study may help the organization to understand in detail the role of employees in fostering organizational change as might be dictated by the leadership style in place at a given organization.

The research may help the top management of Horumuud telecommunication industry to implement organizational change policies in an effective way in consideration with the kind of leadership styles working at the organization.

The study may help the government policy regulators to understand the challenges these businesses face in their service delivery and find appropriate ways to help by putting in place fair rules and regulations to protect the interests of all the stakeholders like customers, shareholders, the government itself, the employees and other interested parties.

The study may provide enough evidence about what leadership styles that could be appropriate to implementing organizational change. Still, the top management may be provided with a more practical approach necessary for effective organizational change implementation strategy.

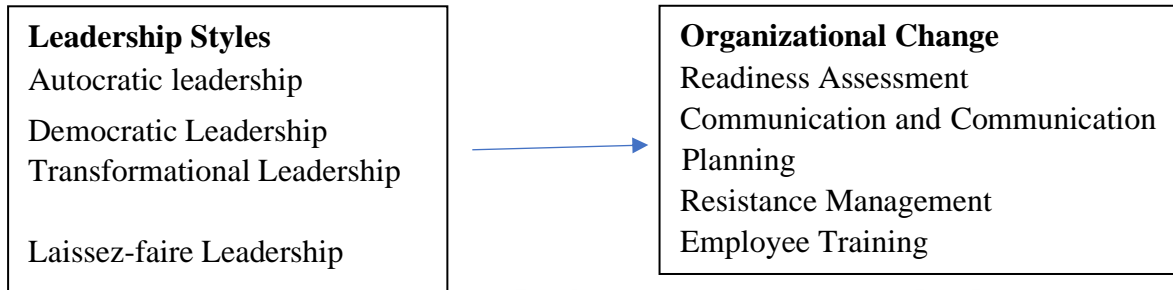
The insiders of the communication businesses may find it as one of the necessary tool to working out their selection of leadership styles and how to exercise control over the employees during the organizational change.

Lastly, the academicians may use this study to find out any gap that would have been left unattended to, so that new and reliable findings could be put in place to help the future operations of the communication businesses to run effectively.

### **1.7. Conceptual Framework**

This conceptual framework identifies the independent variables and dependent variables together with their respective elements. The summary of conceptual framework is indicated in the figure1

Figure: 1 Conceptual Framework



The conceptual framework reflects on both independent and dependent variables. The independent variable in this case is looking at the leadership styles and the study was guided by these elements under it such as; democratic leadership, autocratic leadership, transformational leadership and laissez-faire leadership. Whereas, dependent variable under organizational change included; readiness assessment, communication and communication planning, resistance management and employee training,

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The literature review cited in here is in relation to the study variables; leadership styles and organizational change. It articulates authors, scholars, and researcher's opinions and ideas about the selected leadership styles and the way they affect organizational change. The existing knowledge is to help the researcher to bring about the research findings.

#### **2.1. Understanding the Concept of Leadership;**

Leadership is defined differently by various scholars and authors; John C Maxwell (2015), say that "one who knows the way, goes the way, and shows the way." In a nutshell, any meaningful leader should have the duty and the responsibility to make the organization a success not a failure. More still, a good leader focus far in the futuristic vision and could easily change bad existing ideas into real-world success stories through change management.

To bring out a clear understanding of the concept of leadership, there is need to explain the differences between a manager and a leader. A manager is in the pursuit of the roles carried out to meet the pre-set objectives as argued by one of the legendary computer scientist; Grace Murray Hopper (2012), say, to manage well, 'one need to manage things as well as one need to lead people.' However, Henry Mintzberg (2013), identified some roles that distinguishes the difference between the two by observational research carried out from the CEO level to the first-time supervisor. In his findings, he points out that a particular manager may only sleep not more than ten minutes a day because tasks and responsibilities of the leader role are central to a manager's success. Therefore, a manager and a leader seem not easily separable. But Mintzberg's theory gives the distinctions and the similarities between them by giving managerial roles and leader managerial roles.

According to Mintzberg's theory, the manager under takes the roles of decision making, information handling; that is, making choices, implementing plans receiving, processing, and presenting facts and data. Whereas a leader is basically related to interpersonal roles which involve the leader role about developing relationships focusing on people, while at the same time keeping it grounded in the reality of day-

today managerial functions. Furthermore, Mintzberg defines the leader roles to include specifically; setting goals and evaluating employee performance. Also, a leader does Mentoring, training, and motivating employees.

According to Arnold H Glasgow (2015), say, “A good leader takes little more than his share of the blame and little less than his share of the credit.” In his phrase, he emphasizes to a leader to take accountability as a very critical element in the delivery of services to the people meant to be served. The accountability should not be in mere reports, but also in physical form and the resources involved must be communicated to all stakeholders for transparency. This same element should be carried out by the subordinates to the leader. Leaders are expected to assess their actions in case things do not happen in favor of the ongoing successful leadership during the periods of change management.

### **2.1.1. Democratic Leadership Style and Change Management**

In work environment, the senior leaders off load some tasks which are not very sensitive to their juniors, this is one way of training juniors to seniority overtime. A good leader cannot do everything, right. Therefore a leader is left to focus on key responsibilities while leaving the rest to others to the subordinates. This instills a sense of motivation among the juniors and at the same time cause empowerment to the juniors. One of the greatest leader, Steve Jobs (2010), say, there is one thing that separates a leader from a follower, that is; a leader under takes “Innovation” and it is this distinguishes them. Innovation is the ability to work on the existing idea and you improve on it and completely turns to look new for the benefit of the organization and this is very common with physical products. In the modern world today, organizations undertake change management to beat competition, a leader should be more creative and innovative for customer retention. Finally, this could make the business to resist change.

### **2.1.2. Transformational Leadership Style and Organizational Change**

Mac-Gregor Bums, (2003), argues that for a leader to push the interests of the organization requires an organization to adopt a style of leadership that energizes the followers’ needs putting personal interests aside. More so, House & Aditya, (2007), says; the input of every employ should cause a positive effect on the organizational change policies. Therefore, the transformational leadership style has to embrace the

change in the organization. Dess & Picken, (2000), believe that there is no clear and better leadership style that could permit organizational change with ease, for instance, organizational change involves a lot of things which might take into consideration of the prevailing style. In addition, Amabile, Schatzel, Moneta & Kramer, (2004) are in agreement by saying that changing organizational dynamics requires a transformational leadership style. Samad, (2012), also agree with the transformational approach in that what empowers organizational change is the amount of direction and guidance and the dynamics of change in the strategic vision and mission of the organization. Though Ryan & Tipu, (2013) do not agree with it. They look at the success of organizational change as could be fostered by the behavioral relationship between workers and the behavior of the leadership prevailing at a time in the organization.

The level at which decision-making is carried out also determines how the organizational change could be implemented and this is in the autocratic leaders who makes decisions by themselves and simply pass it to the subordinates without involving them as put it by Mac-Gregor, (2003). Unlike among the laissez-faire leaders under which the employees participate in the decisions of the organization. Whereas, under democratic leadership would involve employees before decisions are implemented. All these leadership styles have differing result in the implementation of organizational change.

Greenleaf, (2007), says; there is no single right and clear leadership style which is better than the other in a situations. In most cases, leaders do not change only the dynamics but environment and employees within the organization change. Also, behavioral theory supporters agree that there is no single style which is more effective to others but the style shall be considered effective based on the performance of the organization in terms of profits and accomplishment of the mission of the organization during change process.

Furthermore, Mac-Gregor Bums, (2003), explains the desire to focus on the individual unique capabilities of every worker and this is done through identifying the needs of change. Thereafter, the transformational leadership style put in place guidelines that will enable the organization to achieve its vision by committing the workers to area where each could perform best.

### **2.1.3. Laissez-faire Leadership Style and Organization Change**

This style offloads the leaders from undertaking the role of decision-making but fully involve workers to determine how the job should be done to the required performance levels. However, Bass & Avolio, (2004), says that, “This type of leadership does not inspire workers to achieve beyond expected outcomes, means the system has worked, everyone is satisfied, and the business continues as usual,” (Bass & Avolio), Therefore, laissez-faire may not work well to implement organizational change because this type of style set the objectives to be achieved in a given period. Given, Cummings, Midodzi, Wong, and Estabrooks (2010), believe that entrusting the workers may not cause the change on the organization culture of patience morality have achieved high levels of performance, unlike the organizations that maintain autocratic leadership style.

According to Anderson & McColl-Kennedy (2005); say that laissez-faire leadership style does not allow leaders to fully participate in critical decision making in organizational matters. Therefore leader’s avoidance in the involvement of decision-making assumes that laissez-faire leadership style may result in excessive frustration among followers that could erode followers' actions in the process of promoting followers' attitude towards change management.

### **2.1.4. Autocrat Leadership in Change Management**

Given the author: Leonard D.Schaeffer(1986) of California talks about change by considering himself as a successful autocrat leader when he was hired as a CEO of Blue Cross at the time whose performance was indeed very low, however with his new style of autocrat, he was able to turn- around the company and company output levels improved drastically. From this, Schaeffer described his experience as: “The Leadership Journey.” That is “When a business needs to change relatively quickly, it’s much more important to just make a decision and get people moving than to take the time to conduct a thorough analysis and attempt to influence others to come around to your way of thinking. Therefore, he defines the autocratic leader not as someone who bullies others needlessly but as the managerial equivalent of an emergency room surgeon, forced to do whatever it takes to save a patient’s life. ”Autocratic leadership in times of change management believed to be more effective especially when the managers are not equipped with necessary skills, training and experience to manage people. The leadership styles which are motivational could work well for environments

with experienced staff not under autocratic leadership style. However, some people refrain to work under autocratic leadership but still agree that it does better in circumstances which needs tough decisions.

In the same understanding autocratic leadership is said to be suitable for organization which demand perfection of the workers in their final output. This is very critical in business organizations and in the science of aero-space no mistakes are needed, the workers must perfect in whatever they do while doing their tasks. More so, this leadership style seek critical tips to work towards the success of the organization through teamwork. These tips have worked for successful football teams even up to the present time.

#### **2.1.5. Autocratic Leadership in Business and Change Management**

Though this style of leadership stands to be criticized, most enterprises find it effective and this is evident in successful companies through innovators for autocratic leadership. It is necessary for many organizations to streamline processes which are evidenced in areas of successful business and political leaders the world had experienced over time. The beauty of autocratic leadership can be justified by quotes of once successful business and political people and these include; Vince Lombardi (1970): “Leaders aren’t born, they are made. And they are made just like anything else, through hard work. ”Henry Ford (Aug.2020): “Quality means doing it right when no one is looking.” Michael Bloomberg (Feb.2021): “Nobody is going to delegate a lot of power to a secretary that they don’t trust” Ray Kroc (1958): “You’re only as good as the people you hire”. Roger Ailes (April, 2012): “Audiences are shifting. Platforms are shifting. Ages are shifting. It’s better to be in charge than to have to react to change. ”John D. Rockefeller 9sept.2020): “I do not think that there is any quality so essential to success of any Autocratic leadership style requirements”.

#### **2.1.6 Autocratic Style to Manage Change Successfully**

Organizations that use autocratic style can do best in the present times of IT revolution by accepting and live to it. This instill staff royalty and trust and change will take place with great support without resistance. There should be room for staff to give their

opinions so long as achieving success is probable as argued by Leonard D. Shaeffer, (2018).

### **2.1.7. Readiness in Change**

Change readiness assessment is said to be one of the first steps in implementation of change in an organization. In a study carried out at Harvard Business School in USA (2016), defined readiness as the "ability to continuously initiate and respond to change in ways that create advantage, minimize risk, and sustain performance." And in this study it is revealed that for successful change to take place, all the organizational stakeholders should be aware of what is about to get introduced and how will change be adopted by the day today workers and who are the immediate recipient of change as well as the resisters to change. According to Prosci (2018), articulates well-organized change no matter which leadership style is adopted by the organization, the things that may be required to be certain include; workgroup enterprise, merger, the ground strength organization at that time.

Given Prosci (2018) writings believes that once this first stage is well handled by undertaking research and the outcomes of the participants of change are well served with the correct information for the cause of change and recommendations are provided well, the change process could not be resisted despite the leadership style in place

Comb, M, (2014), in his notes; on how the value change management thinking could be successful; says that, any change management approach should start with the organizations' readiness for the change. However, many organizations forget to assess the level of the organization and its readiness to change. For instance, USA came up with new changes in her health care organizations, but new changes in health-care law had to be framed before the implementation of Obama healthcare and models to put this were put in place. Despite all the modalities in place, the health care has not achieved success because it was introduced without empirical evidence of its outcome. More so, the employees in the health care did not buy it. Weiner, (2009), says, "Organization readiness to change is also very critical in the process of change though many organizations put much emphasis on the employees' side in the leaders' perception whenever there is change.

### **2.1.8. Communication and Communication Planning**

Louis Children's Hospital, (St; 2018), gives a very serious note, that when change is not well-managed, serious conflicts may erupt and the consequences could be huge and the operations of the organization could come to a halt. Therefore a need to have a successful change management communication plan. There should be strategic change management communication models which may reduce fear from the employees and improve their output during the restricting process.

First of all, the communication change should be explained thoroughly to the staff and the communication should not carry lies except the truth of the change process. In addition to that, the communication should tell the employees the bad side of not taking up the necessary change while convincing be open to relate the change with the vision of the organization. When the employees are in agreement with the leaders, then every employee will become energized and be willing to participate in the change process.

Further still, change communication requires a clear road map through the change process and things like; the nature of organizational change, vision, truth of the change and how will those negatively affected, the causality of the change, be compensated in the future. And also, the process should always put emphasis on the strong reasons for accepting change and change should be the talk of every minute and hour at the workplace for every worker during the working hours. This makes employees to appreciate more the necessity of change in the organization. (Tim Vaughan; 2016). However, no identified leadership styles effective for the procedures articulated within this text.

### **2.2.0. Resistance and Change Management**

In article written by; Meola, A, (2017); the Harvard Business Review, in this survey on the topic of resistance change reveals that many large companies in USA and elsewhere in strong economies, they are trying to address the challenge of change resistance by employing Artificial Intelligence (AI). Although it is not yet clear what the workforce will be left to focus on, creativity which comes with human labor through experience may be lost and this will impact on the organization performance.

It is foretold by scholars; Abbosh, O. Savic, V and Moore, M. (2018); that for industries to handle resistance change should adopt AI might not be the right redress to change simply because employees resist change greatly for the loss of their jobs. And the International Data Corporation (IDC) made estimates for the demand for AI would increase from \$12B in 2017 to \$57.6B by 2021. But there is still unanswered question regarding its value on the industries. Many industries employing AI have started feeling its pinch as put it by Amazon & Domino's Pizza (2018). The study about AI is disturbing in that even the industry like Amazon did not accept the use of AI. According to Wired (2019), from experience the use of AI destroys the organizational culture and AI could also be resisted by the management change itself.

### **2.2.1. Challenges of AI in Change Management**

Managing change is still pausing a great dilemma because even the large industries such as; the global powerhouses, the Amazon which is thought to be reaping the benefits of AI is facing tremendous challenges resulting from loss of skilled labor force. Loss of its culture and also risks of loss of competitive advantage in their CM activities in relation to AI.

However, the study continue to say despite of the overwhelming challenges of AI, there should be caution for early preparations for change. For instance even if the organization is not yet there for use of AI, the stakeholders like organization staff, customers, suppliers and others should be made aware of what will come in future in regard to change. The HR should undertake the responsibility of giving guarantee to the workers about the retention of their work other than stating it in ambiguity terms, otherwise, the staff will resist change.

Basing on the leading researches that have been carried out by Levy S. (2018), it is argued that change may significantly be neutralized by any disruptions which are normally accelerated by technological revolutions in form of AI during change reinforcement in the organization. And when all stakeholders in both short and long term listen to each other amicably, change is likely to take place with minimal **resistance.**

### **2.2.2. Training and Change Management**

First of all. Training is the background of change management. For change to attain success the employees need to be assessed and identify their needs that could be used to provide an appropriate enabling environment requirement during change process. Leaders tend to underestimate the importance of effective communication. The managers, supervisors, team leaders should be selected in time and training should be availed to them as the enablers of the change process. Therefore, given this approach, change management could succeed through proper training in business communication. Leaders to minimize on the change process costs, the training of staff in respect to; handouts, equipment, rentals fees and trainer time, should be executed in the premises of the organization.

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter presents the approaches employed by the researcher during data collection from the field; it explains about; research population, sample size and sampling procedures as well as data collection methods. Also, the researcher ensured the correctness of data on the assumption that instruments used met the validity and reliability in data collection and analysis. The researcher analyzed the data that was obtained from the field through adoption of descriptive statistics to obtain both mean and standard deviation. Therefore, the data reflect the opinions and perception of the respondents. The analyzed data helped in the fact findings by use of open-ended questions through descriptive approach as argued by Creswell, 2009. The researcher focused on establishing the impact of leadership styles on organizational change in respect to the respondents' answers as suggested by Amin, 2005. The researcher's aim was to show the leadership styles in the situation of organizational change.

#### 3.1. Population

The selected area of research study was in Mogadishu, the capital city of Somalia. It involved different categories of respondents of both Horumuud and Somtel employees and the researcher targeted people such as; managers at different levels, and employees at separate companies during data collection. In this regard, relevant data from the field taken the population of 185 from the two places of study. The appropriate sample was derived and the sample assisted the researcher to collect the necessary data for undertaking the study.

#### 3.2 Sample Size

The sample size was determined as 92 and this sample included managers, administrators and employees by both simple random and purposive sampling procedures at both Horumuud and Somtel companies because the researcher could easily obtain the list of their names from their respective offices and headquarters. Thus, simple random sampling gave fair chance for administrators, managers and employees to participate in this study who enabled the researcher to select people who could give relevant information regarding the study variables. Therefore, the sample size was determined by the use of Slovene's formula as indicated below:

$$N \quad n=1\frac{N}{N+1}+N(e_2)$$

$$n = \frac{185}{1 + 185(0.05)^2} = 127$$

**Table 3.1: The Table Showing the Sampling Frame**

Category	Population	Organizations		Sampling	Sampling technique
		HORUMUUD	SOMTEL		
Employees	140	62	41	96	Purposive
Managers/ Administrators	45	20	12	31	Simple
Total	185	82	53	127	

### 3.3 Sources of Data

The researcher generated data from both Horumuud and Somtel companies and this is referred to as primary source of information. The researcher was able to cement the research findings that were obtained from first-hand information by reference to secondary sources on the subject of leadership styles on organizational change such as text-books, manuscripts and others.

### 3.4 Data Collection Methods

The researcher used both quantitative and qualitative methods to analyze the data which was obtained by use of interviews and questionnaire administration. The questionnaire complied with 5 Likert scale of rating numbered in descending order from: 5, 4, 3, 2, and 1 denoting; strongly agree, agree, undecided, disagree and strongly disagree respectively. Questionnaires were self-administered to 100 respondents while the interview guide was administered to 27 persons. The questions had four sections.

Section one was about respondents' profile and the remaining three sections were about the first three objectives of the study. The research instruments used met the validity and the reliability and therefore were used to establish the relationship as suggested by Cronbach's Alpha value that give clarity and dependability as well as instrument's reliability as argued by Amin (2005). For reliability coefficients in all variables to be adequate, the alpha coefficients should be 0.70 and above (Nunnally, 1978).

### 3.5. Data Collection Procedures

The data collection procedure required the researcher to obtain permission from the authority at both Horumuud and Somtel headquarters in Mogadishu. It took ten (10)

days to distribute and collecting back the questionnaires (10) from both companies. Also, during the process of collecting the questionnaire back, the researcher asked respondents various questions relating to leadership styles on organizational change in their respective work places. The researcher employed SPSS and analyzed the data on the leadership style(s) dominant at the organization in respect to decision-making in times of change process at the organization.

### **3.8. Limitation of the Study**

The researcher encountered a number of challenges like the security issues prevailing in Mogadishu and around the country. However, they were encouraged and informed that the information provided was confidential and for solely for academic purpose and nothing else. This made them to respond positively and gave out the required information.

There was also fear of financial constraint to facilitate various research activities because some respondents could ask for some financial facilitation before giving information. However, more money was mobilized from friends and relatives to make sure that the research was carried out successfully.

## **CHAPTER FOUR**

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

This chapter answers research question. It presents analyses and interprets data obtained from the field through questionnaires and interviews. The chapter first presents the profile of respondents administered through questionnaires and then establishes how leadership styles involve employees in decision-making in respect to organizational change; this is followed by Leadership styles on how leadership styles communicate with their employees in respect to organizational change; next is how management delegates duties to the employees in respect to organizational change; and lastly, the relationship between leadership styles and organizational change.

#### **4.1 Demographic Characteristic of Respondents**

Demographic characteristic of respondents determined the profile of the respondents who participated in this study. The details regarding these are presented in Table 4.1 in the next page below.

##### **4.1.1 Demographic Characteristics of Horumuud Employees**

These respondents were established along their age, age group, education level, their positions held, and years of experience in Horumuud Telecommunication organization. These were determined using frequencies and percentages. The details are presented in Table 4.1 in the next page.

Table 4.1. Demographic Characteristics of Respondents in Horumuud

## Organization

	Frequency	Percent
<b>GENDER</b>		
Male	80	59.3
Female	55	40.7
Total	127	100.0
<b>Age</b>		
20-30	31	23.0
31-40	50	37.0
41-50	31	23.0
50+	23	17.0
Total	127	100.0
<b>Education</b>		
No schooling	25	18.5
Certificate	22	16.3
Diploma	32	23.7
Degree	35	25.9
Master's degree	21	15.6
Total	127	100.0
<b>Position held</b>		
Employee	55	40.7
Administrator	26	19.3
Manager	24	17.8
Other	30	22.2
Total	127	100.0
<b>Working experience</b>		
Less than 1 year	42	31.1
Btn 1 to 5 year	51	37.8
Above 5 years	42	31.1
Total	127	100.0

**Table 4.1 Source: Primary Data**

Basing on the information presented in Table 4.1 different categories of respondents were sampled. The majority of the respondents were male; taking a percentage of (59.3%) whereas female were (40.7%). Out of these respondents, it can be seen that the majority of the respondents were employees (41.2%), as regards to administrators

(19.3%); managers (17.8%); then others consisting of (22.2%); after which was the working experience of the employees in Horumuud business organization in terms of years; employees with less than one year experience were (31.1 %); and those between one to five years' experience were (37.8%); and those with more than five years were (31.1%). It can also be seen that the majority of the employees follow in the age group (31- 40); while the least number were (15.3%). Regarding education levels, it was found out that most of the employees are degree holders with (25.9%); and those with masters degrees were (15.6%) whereas the least with no schooling were (18.5%)

The impression that can be drawn from this information is that information on leadership styles and organizational change was captured from different category of respondents thus the research findings obtained in this research can be reliable.

As far as the information about respondents' gender is concerned, Table 4.1 also demonstrates that majority of working people in Horumuud Telecommunication are male as they formed 59.3 percent of the respondents. However, the information obtained from respondents can also be reliable since the topic under study was not gender biased. Thus, information obtained from each gender was complimentary to each other and this was significant for data analysis.

Table 4.1 also shows that respondents from different age groups participated in this study. However, the majority of the respondents were the youth from the age group of 31 to 40 as they formed 37.0% of the respondents while the least participants were the elderly who formed only 17 percent of respondents. Since people from different age groups have different world views and experience, this helped to gather diversified information for this study based on their difference.

After age group of respondents, education level of their employees was also determined. Thus, from Table 4.1, it can be seen that majority of their employees are highly educated

with an overall percentage of 81.5% and the least of them (18.5%) were highly educated (from certificate to master degree and above). This could suggest that many of their employees have the necessary knowledge when it comes to leadership systems used at the organization. However, this is confirmed in the first research objective.

Concerning the leadership styles and their employees' working experience, this research found out that majority of the respondents had experience from one to five years (37.8%); only 31.1 percent of the respondents had organizational experience less than one year. This finding could also mean that most of the employees do not have knowledge about the leadership styles that could assist organization change to take place with minimal negative effects.

#### **4.2 Research Objective 1: How leadership Styles Involve Employees in Decisionmaking in Respect to Organizational Change.**

The first research objective was set to determine how leadership styles involve employees in decision making. In order to achieve this objective, some questions regarding the number of employees employed by Horumuud Telecommunication business organization in Mogadishu in Somalia. The mean and standard deviations were also used to determine how decision making takes place in consideration with the existing leadership style used at the organization under study. The summary of the findings regarding this is presented in Table 4.2 in the next page.

**Table 4.2: How leadership Styles is Involved in Decision making at the Organization**

Statement	N	Min	Max	Mean	Std. Dev.
Only line managers participate in decision-making during change process at the organization	185	1	5	2.5106	.88151
Only top management involved in supporting and implementing change process	185	1	5	3.6170	1.31137
Employees are given clear instructions to follow during change process	185	1	5	3.2766	1.24590
Employees participate fully in implementation of change	185	1	5	3.8723	.94678
Everyone at the organization participates in decision-making during change process	185	1	5	2.5957	1.43950
Critical decisions during change are carried out by the employees	185	1	5	3.5106	1.28321
Whatever decisions taken by employees are accepted by the top management	185	1	5	3.8298	1.23920
Only the top management and the line managers participate in change process	185	1	5	3.0851	1.29933
Top management and employees participate in decision-making during change process	185	1	5	2.7872	1.19667
Employees are the agitator of change before change process takes place.	185	1	5	3.7660	1.20168
Only the line managers are the agitator of change during change process.	185	1	5	2.7234	1.33028
Decisions regarding change process are dictated by employees only.	185	1	5	1.9787	.87201
Employees can decide whether change should take place or not	185	1	5	1.8511	1.06278
Top management is there to accept decisions made by employees	185	1	5	3.8936	1.06799
Top management work together with employees to implement change process	185	1	5	3.4468	1.28213
Decisions regarding change process are taken by top management and line managers only.	185	1	5	4.1064	.84014

Source: Primary Data

The first research objective was set to determine how leadership style involve employees in decision-making in achieving this objective, some statements were made and respondents were asked to rate them basing on their knowledge. They were asked to indicate 1 so as to strongly disagree with the statement; or indicate 2 so as to disagree with the statement; or to indicate 3 meaning that they are undecided or indicate 4 meaning that they agree with the statement; or indicate 5 meaning that they strongly agree with the statement.

In the interpretation, mean values or ranges were used and the minimum mean value was 1 and the maximum mean value was 5. Mean ranges 1.00-1.79 means that the majority of the respondents strongly disagreed with the statement, thus the leadership style like autocratic is very low among organization; mean ranges 1.80-2.59 shows that majority of the respondents strongly disagreed with the statement hence, the employees involvement in decision making is low; mean ranges from 2.60-3.39 suggests that majority of the respondents are undecided thus, the leadership styles to involve employees in decision making at the organization is moderate; the mean ranges from 3.40-4.19 suggest that majority of respondents agree with the statement thus, the leadership styles to involve workers in decision-making at Horumuud is high; and lastly, mean ranges from 4.20-5.00 indicate that majority of respondents strongly agree with the statement hence, the involvement of employees in decision-making at the organization is very high.

Basing on the mean values in Table 4.2, it can be seen that some items are highly rated; some others are moderately rated by respondents while the remaining ones are lowly rated. No item very lowly rated.

Respondents believe that the involvement of employees in decision-making in some items was high among the various leadership styles under study, for instance decisions regarding organization change are basically carried out by the top and line managers under laissez-faire leadership style which was rated at the mean of (4.1064); only line managers participate in decision-making during change process at the organization (rated at the mean of 2.5106); that management involved in supporting decision-making only (rated at the mean of 3.6170); that the employees are given clear instructions to follow during change process (rated at the mean of 3.2766); that employees participate fully in implementation of change (rated at the mean of 3.8723).

Respondents also contended that autocratic leadership style was moderate one of the items and that the other leadership styles like democratic, transformational and laissez-faire was ranging between moderate and very highly which implies that these three leadership styles to a large extent involve employees in decision-making during change process as seen in ( Table 4.2 above)

However, respondents lowly rated the leadership styles say democratic, transformational and laissez-faire highly and very highly of items in the table 4.2. This means that they agreed with these statements. They agreed that with some of the items that were lowly rated under autocratic leadership, most of the items under democratic, transformational and laissez-faire were; top management and involvement of employees (rated at the mean of 2.5957); that critical decisions during change are carried out by the employees (rated at the mean of 3.5106); that whatever decisions carried out by employees are accepted by the top management (rated at the mean of 3.8288); that only the top management and the line management participate in the change process (rated at the mean of 3.0851); that top management and employees participate in decisionmaking during change process (rated at the mean of 2.7872); that employees are

the agitators of change before change takes place (rated at the mean of 2.7234); that decisions regarding change process are dictated by employees only (rated at the mean of 1.9787); that employees can decide whether change should take place or not (rated at the mean of 1.8936); that top management work together with employees to implement change process (rated at the mean of 3.8935); that decisions regarding change process are taken by top management and line managers only (rated at the mean of 4.1064); Since some items have been highly rated, others moderately rated and lowly rated, overall average mean was used to determine whether any of the leadership styles is used exclusively in isolation of others or not. As the overall average mean in for all the mean values in Table 4.2 is 3.1257 and this falls under highly in the rating scale, it can therefore be said that the use of a multiple leadership styles in decision –making during change process is rated high.

A clear observation on the values of standard deviation in Table 4.2 is that the variability in the individual responses of mean values deviating from each other as regards to SD, D, UD, AG and SA was generally high. The lowest value of standard deviation of the sixteen (16) items was .88151 and the highest was 1.43950. This means that there is much greater variability in respondents view as regards to the systems of leadership used at Horumuud telecommunication business organization in Mogadishu in Somalia. High levels of standard deviation could mean that there was some dishonesty among some respondents while answering the questions.

However, in an interview with some of the employees of the organization and it was found out that the majority of them could not understand the type of leadership style being used in the organization during change process or not. Therefore, a substantial number of the respondents did not have any knowledge of some of the basic leadership differences say autocratic, democratic, and transformational and laissez-faire. The

majority of the respondents avoided to say anything negative against their bosses since in Mogadishu unlike elsewhere, there is a lot of fear within the people that at any time due to the fact that they live in insecure environment associated with chaotic attacks against the current government. However, some of the respondents were able to speak what was on their minds say; *“This is my organization. I live on it. Pay my children’s school fees from it and many other family issue, there is no need to object whatever is passed on to us as a worker for the good of the organization. Whether it is good for me or not, as longer as it is going to make the organization better and I get a raise in my salary that is all. I do my job and I listen to my superiors and the type of leadership style isn’t a big issue to me to know which is better than the other that is upon the top management”*. Another Manager in the charge of employees said this; *“What is very important for our organization is to progress in a better direction and we always on a watch out of how the organization could get the best human labor to keep the organization in competitive position to match the needed technology to meet the needs of our customers. By so doing this, we use any leadership style that could be deemed suitable at a time, more especially during the change process. In addition to that, autocratic leadership style is more appropriate to use because people in Somalia prefer and honor orders from the top management. I would say autocratic is the best leadership style for this organization*. Similar statements were also made by other employees. For example, another administrator of the organization also said, *“I better work in an organization which practices autocratic leadership because what had been decided by the top management is done by considering all the effects of the effects of the decision and more still it is done in a formal analysis and with enough experience. But when you give chance to employee’s to get involved in decision-making, the unnecessary delays could easily creep in decision-making processes and sometime the*

*employees may not have the necessary skill and experience to undertake decision-making during change process*". These statements suggest that Horumuud organization might be practicing autocratic leadership and not in isolation of other leadership styles under this study. From the respondents reactions it can be said that autocratic leadership style is better in the implementation of organizational change.

In an interview with some Management officials, many officials also lamented that in many occasions involving decision making during change process, the success of change process depends largely on decision making and who is to implement change process. Therefore, in many cases employees involvement become critical since no organization has ever implemented change in any organization in isolation of the employees. This means that a combination of two or three or more could be used by the top management to acquire success during change process. The details on these can be found in the Appendix. Thus, there is need for top management to lay down strategies that can encourage employees to develop the skills and experience of undertaking suitable decision-making during change process.

#### **4.3. Research Objective Two; How Leadership Styles Communicate With Their Employees in Respect to Organizational Change;**

The involvement of employees in the organizational change to acquire effective communication in relation to leadership styles used at the organization was also established in this study as the second objective. Similarly, to answer this research objective, some statements were made and respondents were asked to rate them basing on their knowledge. Thus, they were asked to either strongly disagree with the statements by indicating 1 or disagree with them by indicating 2 or undecided with the statements by indicating 3 or agree with them by indicating 4 or strongly agree with the statements by indicating 5. To help in the interpretation, mean values or ranges were also used. Mean ranges 1.00-1.79 the involvement of employees in organizational

change of Horumuud Telecommunication business is very effectively done; mean ranges 1.80-2.59 show that the involvement of employees in change is effectively done; mean ranges from 2.60-3.39 suggest that the involvement of employees in change is moderately; the mean ranges from 3.40-4.19 suggest that the involvement of employees in change is effective; and lastly, mean ranges from 4.20-5.00 indicate that the involvement of employees in change is very effective. The detail about the involvement of employees in change is presented in Table 4.3. Considering the information in Table 4.3, it can be said that some items have been effectively rated while others have been moderately rated and the remaining items are ineffectively rated. As it was in the case of the first research objective, no item was very effectively rated or very ineffectively rated.

**Table 4.3: How Leadership Styles Communicates to Employees in Organization.**

Change process begins with staff awareness	185	1	5	2.1064	.96084
Employees are not always prepared for change process	185	1	5	4.1702	1.16692
Management evaluates the cost for change process	185	1	5	3.8723	.76944
New skills are extended to all workers in preparation for change process	185	1	5	3.9362	.84453
.information flow begins from top to down in form of orders during change process	185	1	5	3.4255	1.26396
There is clear plans and clear roles are distributed to individual workers during change process	185	1	5	3.8723	.92353
Employees get to know about change process from fellow employees	185	1	5	4.1064	.86562
communication about change process occurs on daily basis from line managers to all employees	185	1	5	2.7234	1.07748
Some employees may not welcome change process	185	1	5	3.8723	1.01332
26.Employees who resist change process are dismissed thereof	185	1	5	4.0638	.91851
Employees who may resist are taught the benefits of change	185	1	5	2.8298	1.06972

Employees interests are considered in the organizational change and some may be laid off	185	1	5	3.8085	.79778
Employees undergo training before change process.	185	1	5	3.5106	1.23134
30. Employees who refuse to undertake training before change process are fired from work	185	1	5	3.8723	.89969
31. Employees input declines during training period	185	1	5	3.7447	1.16969
Employees welcome training with open hands during change process.	185	1	5	3.4468	.95117

Source; Primary Data.

Employees involvement in organizational change say; for effective change process should begin with staff awareness (rated at mean of 2.1064); employees are not always prepared for change process (rated at mean of 4.1702); management evaluates the cost of change process (rated at mean of 3.8723); new skills are extended to all workers in preparation for change process (rated at mean of 3.9362).

Employees in organizational change was however said to be moderate in some other areas because leadership styles have never a problem to change process because information flow begins from top management to down in form of orders during change process (rated at mean of 3.4255 and no leadership style that has never attempted to involve employees in decision-making. There is always clear plans and clear roles which are distributed among individual workers during change process (rated at mean of 3.8723).

Nevertheless, respondents confirmed that organizational change was effective in the organization. This is because leadership styles for effective organizational change begin with employee's awareness and the effective communication and effective planning are very critical for positive change. Therefore, any leadership styles does what could bring about effective change in the organization. However, employees get to know about change process from fellow workers were (rated at mean of 4.1064); communication about change process occurs on daily basis from line managers to all employees (rated

at mean of 2.8298); some employees may not welcome change process (rated at mean of 3.8723); employees who resist change are dismissed from work (rated at mean of 4.0638); employees who may resist are taught the benefits of change and eventually acquire the positive attitudes of change process (rated at mean of 2.8298); employees interests are catered for by the organization during change process (rated at mean of 3.8085); employees undergo training before change process (rate at mean of 3.5106); employees who refuse to undertake training before change process are fired from work (rated at mean of 3.8723); employees input declines during training period and during change process 3.7447); employees welcome raining procedures with open hands during change process (3.4468).

To determine the overall position of employees in the implementation of organizational change, the overall average mean value was used. Since the overall average mean determined was 3.8125 and this falls moderate in the rating scale, it can be asserted that employee's participation in organizational change is moderately done.

Table 4.3 also shows that the standard deviation values are generally high. This again indicates that the level of variability of each individual response of mean value deviating from each other was relatively high. The lowest value of standard deviation of the sixteen items was .79778 and the highest was 1.26396. This also suggests that there was much greater variability in respondents view concerning employee's participation in decision-making during organizational change. As the level of standard deviation values are generally high, it could also be said that respondents' lack of knowledge about decision-making during change process has rendered many of them not to be all that honest while giving out their views.

In interviews carried out with some of the employees of Horumuud, it was generally agreed that employees lack of basic knowledge about various leadership styles being

used by their organization in Mogadishu. Much as many of the employees interviewed revealed that they normally work hand in hand with the top management despite of the leadership style at work in the organization, this statement was disputed by some of the employees who were interviewed. One of the employees revealed his lack of knowledge saying, *“The top managers usually threaten us about talking against change process. But they have never bothered to tell us more about what leadership style is used in this organization”*. Another employee also said that *“Those top managers become serious and behave strange during the implementation of organizational change. There is no need for us to know how the organization is being managed and which leadership should be suitable is none of employees’ business, one of managers lamented. However, he said that employee’s teamwork is very important during change process.”* Many of such similar statements were also made by administrators and managers from different departments within the same organization. The impression that can be got from such statements is that majority of the workers are ignorant and are unwilling to know anything related to which type of leadership style is prevailing in the organization. One of the managers blamed high levels of ignorance among employees for low levels of employee awareness and ineffective communication and planning during the organizational change. He was quoted saying, *“Many of the employees you see in our organization are actually hired conditionally. They can easily comply with anything when they are asked to perform any tasks during change process, our role is to protect the interests of the organization by doing work given the instructions from our seniors with limited objection”*. He however mentioned about the company’s role to empower workers by equipping them with the updated technology matching with the global needs of the customers. As a way of improving the quality of services rendered by the organization, there is regular seminars and conferences convened in the organization to

comply with the global telecommunications service standards According to the information generated by this research, this organization practices transformational and autocratic as opposed to democratic and laissez-faire leadership styles.

#### **4.4. Objective Three: How Leadership Styles Delegate Duties to Employees in Respect to Organizational Change**

Basing on the mean values in Table 4.4, it can be seen that some items are highly rated; some others are moderately rated by respondents while the remaining ones are lowly rated. No item was very highly or very lowly rated.

Respondents believe that we use more than one leadership style but autocratic is more pronounced at the organization in some items was high basis (rated at the mean of 3.93); that we allow every worker to share his/her opinion (rated at the mean of 3.55); that we use strict instructions in technical departments (rated at the mean of 3.47); that we give powers to branch managers to handle some issues like firing of workers without referring to the main office (rated at the mean of 3.44); that employees listen and responds fast to top management than getting orders from fellow team leaders (rated at the mean of 3.41). Respondents also contented that we prefer to get commands from the top management (rated at the mean of 2.69).

However, respondents lowly rated the autocratic leadership style. This means that they disagreed with these statements. They disagreed that employees manage themselves and take their decisions at work place (rated at the mean of 2.55); that employees cannot do any work until instructions are given from top leaders (rated at the mean of 2.53); that top and line management make decisions alone without the efforts of the employees (rated at the mean of 2.39); that (rated at the mean of 2.39); that employees participate in decision-making together with the top management (rated at the mean of 2.37); that there is delegation of authority at the organization (rated at the mean of 2.33); that whenever delegation is made, it is made by no powers to do serious decisions (rated at

the mean of 2.30); that employees feel good when they receive some authority from higher levels(rated at the mean of 2.21.

**Table 4.4 Leadership Styles and Delegation of Authority During Change Process**

Statement	N	Min	Max	Mean	Std. Dev
We use more than one style of leadership but autocratic is more pronounced at this organization	185	1	5	3.93	.852
We allow every worker to share his/her opinions	185	1	5	3.55	1.114
We use strict instructions in technical departments	185	1	5	3.47	1.157
We give powers to branch managers to handle some sensitive issues like firing of workers not t referring to the main office	185	1	5	3.44	1.167
Employees listens and responds fast to top management than getting orders from fellow team leaders	185	1	5	3.41	1.199
We prefer to get commands from the top management	185	1	5	2.69	1.242
Employees manage themselves and take their decisions at work place.	185	1	5	2.39	1.553
Employees cannot do any work until instructions are given from top leaders.	185	1	5	2.55	1.229
Top management and line management make decisions alone without the effort of the employees	185	1	5	2.53	1.115
Employees participate in decision making together with the top management	185	1	5	2.39	1.247
There is delegation of authority at the organization	185	1	5	2.39	1.122
There is no delegation of work at the organization	185	1	5	2.37	1.155
Whenever delegation is made, it is made by no powers to take serious decisions	185	1	5	2.33	.966
Employees feel good when they receive some authority from higher levels.	185	1	5	2.30	1.028
Delegation without authority is useless	185	1	5	2.21	1.103
I feel okay when I receive instructions from the top management	185	1	5	2.17	1.058
All the grievances of employees are sorted by the top management	185	1	5	2.17	1.052
Leadership style depends on one's character	185	1	5	2.12	1.016
Autocratic leadership style is in practice at the organization	185	1	5	2.07	.913
Overall Average mean /Standard Deviation				2.67	

Source: Primary Data

In addition to the above; that delegation without authority is useless (rated at the mean of 2.17); that delegation has never happened in my organization (rated at the mean of 2.17); I feel okay when I receive instructions from top management (rated at the mean of 2.12); and finally, all grievances of employees are sorted by the top management (rated at the mean of 2.07).

Since some items have been highly rated, others moderately rated and lowly rated, overall average mean was used to determine whether leadership styles under this study embrace delegation of authority from seniors to juniors during organizational change or not. As the overall average mean in for all the mean values in Table 4.4 is 2.67 and this falls under moderate in the rating scale, it can therefore be said that leadership styles provides opportunity for employees to participate in decision-making during change process and in this case the respondents rated it at moderate.

A clear observation on the values of standard deviation in Table 4.4 is that the variability in the individual responses of mean values deviating from each other as regards to SD, D, UD, AG and SA was generally high. The lowest value of standard deviation of the eighteen (18) items was .852 and the highest was 1.242. This means that there is much greater variability in respondents view as regards to the delegation of authority from the seniors to the juniors. High levels of standard deviation could mean that there was some dishonesty among some respondents while answering the questions.

However, in an interview with some of the senior managers and employees, it was also found out that majority of them do not want to take decisions alone without the involvement of the senior managers because they don't want to take the blame in cases of failure in the future.

Since leadership and change are very critical factors in organization operations, several scholars and authors have come up with various ideas, for example; Gill (2002) argues

that change ‘requires effective leadership to an understanding and translation of vision, values and strategy into the inspiration of all stakeholders of the organization. Steers, Sanchez-Runde & Nardon, (2012); say that for the organization to cause change it requires a situational based approach to leadership to assume the flexibility and adjust accordingly and a leader should seek support from employees for effective change to change the existing values and culture within the firm to allow new changes to gain root without much damage on the performance of the organization.

According to (Hoffman, Woehr, Maldagen-Young john & Lyons, 2011), they believe that a successful leader is one who is born a leader and this autocratic styles of leadership promote separation between the leader and his employees. However, this type of leadership style results in little opportunity for input from employees, with the leader instead dictating decisions across the firm as explained by (Van Vugt, Jepson, Hart & De Cremer, 2004). The main disadvantage with this style of leadership is that change management is not flexible and is a barrier to the progress of change in a firm as it is evidently said by Bennis, (2000).

However, Gersick, (2001), on reflecting upon the different types of leadership style and change, believes that autocratic styles of leadership induce change because these styles put much pressure to speed up the change process and exerts one individual to take control of the change to ensure a consistent approach. But Burke, (2013), says that autocratic leadership in its entirety fails to allow for change to foster and develop an effective way across the organizational change process.

Many of the respondents did not have enough information about the leadership style being used at the organization, nevertheless. Employees believe that once the top management empowers them through delegation of some authority, it could simplify processes especially during change. Some employees were quoted saying, *“In this organization, I have been working for over five years now but I have not got an opportunity from my Boss to authorize me to do some tasks on his behalf, let it be in times of absenteeism due to sickness. He does not delegate power and authority. He continued to say that ‘I think it is not provided for in their management manuals”*.

Another junior employee had this to say, *“Here everything is dictated no objection and*

*no senior manager shares opinion even when new changes are to take place. We simply get instructions and we abide by that. That is how things are done in here. But everything is going on well and many workers are happy despite dictatorship in areas of decision-making.*” Similar statements were also made by other employees. For example, another administrator from a far branch from Mogadishu city he said, *“I have two things here; one is to perform my duties and two, is to protect my job. I can’t afford to lose my job because I should participate in anything that could annoy my Bosses”*.

These statements suggest that leadership style at this organization is more of autocratic and sometimes looks to be practicing transformational form of leadership style. However, the respondents rated the items which spells autocratic low implying that autocracy is still very low.

In an interview with some of the line managers said that delegation is not a common practice at this organization whether during organizational change or not, no matter how. This is cemented by the earlier programs which include almost every worker to know about what the organization is about to introduce into the organization. For instance employee awareness, communication and planning, awareness about change resistance and equipping the workers with the new skills to handle new ways of doing work. Of course, this could act as a basis to say that Horumuud could be using a multi or a combination of leadership styles to at the organization.

#### **4.5 Research Objective 4: Relationship Between Leadership Styles on Organizational Change**

The research study aimed at establishing the relationship between leadership style on organizational change at both Horumuud and Somtel Telecommunication organizations in Mogadishu, Somalia. To establish this relationship, correlation and regression

analysis were employed. The findings regarding the relationship between leadership styles on organizational change is presented in Table 4.6.

**Table 4.5 Correlation Between Leadership Styles on Organizational Change**

		Leadership styles	Organizational change
Accounting Information System	Pearson Correlation	1	.985**
	Sig. (2-tailed)		.000
	N	185	185
Income Tax Assessment	Pearson Correlation	.985**	1
	Sig. (2-tailed)	.000	
	N	185	185
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Considering the findings presented in Table 4.6, it can be said that there is a positive correlation between levels of leadership styles on organizational change. This relationship is confirmed by a very high r. value of 0.985 and a very small significant value of 0.000 at the standardized significant value of 0.05.

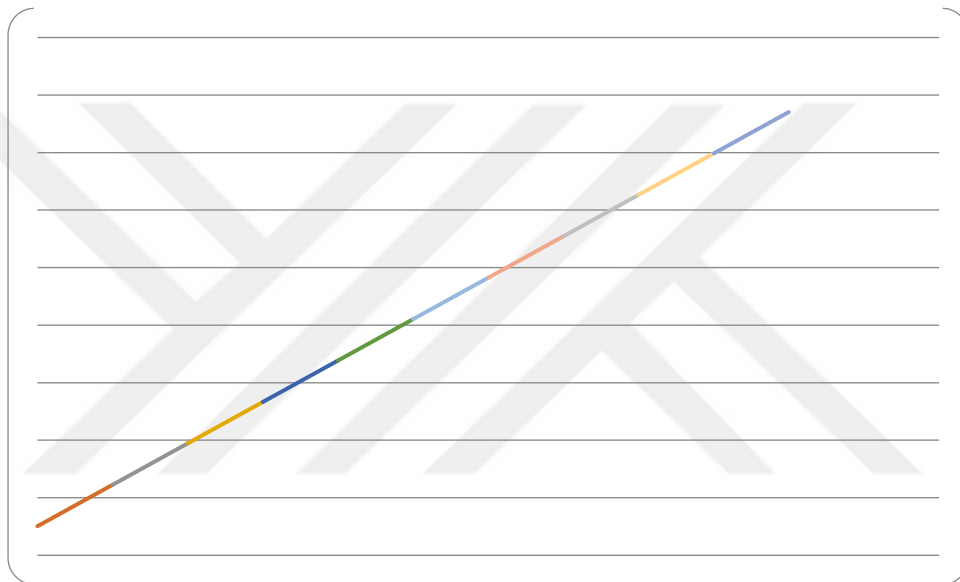
**Table 4.6: Illustration of the Leadership Styles and Organizational Change**

Leadership styles	Organization change
0	36.101
1	36.245
2	36.389
3	36.533
4	36.677
5	36.821
6	36.965
7	37.109
8	37.253
9	37.397

Source: Primary Data

The table 4.7 shows that as leadership styles increases organizational change also increase. The influence of Leadership styles on organization change is represented in the organization.

**Figure 2: Graphic Illustration of the Influence of Leadership Styles on Organizational Change.**



**Source: Primary Data**

In this graph the horizontal axis represents leadership styles and the vertical axis represents organizational change. The graph shows that as leadership styles increases organizational change also increases. This means that leadership styles affects positively organizational change. To confirm the research finding through correlation analysis, coefficient's values were also used. This is demonstrated in Table 4.7 **Table 4.7 Regression Coefficient Between Leadership Styles and Organizational Change**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.339	.040		8.420	.000
	Leadership styles	.972	.014	.985	68.953	.000

a. Dependent Variable: organization change			
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**Source: Primary Data**

The findings by regression coefficient analysis shows the relationship between leadership styles and organizational change being established in correlation analysis.

The relationship is revealed by the Beta value of 0.985 and significant value of 0.000.

Thus, indicating a significant relationship between leadership styles on organizational change.



## CHAPTER FIVE

### SUMMARY OF KEY RESEARCH FINDINGS AND THEIR DISCUSSIONS

This chapter articulates the key research findings and their discussions. The summary and discussions are done objective per objective.

#### 5.1 Summary of Key Research Findings and their Discussions

In the discussion of key research findings, each research objective is reflected as per what was found out in the field and related with what other authors and scholars whose works have been reviewed in the literature say in their studies.

##### **5.1.1 How Leadership Styles Involve Employees in Decision Making in Organizational Change**

As far as the leadership styles are concerned, this study found out that both autocratic and transformational leadership styles are being used at Horumuud Telecommunication business organization in Mogadishu in Somalia. This conclusion is based on the information provided by the respondents such as the managers, administrators, employees who work in this organization. However, it was also established that most of the employees from a particular region within Somalia.

The study findings on organizations that use autocratic and transformational leadership styles have better results during the organizational change and this is in agreement with Leonard D. Shaeffer (2018) who say that leadership style related to autocratic is more relevant in organizations that employ IT in their day today business. Macgregor Bums, (2003), is also in line with the findings got from the study since he argues that for a leader to push the interests of the organization requires an organization to adopt a transformational leadership style because it focuses on the followers' needs and put personal interests aside. More so, House & Aditya, (2007), transformational leadership style has capability to identify the need for change, again the agreement and commitment of others help the organization to achieve its vision during organizational change.

.In a similar way; Dess & Picken, (2000), Amabile, Schatzel, Moneta & Kramer, (2004) are in agreement with the findings of this research about leadership styles during organizational change. According to autocratic and transformational leadership style, authors such as; Amabile, Schatzel, Moneta & Kramer, (2004) believe that there is no clear and better leadership style like autocratic in periods of organizational change and this is also supported by both ; Samad, (2012), and Ryan & Tipu, (2013). All of these do not agree with democratic and laissez-faire leadership styles as they say both of them are vulnerable to resistance to change.

The study findings on the leadership styles such as autocratic, many respondents agreed that during change process it works effectively simply because employees become loyal to the top management and no employee could turn down the instructions from above. And this is supported by some scholars such as one of the greatest leader, Steve Jobs (2010), say, what separates a leader from a follower is that a leader undertakes “Innovation” and it is this distinguishes them. Innovation is the ability to work on the existing idea and improve on it and make it new for the benefit of the organization. In the modern world today, organizations undertake change management to beat competition, a leader should be more creative and innovative for customer retention. Finally, this could make the business to resist change.

### **5.1.2 How leadership styles communicates with employees in organizational change**

Employees involvement in organizational change say; for effective communication during change process, change should begin with staff awareness (rated at mean of 2.1064); employees are not always prepared for change process (rated at mean of 4.1702); management evaluates the cost of change process (rated at mean of 3.8723); new skills are extended to all workers in preparation for change process (rated at mean of 3.9362). Communication during organization change requires a clear road map through the change process and things like; the nature of organizational change, vision, truth of the change and how will those negatively affected, the causality of the change, be compensated in the future. And also, the process should always put emphasis on the strong reasons for accepting change and change should be the talk of every minute and hour at the workplace for every

worker during the working hours. This makes employees to appreciate more the necessity of change in the organization. (Tim Vaughan; 2016). However, no identified leadership styles effective for the procedures articulated within this text.

Employees in organizational change was however said to be moderate in some other areas because leadership styles have never a problem to change process because information flow begins from top management to down in form of orders during change process (rated at mean of 3.4255 and no leadership style that has never attempted to involve employees in decision-making). There is always clear plans and clear roles which are distributed among individual workers during change process (rated at mean of 3.8723). Louis Children's Hospital, (St; 2018), gives a very serious note, that is; the idea of change in the workplace can bring worry, anxiety, a reduction in employee performance and, if not managed well, serious conflicts may erupt and the consequences could be huge and the operations of the organization could come to a halt. Therefore a need to have a successful change management communication plan. There should be strategic change management communication models which may reduce fear from the employees and improve their output during the restricting process. Nevertheless, respondents confirmed that organizational change was effective in the organization. This is because leadership styles for effective organizational change begin with employee's awareness and the effective communication and effective planning are very critical for positive change. Therefore, any leadership styles does what could bring about effective change in the organization. However, employees get to know about change process fellow workers were (rated at mean of 4.1064); communication about change process occurs on daily basis from line managers to all employees (rated at mean of 2.8298); some employees may not welcome change process (rated at mean of 3.8723); employees who resist change are dismissed from work (rated at mean of

4.0638); employees who may resist are taught the benefits of change and eventually acquire the positive attitudes of change process (rated at mean of 2.8298); employees interests are catered for by the organization during change process (rated at mean of 3.8085); employees undergo training before change process (rate at mean of 3.5106); employees who refuse to undertake training before change process are fired from work (rated at mean Of 3.8723); employees input declines during training period and during change process 3.7447); employees welcome raining procedures with open hands during change process (3.4468).

To determine the overall position of employees in the implementation of organizational change, the overall average mean value was used. Since the overall average mean determined was 3.8125 and this falls moderate in the rating scale, it can be asserted that employee's participation in organizational change is moderately done.

Table 4.3 also shows that the standard deviation values are generally high. This again indicates that the level of variability of each individual response of mean value deviating from each other was relatively high. The lowest value of standard deviation of the sixteen item was .79778.

### **5.1.3 How Leadership Styles are Used to Delegation During Organizational Change**

Respondents believe that we use more than one leadership style but autocratic is more pronounced at the organization in some items was high basis (rated at the mean of 3.93); that we allow every worker to share his/her opinion (rated at the mean of 3.55); that we use strict instructions in technical departments (rated at the mean of 3.47); that we give powers to branch managers to handle some issues like firing of workers without referring to the main office (rated at the mean of 3.44); that employees listen and

responds fast to top management than getting orders from fellow team leaders (rated at the mean of 3.41).

Respondents also contented that we prefer to get commands from the top management (rated at the mean of 2.69).

However, respondents lowly rated the autocratic leadership style. This means that they disagreed with these statements. They disagreed that employees manage themselves and take their decisions at work place (rated at the mean of 2.55); that employees cannot do any work until instructions are given from top leaders (rated at the mean of 2.53); that top and line management make decisions alone without the efforts of the employees (rated at the mean of 2.39); that (rated at the mean of 2.39); that employees participate in decision-making together with the top management (rated at the mean of 2.37); that there is delegation of authority at the organization (rated at the mean of 2.33); that whenever delegation is made, it is made by no powers to do serious decisions (rated at the mean of 2.30); that employees feel good when they receive some authority from higher levels (rated at the mean of 2.21); that delegation without authority is useless (rated at the mean of 2.17); that delegation has never happened in my organization (rated at the mean of 2.17); I feel okay when I receive instructions from top management (rated at the mean of 2.12); and finally, all grievances of employees are sorted by the top management (rated at the mean of 2.07).

Since some items have been highly rated, others moderately rated and lowly rated, overall average mean was used to determine whether leadership styles under this study embrace delegation of authority from seniors to juniors during organizational change or not. As the overall average mean in for all the mean values in Table 4.4 is 2.67 and this falls under moderate in the rating scale, it can therefore be said that leadership

styles provides opportunity for employees to participate in decision-making during change process and in this case the respondents rated it at moderate.

A clear observation on the values of standard deviation in Table 4.4 is that the variability in the individual responses of mean values deviating from each other as regards to SD, D, UD, A and SA was generally high. The lowest value of standard deviation of the eighteen (18) items was .852 and the highest was 1.242. This means that there is much greater variability in respondents view as regards to the delegation of authority from the seniors to the juniors. High levels of standard deviation could mean that there was some dishonesty among some respondents while answering the questions.

However, in an interview with some of the senior managers and employees, it was also found out that majority of them do not want to take decisions alone without the involvement of the senior managers because they don't want to take the blame in cases of failure in the future. Many of the respondents did not have enough information about the leadership style being used at the organization, nevertheless. Employees believe that once the top management empowers them through delegation of some authority, it could simplify processes especially during change. Some employees were quoted saying, *"In this organization, I have been working for over five years now but I have not got an opportunity from my Boss to authorize me to do some tasks on his behalf, let it be in times of absenteeism due to sickness. He does not delegate power and authority. He continued to say that 'I think it is not provided for in their management manuals'".* Another junior employee had this to say, *"Here everything is dictated no objection and no senior manager shares opinion even when new changes are to take place. We simply get instructions and we abide by that. That is how things are done in here. But everything is going on well and many workers are happy despite dictatorship in areas of decision-making."* Similar statements were also made by other employees. For

example, another administrator from a far branch from Mogadishu city he said, *“I have two things here; one is to perform my duties and two, is to protect my job. I can’t afford to lose my job because I should participate in anything that could annoy my Bosses”*.

These statements suggest that leadership style at this organization is more of autocratic and sometimes looks to be practicing transformational form of leadership style. However, the respondents rated the items which spells autocratic low implying that autocracy is still very low.

In an interview with some of the line managers said that delegation is not a common practice at this organization under study and during organizational change reasonable efforts are carried out in the entire organization. This is cemented by the earlier programs which include almost every worker to know about what the organization is about to introduce into the organization. For instance employee awareness, communication and planning, awareness about change resistance and equipping the workers with the new skills to handle new ways of doing work. Of course, this could act as a basis to say that Horumuud could be using a multi or a combination of leadership styles to at the organization.

### **5.13 Relationship Between Leadership and Organizational Change**

Regarding the relationship between leadership and organization change in Horumuud Telecommunication business organization, this study found out that there is positive correlation between leadership styles and organizational change. In other terms, there is significant relationship between the two study variables. The study revealed a very high r. value of 0.985; Beta value 0.985 and a very small significant value of 0.000 at the standardized significant value of 0.05. This analysis suggests that leadership style at the organizations that about 98.5 % improvement showed an effectiveness of both

autocrat and transformational leadership styles as relevant during implementation of organizational change.

The research finding on the relationship between leadership styles and organizational change have been revealed by the study in that similar findings elsewhere as they are in both Horumuud and Somtel Telecommunication organizations in Mogadishu. It has been able to progress well due to the mix of leadership styles used at the organization. Though change poses quite a number of challenges on the top leaders and the employees as well as the organization at large, the employees have endured such significant change in order to survive in the dynamic and competitive business environment. Therefore autocratic and transformational leadership styles have assisted much in helping the organization to have loyal employees and now it is part of the organizational culture. The leadership style is very critical in making change a success. Leadership styles could help overcome resistance to change. When the Organizations is looking forward to survive in the industry. Therefore a need for management to understand that change is necessary and that both the top management and the employees should work hand in hand to overcome what should have resulted into barrier for successful change like employee resistance. Of course, this achievement would require friendly leadership styles such as democratic and laissez-faire to motivate the employees.

Considering the Organizations, leadership styles that are focused towards innovative and creative visionaries, they help the organization to achieve its goals without much difficulty. In this case democratic and leadership styles might have a competitive advantage over the autocratic leadership style because for it does not involve employees in decision-making. More so, the ability to manage people through tough situations motivate people to work hard and once employees believe in leaders, they will develop

love for work and the organization could easily achieve its targets. Therefore it is evident that there is a strong relationship between leadership and change. Leadership plays a major role in minimizing resistance to change.

#### **5.14. Customers' Complaints**

The reasonable number of employees who have been working with Horumuud for more than three years reported on the quality of services being offered to them as good and they rarely experience call delays or breakdown as well as timely money remittances both within and outside the country. This similar experience was reported by employees in Somtel organization. Therefore, the researcher based his judgment from the reports that were given by the majority of the employees in both Horumuud and Somtel telecommunication companies. Both organizations deliver their services to the expectations of their customers, thus they both have good performance in regard to delivery of the best services to their respective customers.

## **CHAPTER SIX**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter draws conclusions and established recommendations. The conclusions are based on the research findings from each objective while the recommendations are based on the weaknesses found in the leadership styles and organizational change

#### **6.1 Conclusions**

(i). Respondents on autocratic leadership style was rated moderate and that the other leadership styles like Democratic, Transformational and laissez faire was ranging between moderate and very highly which implies that these three leadership styles to a large extent involve employees in decision-making during change process. Though Autocratic was rated moderate, it is supported by many authors in Africa who say that leadership in Africa, more so, in East African countries such as: Walumbwa et al. (2010) in Kenya; Nkomo and Kriek (2011) in South Africa. Muchiri (2011), believe that autocrat style seem to be more appropriate in change management and this is attributed to colonial influence because most of leaders of large organizations were trained during the colonial times. However, some respondents were in support of autocratic leadership style as a priority for them because in many organizations this style is said to be dominant and successful at this organization.

(ii). Employees involvement in organizational change plays a great role to bring about effective communication during change process. It was seen that for effective communication, change should begin with staff awareness and this helps the employees to get prepared for change process. And at the same time it provides ample time for the leaders at the organization to determine the cost that will be involved in carrying out all the tasks in periods of change process. Some of the benefits of effective communication will instill readiness into employees to acquire new skills to handle the new challenges during change process. Communication during organizational change assists the

workers with a clear road map through which the change process will be implemented.

(iii). Considering delegation at this organization, respondents lowly rated the autocratic leadership style. This means that at Horumuud delegation is not common in their management set-up and when delegation is done, it does not give enough power to exercise it effectively. Some respondents lamented that delegation without authority is useless. This implied that delegation at this organization is not something that excites workers. That employees feel good when they receive some authority from higher levels (rated at the mean of 2.21). This statement could also be interpreted as delegation could be meaningful when some powers follow down to the delegated person. However, delegation is very important in periods of the organizational change as put it by David (2004), he says; “for the success of the business during organizational change, delegation becomes essential because it makes effective communication to reach out all the workers and it is one way to minimize change resistance”. In addition to that, it makes the equipping of the workers with the necessary skills through training without much resistance and also maintains the performance of workers in terms per unit labor output in progress as before the change process.

(1v). At both Horumuud and Somtel Telecommunication organizations, there is a mix of leadership styles being used but the dominant ones include Autocratic and Transformational leadership styles. Democratic and Laissez-faire are rarely used though they work well in incorporating the employees in decision-making in periods of change process. However, some employees did not talk negatively about the existing leadership styles used at the organization.

(v). Given the customer’s complaints, there was no clear evidence to base on to conclude that the customers really complain on the quality of services being provided by both Horumuud and Somtel Telecommunication companies. Indeed, the

organizations are providing their services to the best of the customers' needs and the majority of the respondents are satisfied as it was supported by the huge percentage of customers' commendation by at least 76.5%. Therefore this exhibits good performance of these organizations in their service delivery to the customers.

## **6.2 Recommendations**

Basing on the weaknesses identified, the following recommendations have been made.

(i). It was found out that many employees did not exactly know what leadership styles are being used at the organization. The organization on this matter should put in place seminars among employees and during the induction period which follows successful hiring, they should be educated about the organizational culture so that they could learn and understand well all about their organization, more so, to know the type of leadership used at the organization.

(ii). Regarding the complaints of the customers on delays and breakdown in calls and failure to send and receive money on phones, *the customers approached and interviewed agreed that it used to be there of recent but due to outcry from the clients, it was urgently solved*. Then one of the managers in the technical department in the organization replied that, the challenge was solved by upgrading the technology which could handle and manage the massive number of customers whom the organization serves. However, the organization should always be in search of its weaknesses at report them to the appropriate departments to solve the will have been the problem before the customers get to experience such frustrations in the course of using the services of the organization. This will enhance customer retention in the organization.

(iii). Regarding delegation of power, since Horumuud Telecommunication organization practices a mix of leadership styles like autocratic and transformational, it should be flexible when dealing with employees while taking some decisions together during change process, for instance whenever there is delegation, it should be followed by

some authority to make sure that the junior feels secure when taking duties and responsibilities on behalf of his/ her seniors. In addition to this, employees should be educated about the bounds of exercising the delegated authority and this helps the juniors work within the limits of the delegated authority and it minimizes on making mistakes and errors in the course of carrying out the tasks.

(iii). Considering the leadership styles at the organization, many employees would want to get involved in decision-making but the leadership styles at the organization may not be providing opportunity for employees to participate freely. Therefore the top management require to adjust their decision-making policies and make them employee friendly such that friendly leadership styles like democratic and laissez-faire could be adopted because they work better in change process and they solve the problem of change resistance among the workers.

(iv) Regarding the personnel in the top leadership are not nationals, they are experts from other countries, and this could be reason why the local labor force has limited participation in critical decision-making. However, the organization could as well come up with a strategy to train local manpower to handle sensitive positions. This strategy will promote the long serving employees to higher levels in the hierarchy of decision-making body at the organization. And the future of the organization will have local personnel in the top decision-making body

(v) In order for the organization to minimize on the complaints from the few who are aggrieved in failure to make their transactions successful, there is need to monitor those small defaults such that the customers do not completely switch to the rivals in the same

Telecommunication industry. This will guarantee the customer's loyalty and hence the dominance of Horumuud in the industry.

### **6.3 Areas for Further Research**

The following areas have been recommended for further research in the future;

- (i) The effectiveness of both Democratic and Laissez-faire leadership styles and the success of organizational change
- (ii) Why autocratic leadership is more preferred leadership styles to others among several businesses in Africa.

### **6.4. Ethical Considerations:**

The researcher in the course of carrying out a successful research study adhered to the following ethical requirements:

First and foremost, the researcher obtained an introductory letter from the university authorities of T.C. Istanbul Ticaret to permit him to undertake this research study. In addition to that, authorization letters giving permission were sought from relevant authorities in town council before going to the field for data gathering. Again, before reaching out the respondents, the researcher explained the purpose of the research and involvement in the study that it was voluntary and based on informed consent. The respondents were assured of their confidentiality before they accepted to provide the required information towards the field study. All the authors and scholars whose views, findings, and suggestions were useful in this study and were also acknowledged through citations and referencing.

#### **Environment considerations:**

There were no issues that posed any negative impact to the environment in this study in the real sense, investigations were carried out on managers, administrators and employees of both Horumuud and Somtel Telecommunication companies in Mogadishu Capital City in Somalia.

**Gender consideration:**

Since the study focused on the leadership style on organization change in Somalia, it targeted both male and female with equal participation because it was a concern for everybody working in Horumuud and Somtel companies regardless of their gender.



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## **APPENDICES**

### **QUESTIONNAIRE TO HORUMUUD AND SOMTEL**

#### **TELECOMUNICATIONS' ADMINISTRATORS/MANAGERS.**

Dear respondent, You have been randomly selected in the study titled Leadership styles and organizational change; a study which is being carried out as part of an education research in partial fulfillment of Master of Business Administration of Istanbul Ticaret University in Turkey. Your cooperation in filling this questionnaire will lead to the success of the survey. All responses shall be of academic purpose and will be treated with confidentiality. Thus you do not need to write your name. Please fill this questionnaire and the research assistant will pick it.

Thank you.

.....

**SSECTION A: DEMOGRAPHIC INFORMATION**

For each of the following items, please put a tick  beside the choice that best describes you.

1. Title of the respondent.....
2. Gender:            Male                        Female
3. Age in years: 20-30                        31-40                        41-50                        above 50
4. What is your highest educational qualification?  
       No schooling             Certificate             Diploma             Degree   
       Master's degree and above
5. What is your position in Horumuud Telecommunication?
6. Employee             Administrator  Manager             other
7. How many years have you spent working in Horumuud?  
       Less than 1 year             above 1 to 5 years             above 5 years

**SECTION B: VIEWS ON LEADERSHIP STYLES**

Instruction: Please in this part indicate the number which most closely represents your opinion regarding the effectiveness of the style of leadership during change process.

Please tick off  the number that best describes whether you

1= Strongly Disagree or 2=Disagree, or 3= Undecided, or 4=Agree or 5=strongly agree with the statements.

Leadership styles	SD	DA	UD	AG	SA
Autocratic leadership style					
1 Only line managers participate in decision-making during change process at the organization	1	2	3	4	5
2.Only top management involved in supporting and implementing change process	1	2	3	4	5

3,Employees are given clear instructions to follow during change process	1	2	3	4	5
4.Employees participate fully in implementation of change	1	2	3	4	5
Democratic leadership style					
5. Everyone at the organization participates in decision-making during change process	1	2	3	4	5
6.Critical decisions during change are carried out by the employees	1	2	3	4	5
7.Whatever decisions taken by employees are accepted by the top management	1	2	3	4	5
8.Only the top management and the line managers participate in change process	1	2	3	4	5
Transformational leadership style					
9.Top management and employees participate in decision-making during change process	1	2	3	4	5
10. Employees are the agitator of change before change process takes place.	1	2	3	4	5
11. Only the line managers are the agitator of change during change process.	1	2	3	4	5
12. Decisions regarding change process are dictated by employees only.	1	2	3	4	5
Laissez-faire leadership style					
13. Employees can decide whether change should take place or not	1	2	3	4	5
14. Top management is there to accept decisions made by employees	1	2	3	4	5
15. Top management work together with employees to implement change process	1	2	3	4	5
16. Decisions regarding change process are taken by top management and line managers only.	1	2	3	4	5

## SECTION C: ORGANIZATIONAL CHANGE

Instruction: Please in this part indicate the level of agreement which most closely represents your opinion regarding on how the change process affect your organization.

	SD	DS	UD	AG	SA
Readiness assessment					
1.Change process begins with staff awareness	1	2	3	4	5
2.Employees are not always prepared for change process	1	2	3	4	5
3.Management evaluates the cost for change process	1	2	3	4	5
4.New skills are extended to all workers in preparation for change process	1	2	3	4	5
Communication and communication planning					
5.information flow begins from top to down in form of orders during change process		2	3	4	5
6.There is clear plans and clear roles are distributed to individual workers during change process	1	2	3	4	5
7.Employees get to know about change process from fellow employees	1	2	3	4	5
8.communication about change process occurs on daily basis from line managers to all employees	1	2	3	4	5
Resistance management					
9. Some employees may not welcome change process	1	2	3	4	5
10.Employees who resist change process are dismissed thereof	1	2	3	4	5
11. Employees who may resist are taught the benefits of change process and acquire positive attitude towards change	1	2	3	4	5
12. Employees interests are considered in the organizational change and some may be laid off but compensation is promised to the victims of change	1	2	3	4	5
Employee training					
1. Employees undergo training before change process.	1	2	3	4	5
2. Employees who refuse to undertake training before change process are fired from work	1	2	3	4	5
3.Employees input declines during training period and during change process	1	2	3	4	5

4. Employees welcome training procedures with open hands during change process.	1	2	3	4	5
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*THANK YOU FOR SPARING YOUR TIME TO RESPOND TO THESE QUESTIONS!*

**APPENDIX 2: QUESTIONNAIRE TO HORIMUUD EMPLOYEES**

Dear respondent,

You have been purposively selected in the study titled Leadership style and Organizational change a study which is being carried out as part of an education research in partial fulfillment of Master of Business Administration of Istanbul Ticaret University in Turkey. Your cooperation in filling this questionnaire will lead to the success of the survey. All responses shall be for academic purposes only and will be treated with confidentiality. Thus you do not need to write your name. Please fill this questionnaire and the research assistant will pick it.

Thank you.

.....

**SECTION A: DEMOGRAPHIC INFORMATION**

For each of the following items, please put a tick  beside the choice that best describes you.

8. Name of the department.....

9. Title of the respondent.....

10. Gender: Male  Female

11. Age in years: 20-30  31-40  41-50   
above 50

12. What is your highest educational qualification?  
No schooling  Certificate  Diploma  Degree   
Master's degree and above

13. What is your level of experience in organization?  
No less than 1yr  1 to 2 yrs  2 to 3 yrs  3 to 4 yrs  above

5 yrs

14. How many years do you have in business?

Less than 1 year  above 1 to 5 years  above 5 years

SECTION B: VIEWS ON HOW COMMUNICATION FLOW IS CARRIED OUT IN RESPECT TO CUSTOMERS COMPLAINTS AND EMPLOYEES.

Instruction: For each of the following items, please put a tick  beside the choice that best describes your opinion regarding on the services delivered by Horumuud Telecommunication Company

Please tick off  the number that best describes the quality of service you get from Horumuud Telecommunication.

1. How long in terms time have you been a customer with Horumuud?

Less than 1yr  from 1 yr to 3 yrs  more than 3 yrs

2. What is your complain about Horumuud services?

No Call delay  10 callbreak-down  50 complete lack out

3. How many times do you send and receive money through Horumuud?

One time a week  more than two times a w  frequently

4. Do you get services from other telcommunication companies?

Yes  No  Both

SECTION C: VIEWS ON LEADERSHIP STYLES

Instruction: Please in this part indicate the number which most closely represents your opinion regarding the leadership styles used at the organization.

Please tick off  the number that best describes whether you

1= Strongly Disagree or 2=Disagree, or 3= Undecided, or 4=Agree or 5=strongly agree with the statement

	SD	DA	UD	AG	SA
1. We use more than one style of leadership but autocratic is more pronounced at this organization.	1	2	3	4	5
2. We allow every worker to share his/her opinions.	1	2	3	4	5
3. We use strict instructions in technical departments.	1	2	3	4	5
4. We give powers to branch managers to handle some sensitive issues like firing of workers without referring the case to main office	1	2	3	4	5
5. Employees listens and responds fast to top mgt than getting orders from fellow team leaders	1	2	3	4	5
6. We prefer to get commands from the top management.	1	2	3	4	5
7. Employees manage themselves and take their decisions at work place.	1	2	3	4	5
8. Employees cannot do any work until instructions are given from top leaders	1	2	3	4	5
9. Top management and line management make decisions alone without the effort of employees	1	2	3	4	5
10. Employees participate in decision making together with the top management	1	2	3	4	5
11. There is delegation of authority from management to group team leaders.	1	2	3	4	5
12. There is no delegation of authority at the organization	1	2	3	4	5
13. Whenever delegation is made, it is made by no powers to do serious decisions.	1	2	3	4	5
14. Employees feel good when they receive some authority from higher levels	1	2	3	4	5

15. Delegation without authority is useless	1	2	3	4	5
16. Delegation has never happened in my department	1	2	3	4	5
17. I feel okay when I receive instructions from top management	1	2	3	4	5
18. All grievances of employees are sorted by the top management	1	2	3	4	5

#### SECTION D: ORGANIZATIONAL CHANGE IN HORUMUUD

Instruction: Please in this part indicate the level of agreement which most closely represents your opinion regarding on change management in Horumuud Telecommunication business.

	SD	DS	UD	AG	SA
1. We welcome new changes in the organization	1	2	3	4	5
2. we set meetings with the leaders before change is done	1	2	3	4	5
3. We participate in the change management whenever it comes	1	2	3	4	5
4. We assess and evaluate the effects of change process	1	2	3	4	5
5. The victims of change are compensated in time	1	2	3	4	5
6. We resist change when change does not incorporate our interests	1	2	3	4	5
7. We don't employ autocratic means during change process	1	2	3	4	5
8. We participate in training during change process	1	2	3	4	5
9. Change management helps both the company and the staff	1	2	3	4	5
10. Whenever change management takes place at the organization, the quality of services improves	1	2	3	4	5
11. Change management is necessary in this competitive information technology.	1	2	3	4	5

**THANK YOU FOR SPARING YOUR TIME TO RESPOND TO THESE QUESTIONS**  
**INTERVIEW GUIDE**

Data on leadership styles

1. Do you get orders of work from the team leader or from the top management etc.?  
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.....  
.....

2. Who makes decisions at your work place?  
.....  
.....  
.....

3. Do you participate in decision-making during change process at this organization?  
.....  
.....  
.....

5. What leadership style is used at this organization? Democratic or undemocratic or both  
.....  
.....  
.....

6. Do you think every staff participates in decision-making in respect to change process?  
.....  
.....  
.....

7. When do employees get involved in change process; at the beginning or at the implementation stage?  
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.....

8. Do the top management seek the efforts of the employees during change process?  
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.....

9. Do you see delegation of work being done during change process?  
.....  
.....  
.....

10. Do you think change process is necessary at this organization? Why or Why not  
.....  
.....  
.....

11. Do you think autocratic leadership style is more effective during change process?  
Why or Why not?

.....  
.....  
.....

12. Do you feel secure during change process? Why or Why not?

.....  
.....  
.....

Data on organizational change

13. Readiness in terms staff awareness is very important during change process. Why?

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.....

14. Do you get effective communication during change process?

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15. Do employees feel insecure especially during change process?

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16. Do you think change process can be successful during resistance from employees?

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17. What do you think can minimize resistance during change process?

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18. Do you think employees need training before the implantation of change process?

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