

**T.C
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE INFLUENCE OF LEADERSHIP STYLE ON WORKPLACE
STATUS: A CASE STUDY OF TELESOM
TELECOMMUNICATIONS OF SOMALIA**

MASTER THESIS

Haboon Abdirizaq SAED

Business Management Department

Business Administration Master in English Program

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DECLARATION

I, Haboon Abdirizaq SAED, affirm that the thesis topic "The Influence of Leadership Styles on Workplace Status: A Case Study of Telesom Telecommunications in Somalia" is both accurate and complete. This research was done as part of the author's master's thesis requirements in the Business Administration program at Istanbul Gedik University. I certify that the contents of this thesis have not been used in whole or in part to satisfy requirements for any other degree or research paper. (09.11.2023)

Haboon Abdirizaq SAED



DEDICATION

I dedicated my thesis to my parents because without their unwavering support throughout my academic career, I could not have succeeded.



PREFACE

First and foremost, I would want to express my gratitude to Allah for granting me the opportunity to reach the final stage of my master's degree and for bestowing upon me the strength and capability to successfully finish this research endeavor. Furthermore, I would like to extend my utmost gratitude to my esteemed academic adviser, Associate Professor Dr. Ahmet ERKASAP. It is with his expert guidance and tireless encouragement that I have been able to successfully accomplish the completion of my thesis.

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Haboon Abdirizaq SAED

TABLE OF CONTENTS

	<u>Page</u>
PREFACE	v
TABLE OF CONTENTS	vi
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABSTRACT	ix
ÖZET	x
1. INTRODUCTION	1
1.1 Background of The Study	2
1.2 Objective of the Study	6
1.3 Significance of the Study	6
2. LITERATURE REVIEW OF THE STUDY	8
2.1 Transformational Leadership Style	8
2.2 Transactional Leadership Style	13
2.3 Components of Transformational and Transactional Leadership Style	16
2.4 Laissez-Faire Leadership Style	18
2.5 Workplace Status.....	23
2.6 Transformational Leadership and Workplace Status	28
2.7 Transactional Leadership and Workplace Status	31
2.8 Laissez-Faire Leadership and Workplace Status.....	34
3. METHODOLOGY OF THE STUDY	38
3.1 Conceptual Framework of the Study	39
3.2 Research Problem Statement.....	39
3.3 Hypotheses of the Study.....	40
3.4 Sample Method of the Study	41
3.5 Research Instrument	41
3.6 Data Analysis Technique of the Study	42
4. DATA ANALYSIS AND FINDINGS	43
4.1 Demographic Analysis	43
4.2 Normality Test of the Study	47
4.3 Explanatory Factor Analysis	49
4.4 Correlation Analysis.....	54
4.5 Outlier and Influential Analysis	56
4.6 Reliability Analysis	58
4.7 Regression Analysis	59
4.8 Multicollinearity Analysis	63
5. CONCLUSION AND DISCUSSION	65
5.1 Further Research Recommendations	67
REFERENCES	69
APPENDIX	79
RESUME	82

LIST OF TABLES

	<u>Page</u>
Table 4.1: Gender Respondents of the Study	43
Table 4.2: Age Group of the Study	44
Table 4.3: Education Level of the Respondents.....	45
Table 4.4: Department of Work of the Respondents.....	46
Table 4.5: Working Experience of the Study	46
Table 4.6: Normality Test of the Study.....	47
Table 4.7: Descriptive Analysis of the Study.....	48
Table 4.8: Factor Analysis of Transformational Leadership Scale.....	50
Table 4.9: Total Variance Explained of Transformational Leadership Scale	50
Table 4.10: Factor Analysis of Transactional Leadership Scale.....	51
Table 4.11: Total Variance Explained Transactional Leadership Scale	52
Table 4.12: Factor Analysis of Laissez-faire Leadership Scale	53
Table 4.13: Factor Analysis of Workplace Status Scale	54
Table 4.14: Correlation Analysis	55
Table 4.15: Reliability Analysis.....	58
Table 4.16: Linear Regression Analysis between Transformational Leadership and Workplace Status.....	60
Table 4.17: Linear Regression Analysis Transactional Leadership and Workplace Status	61
Table 4.18: Linear Regression between Laissez-faire and Workplace Status	62
Table 4.19: Multicollinearity Analysis of the Study	63
Table 4.20: Collinearity Diagnostics of the Study	64
Table 4.21: Hypotheses Analysis of the Study	64

LIST OF FIGURES

	<u>Page</u>
Figure 3.1: Conceptual Framework	39
Figure 4.1: Outlier And Influential Analysis of The Study	57



THE INFLUENCE OF LEADERSHIP STYLE ON WORKPLACE STATUS: A CASE STUDY OF TELESOM TELECOMMUNICATIONS OF SOMALIA

ABSTRACT

The study looks at the impact of leadership styles on workplace status, with a focus on workplace status at Telesom telecommunication in Somalia. Within the framework of leadership styles, it delves into transformational, transactional, and laissez-faire leadership. The primary purpose of the research is to assess how different leadership philosophies affect Telesom workers' working circumstances.

To collect data, the study employed a sample technique with 230 Telesom employees functioning as respondents. A range of analytical approaches, such as correlation analysis, linear regression, and descriptive analysis, were utilized to achieve the study goals.

According to the study findings transformational leadership and workplace status has a strong positive significant relationship at Telesom Telecommunication in Somalia. This kind of leadership was proven to inspire workers by its honesty, ethics, and good communication.

The study revealed that transactional leadership had no significant influence on workplace status at Telesom telecommunications in Somalia. While it clarified roles and responsibilities for employees, utilizing this management technique inside Telesom may have undesirable consequences that hinder creativity, hamper cooperation, and impede communication.

The study also revealed that laissez-faire leadership has substantial influence on workplace status at Telesom telecommunication in Somalia. This leadership style fosters a sense of ownership over tasks and obligations in team members by encouraging independence, productivity, and confidence.

In light of these findings, Telesom should consider creating transformational leadership techniques at various organizational levels in order to enhance employee workplace status. Programs for training leaders, with a focus on supporting transformational behaviors, might be implemented. Taking a balanced laissez-faire approach and providing employees some autonomy and responsibility may also help them progress in their role. Finally, this well-rounded establish will assist Telesom Telecommunications in having a more inspired, imaginative, and cooperative workforce.

Keywords: *Leadership style, transformational, transactional, laissez-faire, Workplace status*

LİDERLİK TARZININ İŞYERİ DURUMU ÜZERİNDEKİ ETKİSİ: SOMALİ TELESOM TELEKOMÜNİKASYON ÖRNEĞİ

ÖZET

Çalışma, Somali'deki Telesom telekomünikasyon şirketindeki işyeri statüsüne odaklanarak, liderlik tarzlarının işyeri statüsü üzerindeki etkisini inceliyor. Liderlik stilleri çerçevesinde dönüşümcü, etkileşimci ve laissez-faire liderliği ele alır. Araştırmanın temel amacı, farklı liderlik felsefelerinin Telesom çalışanlarının çalışma koşullarını nasıl etkilediğini değerlendirmektir.

Araştırmada veri toplamak için, katılımcı olarak görev yapan 230 Telesom çalışanının yer aldığı örnek bir teknik kullanıldı. Çalışma hedeflerine ulaşmak için korelasyon analizi, doğrusal regresyon ve tanımlayıcı analiz gibi bir dizi analitik yaklaşım kullanıldı.

Çalışma bulgularına göre, dönüşümsel liderliğin Somali'deki Telesom Telekomünikasyon'da güçlü, olumlu ve işyeri statüsünde olduğu ortaya çıktı. Bu tür bir liderliğin dürüstlüğü, ahlakı ve iyi iletişimi ile çalışanlara ilham verdiği kanıtlanmıştır.

Çalışma, işlemsel liderliğin Somali'deki Telesom telekomünikasyon şirketindeki işyeri durumu üzerinde önemli bir etkisinin olmadığını ortaya çıkardı. Çalışanların rol ve sorumluluklarını açıklığa kavuşturmakla birlikte Telesom'da bu yönetim tekniğinin kullanılması, yaratıcılığı engelleyen, işbirliğini engelleyen ve iletişimi engelleyen istenmeyen sonuçlara yol açabilir.

Çalışma aynı zamanda laissez-faire liderliğinin Somali'deki Telesom telekomünikasyon şirketindeki işyeri durumu üzerinde önemli bir etkiye sahip olduğunu da ortaya çıkardı. Bu liderlik tarzı, bağımsızlığı, üretkenliği ve güveni teşvik ederek ekip üyelerinde görev ve yükümlülükler üzerinde sahiplenme duygusunu geliştirir.

Bu bulguların ışığında Telesom, çalışanların işyeri statüsünü geliştirmek için çeşitli organizasyonel düzeylerde dönüşümcü liderlik teknikleri oluşturmayı düşünmelidir. Dönüşümcü davranışları desteklemeye odaklanan lider yetiştirme programları uygulanabilir. Dengeli bir laissez-faire yaklaşımı benimsemek ve çalışanlara bir miktar özerklik ve sorumluluk vermek, onların rollerinde ilerlemelerine de yardımcı olabilir. Son olarak, bu çok yönlü kuruluş, Telesom Telekomünikasyon'un daha ilham verici, yaratıcı ve işbirliğine dayalı bir iş gücüne sahip olmasına yardımcı olacaktır.

Anahtar Kelimeler: *Liderlik tarzı, dönüşümsel, işlemsel, bırakınız yapınlar, İşyeri statüsü*

1. INTRODUCTION

This study looks at how a leader's style affects their standing at work, concentrating on the Telesom telecommunications instance. The phenomena of leadership in the workplace is a complex and powerful element that significantly affects employee morale, organizational culture, and overall entity performance. The people who work in the workplace and its general state may be greatly impacted by the leadership style that is chosen by the leaders. There is a complicated relationship between leadership style and status at work. The behavior of leaders might potentially influence the advancement chances and overall job happiness of workers, either positively or negatively. This case study centers on Telesom Telecommunications in Somalia, with the aim of enhancing comprehension about the correlation between leadership and organizational position.

The nation of Somalia, characterized by its intricate socioeconomic terrain, presents a compelling context for examining the impact of different leadership styles on the achievements of their respective followers. Telesom Telecoms is a prominent entity within the telecommunications sector, now undergoing significant transformation and expansion. In order to effectively pursue company goals and promote broader socioeconomic advancement in Somalia, it is essential to comprehensively comprehend the impact of diverse leadership philosophies on the working conditions of employees within a challenging environment.

The present case study examines the intricacies of leadership within Telesom Telecommunications, with the aim of gaining a deeper understanding of leadership and its impact on the work environment inside developing countries. The purpose of this research is to provide useful recommendations to organizations and leaders in the Somali telecoms industry who are looking to enhance their leadership approaches. It is anticipated that doing this will improve employees' general success and working circumstances.

In the dynamic, ever-evolving workplace of today, leadership is very important since it plays a critical role in deciding both the accomplishment of

corporate goals and the general well-being of workers. Three distinct sub-dimensions are used to choose a leadership style. The general work atmosphere and the status of people inside a company are greatly impacted by the leadership styles of transformational, transactional, and laissez-faire. In the dynamic environment of Telesom Telecommunications in Somalia, this case study seeks to investigate the intricate relationship between workplace status a dependent variable and leadership styles, which are regarded as independent factors.

Because the telecommunications sector in Somalia has unique challenges and opportunities, it provides an appropriate setting for examining how leadership styles affect workplace dynamics. The aim of this study is to investigate the impact of three types of leadership styles at Telesom Telecommunications: transactional, transformational, and laissez-faire, and how these styles relate to different components of workplace status.

The findings of this specific case study not only improve the understanding of how leadership affects status at work, but they also provide important insights for businesses and leaders operating in Somalia's dynamic and evolving telecom sector. By shedding light on the complexities of leadership styles, this study aims to be of use to individuals who want to enhance the productivity and well-being of employees working in the unique and challenging environment of Telesom.

1.1 Background of The Study

The concept of leadership plays a pivotal role in shaping employee motivation and ultimately determining the success of an organisation. The presence of engaged personnel who demonstrate enthusiasm in accomplishing tasks and working towards group goals is indicative of effective leadership (Robbins et al., 2009). Leaders leverage different chances to enhance the mission and vision of an organisation, effectively communicate it to its followers, and develop methods for its implementation (Fullan, 2011 as referenced in Robbins et al., 2009).

Various leadership styles have varying effects on both followers and organisational outcomes. Robbins et al. (2009) identified three distinct leadership styles, namely autocratic, democratic, and transformational leadership, which may be readily differentiated based on their various qualities. According to House (1996, as

stated in Robbins et al., 2009), an autocratic leader is characterised by the centralization of power and authority, the utilisation of a dictatorial approach, and the expectation of conformity from their followers. According to Sergioranni (2003, as referenced in Robbins et al., 2009), a democratic leader is characterised by the sharing of power and the promotion of employee engagement in decision-making processes.

According to Bass and Avolio (1994, as referenced in Robbins et al., 2009), a transformational leader is able to motivate and inspire their followers through the use of idealised influence, intellectual stimulation, and individualised consideration. The importance of employee motivation cannot be overstated in achieving organisational success. Motivated individuals exhibit higher levels of commitment, productivity, and a greater propensity to align their actions with the aims of the organisation (Robbins et al., 2009). Numerous theoretical frameworks have been proposed to elucidate the motivating elements operating within organisational contexts. According to McGregor's Theory X and Theory Y, certain employees are motivated by external rewards, while others are motivated by internal factors such as responsibility and autonomy (Grensing-Pophal, 2002 as referenced in Robbins et al., 2009). Herzberg's Two-Factor Theory differentiates between motivators, such as achievement, which promote motivation, and hygiene elements, such as supervision, which serve to prevent unhappiness (Herzberg et al., 1959/1993; and Robbins et al., 2009).

According to Robbins et al. (2009), employee motivation and organisational outcomes are influenced by leadership style. It is imperative for leaders to possess a comprehensive understanding of the qualities exhibited by their followers, and subsequently select a leadership technique that is congruent with these traits in order to achieve the highest levels of motivation and performance.

This study examines three distinct leadership styles, namely transformational leadership, transactional leadership, and laissez-faire leadership. The concept of transformational leadership was initially proposed by (Burns 1978). The study on leadership examines the potential of leaders to motivate their staff via the emphasis on their own talents. Engaging in conversations with those who already possess a sympathetic disposition towards the issue or are affiliated with organization might

potentially cultivate a heightened sense of collective purpose and dedication towards taking action.

The field of transformational leadership has seen a surge in popularity in recent years. Prominent scholars such as Bass (1985) have had significant influence within this academic domain via their research endeavors. Bass's theory of transformational leadership is characterized by four fundamental pillars: idealized influence, inspirational motivation, intellectual stimulation, and customized attention. The inclusion of these factors is of utmost importance in broadening our understanding of the fundamental components that define transformational leadership. The concept of "transformational leadership" pertains to a managerial approach that emphasizes the fulfillment of subordinates' needs and the cultivation of their potential to assume leadership positions in the future. There are many strategies that may be used to achieve this objective. These strategies include recognizing the need for change, embracing a positive mindset, fostering unity within the team, enhancing cognitive abilities, and valuing individual capabilities.

The phrase "transformational leadership" was introduced by Burns (1978), who is recognized for its conceptualization and differentiation from "transactional leadership" activities. In accordance with the findings of Burns (1978), transformational leadership may be seen as a reciprocal and interactive phenomenon, whereby both the leader and the follower experience personal growth in relation to their intrinsic motivation and ethical orientation. According to Bass (1985), transformative leaders are those who motivate and guide their teams towards increased achievement by placing significant emphasis on both long-term goals and ethical considerations.

Extensive scholarly inquiry has been conducted about the phenomenon of transformative leadership. The transformative leadership style, as outlined by Antonakis and House (2014), has been seen in several domains such as business, society, and politics. It is important to acknowledge that national leaders have significant political power inside their own countries. Furthermore, it is crucial to acknowledge that these individuals possess the capacity to instigate significant transformations inside organisations, as shown by the studies undertaken by Nguyen et al. (2017), Verbeke et al. (2016), and Bass (1985). Several studies conducted by Bass (1995), Lowe et al. (1996), Judge and Piccolo (2004), Wang et al. (2011), and

Mohamed (2016), among other researchers, have provided evidence indicating that leaders may have a significant influence on the productivity levels of their employees.

Burns (1978) first conceptualised transactional leadership as a managerial approach. This term refers to a dynamic where leaders and followers mutually elevate one other's levels of motivation and morality. Expanding upon the aforementioned conceptualization, Bass (1998) further developed the notion of transformational leadership to delineate individuals who inspire their followers to surpass their initial intentions by presenting them with a compelling vision and fostering a willingness to prioritise the collective interests of the group or unit over their own.

Laissez-faire leadership can be characterised as a strategy in which the leader adopts a hands-off stance, refraining from active participation and abstaining from providing feedback on employees' activities unless specifically solicited (Lewin et al., 1939). The laissez-faire leadership style involves working within the existing structure and intervening to impose goals only when necessary (Lewin et al., 1939).

The concept of workplace status pertains to the hierarchical position or level of prestige that individuals hold within an organisational setting. The determination of workers' status within an organisation can be ascertained through several factors, such as their position within the organisational hierarchy, job title, educational attainment, pay grade, or other indicators that are commonly associated with rank. Status hierarchies are prevalent in several industries and may significantly impact important outcomes within the organisational setting. The workplace is characterised by a dynamic and multifaceted status, which has significant implications for an individual's relationships, opportunities, and overall well-being within the professional setting (Clark & Finkel, 2020).

The perception of one's status in the workplace is influenced by several elements, including position, authority, and significance within the business. This condition has been associated with several elements, including as an individual's occupation, level of proficiency, and degree of impact. The evolving characteristics of employment, the emergence of new organisational frameworks, and the growing emphasis on labour rights have collectively had a role in the increasing significance

of workplace status within contemporary work environments (Anderson and Pulakos, 2021).

1.2 Objective of the Study

The primary objective of this study is to examine the implications of three specific leadership styles such as transformational leadership, transactional leadership, and laissez-faire - on the organisational dynamics inside Telesom, a large telecommunications company operating in Somalia. The primary objective of this research is to offer a thorough comprehension of the influence of various leadership styles on the professional growth and position of employees.

The study specifically concentrates on determining the most efficient leadership style within the unique organisational and cultural framework under investigation. The study aims to achieve the following specific objectives:

- To assess the influence of the transformational leadership style on workplace status inside Telesom, a telecommunications business in Somalia.
- To determine the extent of impact exerted by the transactional leadership approach on the workplace status of Telesom's telecommunication in Somalia.
- To examine the complex dynamics between laissez-faire leadership and its impact on the workplace status of employees at Telesom telecommunications in Somalia.

1.3 Significance of the Study

This study carries considerable significance for both the academic and practical realms. Firstly, it offers Telesom, a prominent player in the Somali telecommunications industry, valuable insights into their leadership practices and their effects on employee workplace status. These insights can be leveraged to refine leadership strategies and enhance employee development initiatives, ultimately improving the overall organizational performance. Moreover, the research contributes to the broader discourse on leadership effectiveness, shedding light on how distinct leadership styles impact workplace dynamics within a specific industry and cultural context. By examining these dynamics in Somalia, it offers a cross-

cultural perspective that advances our understanding of leadership practices in diverse settings.



2. LITERATURE REVIEW OF THE STUDY

This study component aims to examine the impact of various leadership styles workplace status. The primary focus of this research will be to investigate the effects of transformational leadership, transactional leadership, and laissez-faire leadership on workplace status. The subsequent portion of this literary analysis will focus on the examination of the concept of various leadership styles and workplace status.

2.1 Transformational Leadership Style

Transformational leadership is characterised by the ability to inspire and encourage followers to engage in personal reinvention. According to Northouse (2016), the subject matter pertains to emotions, principles, moral principles, societal standards, and objectives that extend over an extended period of time. According to Bass (1985), the function of a transformational leader necessitates the ability to inspire subordinates to prioritise the collective interests of the group above their individual interests. These leaders do this by advocating for noble principles such as equity, parity, harmony, and compassion.

Bass and Bass (2008) provide the theoretical framework of transformational leadership, positing that leaders that embody this style possess a visionary mindset and possess the ability to motivate and empower their followers to surpass expectations and achieve exceptional levels of performance. Moreover, transformational leaders has the ability to inspire and propel their followers to surpass predetermined benchmarks and defined objectives. In order to achieve this objective, leaders use persuasive methods that leverage high moral notions, therefore facilitating the transformation of followers' personal interests into a collective interest. Antonakis and House (2014) assert that transformational leadership is a widely recognised and prevalent leadership style in contemporary contexts, spanning several areas and spheres of influence.

The emergence of transformational leadership theory in the 1970s was influenced by two significant economic, social, and geopolitical influences (Simic, 1998). The period of around 25 years characterised by peace and economic growth after World War II has now transitioned into a state of uncertainty due to the fast advancement of technology, increased competition from emerging countries, and shifting demographic patterns. Due to these challenges, some enterprises have implemented substantial modifications to their internal frameworks. The first changes in structure resulted in a decline of the social contract that relied on workers' loyalty in exchange for extended periods of service to the firm (Gryphon, 2007). During the 1980s, several firms used downsizing and structural rearrangement as customary practises.

According to Conger (1999), a certain group of employees had increased feelings of powerlessness and dissatisfaction due to the implementation of these strategies, despite the fact that they ultimately led to better total earnings. Over the course of time, the concerns of companies have undergone a transition, emphasising the need of implementing procedures that enable substantial and transformative changes. The significance of the utility ethic, which prioritises actions that maximise overall welfare, played a crucial role in driving this change in focus. As a consequence of this paradigm change, the academic discipline often referred to as "transformative leadership" came into being.

The basic concept of transformational leadership is rooted in the ideas of the perfect leader and the accompanying attributes as given by Hoy and Miskel (2001), which are held by teachers and other workers. The ability to effectively influence, inspire, and encourage others to collaborate towards a shared objective is a defining characteristic of transformative educational administrators, and the mechanism being described is purportedly independent of transactional incentives and consequences. In contrast, the process necessitates establishing a connection between the fundamental values upheld by the personnel and the overarching goal and vision of the educational institution. According to Parry and Proctor-Thomson (2002), there was a transition in leadership inside Bass, which was motivated by a desire to uphold the organization's reputation and ethical standards.

Hoy and Miskel (2001) suggest that the concept of transformational leadership encompasses the conceptualization of an exemplary leader as envisioned

by teachers and other staff members, together with the accompanying visionary qualities associated with such a leader. Leaders that possess the ability to reform educational institutions demonstrate a range of persuasive, inspiring, and motivational talents that are essential for the successful attainment of their objectives. Smith and Piele (2006), the attainment of this conclusion is not contingent upon the transactional implementation of rewards and punishments. In contrast, the process necessitates establishing a connection between the fundamental values upheld by the personnel and the overarching goal and vision of the educational institution.

According to Hunt (1999), leaders who use transformational tactics possess an understanding of the institutional culture and organisational structure. Individuals possess an understanding of the impact that these factors have on their work satisfaction and receptiveness towards organisational modifications. Meng-Chun Chin (2007) asserts that transformational school leaders possess an understanding of the motivational potential inherent in effectively using organisational resources to facilitate idea production and knowledge acquisition.

According to Sergiovanni (1995), educational institutions play a crucial role in fostering human capital by fostering a culture of lifelong learning, active engagement, and the development of new skills and responsibilities. The theoretical framework of transformational leadership, sometimes referred to as "relationship theory," was first introduced by Burns (1978) and Bass (1985), and has since gained significant recognition and adoption within the academic community. Theoretical foundations are provided by the interpersonal interactions that exist between leaders and their followers.

According to Burns (1978), transformational leaders are characterised by their ability to effectively engage and inspire their followers, not just to accomplish significant goals, but also to foster personal growth and cultivate their potential as future leaders. Transformational leaders, as per the definition provided by Bass (1985), dedicate themselves to acquiring knowledge about the backgrounds, interests, and goals of their followers, with the intention of facilitating their development into effective leaders.

Previous research has shown that the challenges encountered in virtual work environments may be effectively addressed via the use of transformational leadership strategies (Chin, 2013; Mawanda, 2012; Small, 2011). The difficulty in predicting productivity and leadership effectiveness in global virtual teams arises from a dearth of studies examining the impact of transformational leadership on team lifetime (Ocker et al., 2011; Small, 2011; Wang et al., 2011). Mawanda (2012) posits a potential correlation between transformative leadership and sustained success for both the organisation and its constituents.

In order to enhance the productivity of a team, transformational leaders exert significant effort to effectively communicate their messages, particularly within the context of global virtual teams where geographical separation might be a challenge (Bartlett & Beamish, 2014). The presence of team members with diverse cultural origins is a significant challenge due to the potential for varied interpretations of many aspects of the company.

The impact of leaders on their followers may be significant when they leverage their inspiring qualities and captivating personalities, as elucidated by the concept of transformational leadership theory (Leadership-central.com, 2014). The aforementioned attributes contribute to the establishment of a communal atmosphere due to the followers' ability to readily identify them. According to Bass (1999), it is essential for leaders to prioritise transformational leadership above transactional techniques in order to achieve success in the dynamic contemporary economy and effectively manage the modern workforce. According to the definition provided by Bass and Avolio (1990), transformational leaders are those who motivate and stimulate their followers to enhance their own growth and contribute to the advancement of their organisations.

The concept of leadership has been delineated by scholars and professionals in the 20th and 21st centuries as the aptitude to guide a collective of individuals towards a shared objective or motivate them to engage in proactive measures. Zofi (2011) asserts that the current demands placed on corporate leadership are of such magnitude that it is impractical for any individual, regardless of their exceptional abilities or unwavering dedication, to fully learn and master all of them.

Previous research has shown that the obstacles specific to the online setting may be effectively addressed under the guidance of a transformational leader (Mawanda, 2012; Small, 2011). This study examines the impact of team duration on productivity and leadership quality in global virtual teams, while considering variations in work satisfaction based on age and gender. According to Bass (1985), it is important to consider the presence and motivation of a leader as critical factors.

Burns (1978) pioneered the leadership approach that puts a premium on the developmental rather than transactional aspects of relationships between leaders and their subordinates. A transformational leader is one who can motivate and inspire their followers to act in ways that benefit the group as a whole rather than just themselves. Subordinates benefit from this kind of leadership because it encourages them to work toward a common goal and helps them grow professionally.

Those in positions of authority may achieve great things because of their ability to motivate and inspire their followers. By sharing a compelling vision for the future with their teams, leaders may build a sense of purpose and enthusiasm among their employees (Bass, 1985). Transformational leaders, by contrast, exhibit individualized regard for their followers by showing real concern for their well-being and encouraging their development as people. According to Bass and Riggio (2006), the company cares about each of its employees as an individual and treats them accordingly. Intellectual Stimulation, these managers foster an atmosphere that encourages their employees to think beyond the box. Individuals who challenge the existing quo may promote creative thinking and problem solutions inside an organization, say Bass and Riggio (2006). Leaders who want to improve their organizations and their followers do so by setting an example of exceptional conduct, both in terms of ethics and results. Their followers look up to them and try to model their behavior and beliefs after their own (Bass 1985). Transformational leaders have been seen to increase employee engagement by creating a supportive and engaging work environment (Eisenbeiss et al., 2008).

Avolio et al. (2004) state that workers who report to transformational leaders often report higher levels of job satisfaction. This may be explained by the existence of a distinct mission statement, recognition of their accomplishments, and opportunities for growth on both a personal and professional level. According to Bass and Riggio (2006), transformational leaders play a critical role in cultivating

organizational commitment in their subordinates, which in turn fosters a feeling of dedication towards the mission and core values of the company.

By encouraging fresh ideas and challenging accepted conventions, transformational leaders foster an innovative culture inside their organizations (Bass and Riggio, 2006). A large amount of data suggests that transformative leadership has a major influence on organizational success. Numerous studies have shown that this impact is evident in a number of areas, including productivity and financial success (Judge & Piccolo, 2004).

2.2 Transactional Leadership Style

The concept of "transformational leadership" refers to the interactive procedure through which leaders exert their influence on followers, resulting in significant changes in the beliefs and values held by individuals within an organisation. This kind of leadership also encompasses the ability to inspire a collective vision among workers and motivate them to collaborate in order to achieve substantial enhancements to the organization's objectives and strategies. Bass (1998) further expounded upon the notion of transformational leadership, positing that leaders effectively inspire their subordinates to put the collective interests of the group or unit above their own concerns by presenting them with a compelling vision.

Bass (1985) conducted an empirical investigation and assessment of transactional leadership. An instance of a dependent reward may be seen in the practise of offering incentives contingent upon the achievement of predetermined performance benchmarks. The management approach referred to as "management by exception" encompasses several elements, including corrective criticism, negative feedback, and negative contingent reinforcement (Pan, Wu, and Pan's 2006).

Howell and Avolio (1993) conducted a study that yielded empirical data supporting the differentiation of transactional leadership into aggressive and passive versions. The findings of their study indicate that leaders have the potential to choose either a proactive or reactive approach when it comes to implementing corrective measures. This choice of approach has a direct impact on the effectiveness of transactional leadership, determining whether it contributes to constructive or corrective outcomes. According to Pan, Wu, and Pan (2006), on page 15, the

Multifactor Leadership Questionnaire (MLQ) was developed by Bass and Avolio (1990) with the purpose of providing an objective assessment of both transformational and transactional leadership.

According to Drago-Severson (2002), transactional leaders may be differentiated from transformational leaders by their emphasis on task-oriented activities, in contrast to the more intricate person-centered and inspiring leadership style often associated with the latter. Leadership characterised by transformational features places emphasis on the advancement of its followers, facilitating their growth in domains such as performance, adaptability, and self-assurance.

The concept of transformational leadership, as elucidated by Smith (2012), has been empirically shown to positively impact the growth and progress of organisations across various hierarchical levels. Transactional leadership is often seen as a leadership style that prioritises task-oriented behaviours, placing significant emphasis on the establishment and attainment of objectives. In contrast, transformational leaders prioritise the personal and professional development of their workers. Transactional leadership is often acknowledged as the prevailing leadership style inside academic institutions. Nevertheless, a growing body of evidence indicates that transformational leadership is more effective than other leadership styles in promoting educational change.

In their research, Bass and Riggio (2006) performed observations to examine the practices of transactional leaders. They found that these leaders use a framework of rewards and punishments to motivate employees and oversee their advancement in attaining corporate goals. According to Mero, Dimotakis, and Astakkis (2000), transactional leaders have a tendency to prioritize their personal interests above the interests of their subordinates. The practice of transferring decision-making power to another person without engaging in discourse or making an effort to negotiate conditions. Leaders that use transactional leadership style encourage the exchange of goods and services through a mutually beneficial bartering process.

The distinctive kind of authoritative governance referred to as "transactional leadership" has been characterized by the term transactional leadership. According to a study done by Shell (2003), autocratic leaders are characterized as those who possess the ability to make decisions autonomously, without the involvement or

input of other stakeholders within an organization. According to Shell (2003), authoritarian leadership is distinguished by the issuance of explicit directives, which come at the expense of workers' autonomy in expressing themselves and developing professionally.

Transactional leaders prioritize achieving desired results from their subordinates or workers via the use of a communication strategy that incorporates conditional incentives and management by exception (Bass and Riggio, 2006). Rewards received by followers are contingent upon the successful completion of a specified task or the attainment of a predetermined objective. Bass and Riggio (2006) assert that managers who use the strategy of "management by exception" respond to departures from established standards or mistakes by offering constructive feedback in the form of criticism or negative reinforcement.

Numerous empirical investigations have contributed to the elucidation of the attributes that exhibit the strongest association with transactional leadership. This management strategy emphasizes the importance of achieving outcomes and heavily focuses on the use of incentives and consequences to ensure individuals stay focused (Bass and Riggio, 2006). According to a study conducted by (Shell 2003), it was found that decision-making authority lies solely with the leader. Leaders use contingent incentives as a means to motivate individuals to achieve their goals, while also implementing corrective actions in instances when performance fails to meet predetermined expectations (Bass and Riggio, 2006).

The leadership style known as transactional leadership has a long-standing history, originating with the work of (Max Weber 1947) and further elaborated on by (James MacGregor Burns 1978). This particular leadership strategy places significance on the mutually beneficial relationship between leaders and followers, highlighting the importance of trades and transactions. The leadership style being examined is characterized by clearly established hierarchies, structured work processes, and a focus on task-oriented behaviors.

Transactional leaders use contingent pay as a basic strategic approach. According to Bass and Riggio (2006), persons in positions of authority are responsible for establishing explicit expectations, defining performance targets, and implementing a system of rewards or punishments based on the achievement of these

objectives. The management approach known as active management by exception is distinguished by the involvement of transactional leaders who actively monitor their team's performance and intervene when performance fails to meet predetermined standards. As to the findings of Bass and Riggio (2006), people actively participate in proactive endeavors aimed at identifying and rectifying deviations from established standards.

The Management by exception approach entails leaders that maintain a non-interventionist stance under regular circumstances and only intervene when problems escalate to a critical degree (Bass and Riggio, 2006). Task performance is positively influenced by transactional leaders that prioritize clarity and order within the workplace. According to Avolio et al. (1999), employees possess a clear understanding of their job expectations, which therefore contributes to the enhancement of work processes in terms of efficiency.

The organized and rule-based characteristics of transactional leadership contribute to the establishment of stability and predictability within the business. This aspect proves to be especially advantageous in sectors that prioritize safety and accuracy (Judge and Piccolo, 2004). Employee compliance may be promoted by the use of contingent compensation and the active application of management by exception, as suggested by Bass and Riggio (2006).

Risk mitigation may be achieved by the proactive approach of transactional leaders who use management by exception to handle deviations. This approach effectively prevents minor difficulties from growing into more significant ones, hence contributing to the overall mitigation of risks (Bass and Riggio, 2006). Nevertheless, it is essential to acknowledge that transactional leadership may not exhibit the same level of efficacy in fostering employee creativity, innovation, and intrinsic motivation as compared to transformational leadership (Bass and Riggio, 2006).

2.3 Components of Transformational and Transactional Leadership Style

Transformational and transactional leadership may be clearly differentiated based on their strategy and essential characteristics (Bass, 1985). As per the tenets of

the transformational leadership philosophy, it is essential to cultivate and motivate followers in order to encourage them to surpass expectations. According to Bass (1985), the implementation of idealized influence, inspirational motivation, intellectual stimulation, and customized consideration has the potential to facilitate the desired result.

Individuals that embrace a transformational leadership approach possess the capacity to proficiently convey an inspirational vision and elicit heightened levels of enthusiasm and dedication from their subordinates. This phenomenon, in turn, may foster and motivate people to collaborate in order to accomplish a common goal. This kind of leadership fosters an environment conducive to critical thinking. Transactional leadership is a leadership style characterized by leaders establishing contractual relationships with their subordinates. In this approach, all pertinent terms and conditions are explicitly communicated and mutually agreed upon prior to the commencement of any work or task.

Transactional leaders use a diverse range of strategies in order to maintain high levels of motivation and commitment among their teams. According to Bass (1985), one potential strategy for addressing norm breaches is the implementation of remedial measures, which may be seen as a kind of negative reinforcement. Furthermore, contingent incentives may function as a kind of motivation to foster the attainment of shared objectives. Leaders in the workplace assume a crucial role by effectively creating and conveying the standards and anticipated outcomes for employee conduct and performance. Consequently, those who adhere to and successfully attain these criteria are evaluated, and subsequently get either rewards or punishments. The principal objective of transformational leadership is to facilitate the development of followers into capable individuals who possess the potential to eventually occupy positions of leadership. In contrast, transactional leadership places significant emphasis on establishing formal contractual agreements between those in positions of authority and their subordinates.

As stated by Drago-Severson (2002), transformational leaders exhibit greater levels of inspiration and complexity compared to leaders who are primarily focused on tasks. In contrast, transactional leaders prioritize task accomplishment above the well-being of their followers. Transformative leaders are those who facilitate the professional and personal growth of others, enabling them to operate at optimal

levels of effectiveness, adaptability, and self-confidence. Numerous scholarly investigations, such as the works of Eagly et al. (2003), Bass and Riggio (2006), and Drago-Severson (2002), have shown empirical support for the efficacy of transformational leadership. According to a study conducted by Northouse (2010), it has been shown that transformational leaders significantly influence the enhancement of leadership skills and the overall satisfaction of their followers.

This contrast highlights the gap between transformational leadership and transactional leadership, whereby the former places more emphasis on the tasks and responsibilities rather than only focusing on the leader's capacity to motivate and inspire others (Drago-Severson 2002). Transactional leaders often use a system of incentives and punishments as a means to encourage their followers, while transformational leaders prioritise the development and inspiration of their team members.

The technique places emphasis on the individual, promoting personal growth and resulting in enhanced autonomy that enhances performance, adaptability, and the ability to tackle novel tasks, (Drago-Severson 2002). According to Jacobson et al. (2009), the primary objective of transformational leaders is to motivate and cultivate personnel across all hierarchical levels within the organisational framework. According to Murugan (2004), the process involves modifying the ideas and views of certain target audiences with the intention of impacting their conduct. The ability to steer a collective or entity into a novel trajectory is considered a defining characteristic of a transformational leader (Marquis and Huston, 2005; Hiebert and Klatt, 2001).

2.4 Laissez-Faire Leadership Style

The concept of "laissez-faire" refers to a managerial strategy that promotes a hands-off and non-interventionist stance towards people inside the workplace (Northouse, 2010). According to Bass and Avolio (1990), laissez-faire leadership is characterised by the lack of leadership and a deliberate avoidance of responsibility. According to Lewin et al. (1939), leaders who adopt a hands-off style are often seen as exhibiting negligence. The idea proposed by Blake and Mouton (1985) about "impoverished management" has numerous shared traits with the aforementioned leadership style. According to Einarsen et al. (2007), the leader has a deficiency in

commitment towards task fulfillment and demonstrates little regard for the welfare of workers.

The term "minimal intervention" describes the leadership style of "hands-off" managers who don't micromanage their teams. Authority figures often charge their subordinates with making decisions, formulating goals, and running their own departments independently (Bass & Riggio, 2006). Leaders who practice the delegation of power provide members of their teams with discrete responsibilities and the discretion to complete those responsibilities as they see fit (Avolio et al., 1999).

Laissez-faire leaders, by definition, give little oversight and seldom check in on how things are going. Bass and Riggio (2006) state that in most teams, people assume that their coworkers are competent and knowledgeable enough to carry out their responsibilities. Laissez-faire leadership is notable for encouraging individual initiative and responsibility on the part of team members. Workers may develop their judgment and take personal responsibility for their job under this strategy, as stated by Avolio et al. (1999).

Laissez-faire leadership has the capacity to create an environment where new ideas and concepts may flourish. According to Bass and Riggio (2006), when team members are not limited by rigid rules and regulations, they are more likely to take risks and investigate fresh ideas. It's possible that if employees don't get adequate guidance from their superiors, their work will suffer as a consequence. Lack of direction may lead to confusion and inefficiency (Bass & Riggio, 2006).

Avolio et al. (1999) point out that a lack of supervision may lead to dispersed responsibility for results. The creative industries and teams with a lot of experience and skill are two examples of where a more hands-off approach to leading might pay off, but in other contexts, when employees would benefit from more structure and direction, a laissez-faire approach to management could backfire, (Robert, and Vandenberghe, 2022).

The concept of leadership is closely connected to professional status, including factors such as an individual's role, reputation, and influence within a certain organization. The actions and attitudes of leaders have a significant impact on the perception of the organization by its employees, as well as their self-perception in

the workplace (Breevaart, and Zacher, 2019). The Impact of Transformative Leadership on Organizational Structure Subordinates who operate under the guidance of a transformational leader often experience upward mobility within the organizational hierarchy as a result of the leader's charismatic demeanor and effective leadership abilities (Leary, and Miller, 2021). These supervisors promote the idea that workers should exercise autonomy by setting aside their own wants and engaging in peaceful cooperation for the sake of the collective. The use of this method may lead to enhanced visibility and influence (Bass, 1985).

Organizational environments that are led by transactional leaders are distinguished by a rigorous commitment to adhering to established procedures. Although there is evidence to suggest that this phenomenon might improve job performance and adherence to organizational norms, it is important to note that it may not necessarily lead to an increase in workplace status, as it tends to prioritize conformity above individual recognition (Bass & Riggio, 2006).

The promotion of employee empowerment may be facilitated by laissez-faire leaders via the provision of autonomy and independence inside the workplace, hence influencing workplace status. According to Avolio et al. (1999), the presence of autonomy in the workplace has the potential to contribute to an individual's enhanced self-esteem and the sense of holding a higher standing within the organization.

The study conducted by Lewin et al. (1939) shown that laissez-faire leaders, although being chosen and adopting leadership roles, tend to neglect their obligations and fail to fulfill the associated responsibilities. From this perspective, the laissez-faire attitude shown by a leader might potentially be seen as indicative of a lack of ability.

Schyns and Schilling (2013) provide a counterargument to the findings put forward by Einarsen et al. (2007), contending that permissive leadership may have unforeseen adverse consequences. According to Einarsen et al. (2007), the laissez-faire management style is characterized by a lack of regard for the rights of employees, potentially leading to negative consequences for both enterprises and their workforce. The aforementioned issue arises due to possible adverse impacts on employee motivation and job satisfaction, which may also serve as a barrier to the overall performance of the firm. Bass and Avolio (1997), however, assert that the

three forms of corrective leadership, namely passive, aggressive, and laissez-faire, exhibit identical levels of ineffectiveness.

Lewin et al. (1939) claim that the delegation of significant discretionary power to subordinates is a key attribute of the laissez-faire leader. According to the study conducted by Fiaz (2017), it was observed that leaders who adopt a hands-off style have a reduced level of care towards the results of their actions as well as the well-being of their staff. This perspective arises from the underlying assumption that individuals possess a propensity for disorder and irrationality, hence making effective communication with them a challenging endeavor. According to Fiaz's (2017) study, the attributes associated with a laissez-faire leader include little intervention, a disinclination to initiate conflicts, and an anticipation that committed employees will independently shoulder significant responsibilities.

Diebig and Bormann (2020) suggest that employees who operate under supervisors that adopt a "hands-off" approach are prone to heightened levels of stress due to the absence of guidance and support during challenging situations. According to the study conducted by Frooman et al. (2012), there was a positive correlation between the presence of passive behavior in supervisors and an increased incidence of absenteeism among workers.

In contrast, authoritative leadership has been characterised as exhibiting more assertiveness and coercion compared to laissez-faire leadership (Eagly, et al., 2003). The act of assigning authority to lower-level employees is a distinguishing characteristic of the laissez-faire leadership approach. This approach allows subordinates the autonomy to independently choose the most effective manner in which to do their duties within their designated timeframe. Leaders have a crucial role in providing necessary assistance.

According to Chaudhry and Javed (2012), adhering to this procedure would provide a valuable educational experience. When engaging with individuals who possess advanced skills and strong motivation, this particular approach demonstrates considerable efficacy. However, those without sufficient information and expertise may deem this technique to be inappropriate.

According to a study conducted by (Ahmed Iqbal et al., 2021), it was shown that individuals who follow leaders practising laissez-faire management prefer to

provide their subordinates a significant level of autonomy when it comes to decision-making. According to the research conducted by Chaudhry and Javed (2012), this approach facilitates the advancement of favourable educational prospects for those who are being guided. Goldberg (1992) posits that the efficacy of the approach is maximised when individuals possess a substantial amount of innate aptitude and motivation, hence enabling them to achieve professional success.

Yukl (2009) defines "laissez-faire leadership" as a managerial style characterised by the leader's passive involvement in the operational aspects of the organisation. Three distinct forms of avoidant leadership practises have been discovered in the scholarly literature (Jackson, Hutchinson, Peters, Luck, and Saltman, 2013). These include placating avoidance, ambiguous avoidance, and confrontational avoidance.

Yukl (2009) posits that laissez-faire supervisors exhibit less dedication towards the implementation of employee rewards and disciplinary measures. A considerable number of leaders choose to maintain a state of silence when their subordinates want input. According to Hinkin and Schriesheim (2008), a laissez-faire leadership style is linked to several adverse consequences. There is a decline in follower satisfaction, as subordinates rate leaders worse in terms of their effectiveness. Employees have more difficulty in comprehending their duties, while superiors express less happiness with their job (Bubale, et al., 2021).

The primary objective of this research is to provide a comprehensive analysis of the laissez-faire leadership philosophy. According to Bass and Bass (2008), empirical research repeatedly demonstrates that adopting a laissez-faire leadership style is associated with lower levels of satisfaction and effectiveness in management. The laissez-faire leadership style is often defined as the deliberate avoidance of assuming responsibility for any tasks or decisions (Hinkin & Schriesheim, 2008; Skogstad, Hetland, et al., 2014). Leaders who embrace a laissez-faire style are inclined to refrain from making judgements, evade accountability, delay taking essential actions, and neglect using the power associated with their position (Bass and Bass, 2008; Den Hartog et al., 1997). According to empirical research, it has been shown that the implementation of a laissez-faire management style is linked to adverse consequences, such as decreased levels of employee morale and productivity (Judge and Piccolo, 2004; Yammarino et al., 1993).

Robert-Vandenberghe and Vandenberghe (2020) perform a thorough analysis of the research on laissez-faire leadership that has been published to this point. According to Robert-Vandenberghe and Vandenberghe's (2020), academic research on laissez-faire leadership has, up until this point, mostly focused on analyzing the style's immediate impacts rather than its roots, evolution, or limitations. The academic research conducted by Bass and Bass (2008) as well as Robert-Vandenberghe and Vandenberghe (2020) supports the prevailing belief that a laissez-faire management style is the least efficient and least favoured way to corporate administration. Nevertheless, there has been a lack of academic investigation into the processes and contextual constraints associated with these effects. Consequently, the present study aims to address this gap in the literature (Robert-Vandenberghe and Vandenberghe, 2020). The central focus of this research is the concept of laissez-faire leadership, which involves the avoidance and neglect of obligations (Hinkin and Schriesheim, 2008; Skogstad, Hetland, et al., 2014; Robert-Vandenberghe, and Vandenberghe, 2020).

2.5 Workplace Status

The term "workplace status" refers to the classification of individuals as either employers, employees, or independent contractors. Status decisions are of utmost importance as they constitute significant judgements issued within the framework of the workers' compensation system, hence bearing considerable significance, Cufaude and Martin (2016). The determination of an individual's rights and duties for Workers Compensation is contingent upon their legal status. It is necessary for employers to contribute to an accident fund via levies, while workers are required to possess insurance coverage. All stakeholders, including employees, employers, and other relevant parties, have legal responsibility for the implementation of strategies aimed at preventing workplace injuries, illnesses, and fatalities. The term "workplace status," also referred to as "employment status," pertains to an individual's affiliation with the workplace and denotes whether they assume the role of an employer, an employee, or a lone owner, (Cufaude and Martin 2016).

An individual who engages in the hiring or apprenticeship of another individual for the purpose of labour is legally classified as a "employer." This

classification is applicable irrespective of the type of agreement (oral or written) or the explicitness of the hiring or apprenticeship arrangement. Cufaude and Martin (2016) assert that the term "worker" is defined under the Act to include those who have engaged in or are actively fulfilling an apprenticeship or contractual obligation of service.

Irrespective of an individual's formal designation, their perceived status may be influenced by demographic factors such as gender, ethnicity, and age (Cuddy et al., 2009). According to Egolf and Corder (1991), status judgements may also take into account physical features such as height and beauty. Bendersky and Hays (2012) assert that objective characteristics, including job level, tenure, education level, and salary, are the primary indicators of status in organisational contexts. The possession of resources such as knowledge, financial capital, technological advancements, and human resources is often linked to elevated social status (Magee & Galinsky, 2008).

According to Anderson et al. (2006), there exists a positive correlation between higher social status and enhanced levels of influence, regard, and favouritism received from others. The presence of status disparities may extend beyond the confines of the professional setting and potentially influence the manner in which colleagues interact and cooperate with one another (Madsen & Stewart, 2016). According to the study conducted by Magee et al. (2007), those with higher social status had a larger tendency to engage in conversational dominance, interrupt others, and display assertiveness during negotiation situations. Individuals with lower social status may attempt to mitigate their feelings of inferiority by engaging in manipulative behaviours aimed at shaping others' impressions of them (Anderson et al., 2001).

The presence of status differences within the workplace has significant implications on the attitudes, overall welfare, and productivity of employees. According to the findings of Snderlund and Kauffeld (2017), those occupying higher positions had better levels of work satisfaction, whereas those in lower positions experienced elevated levels of stress and worse well-being. The influence of status on individual motivation and performance is significant due to the increased autonomy of individuals in positions of authority to establish objectives that are consistent with the overarching purpose of the organisation (Anderson & Brown,

2010). The impact of status disparities on team dynamics, creativity, and productivity has been seen in previous research (Anderson and Kilduff, 2009).

Over the course of history, the fluctuations in occupational prestige have closely aligned with changes in social and economic dynamics. During the early industrial period, the workplace was characterised by hierarchical systems that effectively distinguished between management and workers (Sewell and Gerth, 1956). The workplace landscape has seen a significant transformation, characterised by the emergence of competence-based hierarchies, coinciding with the advent of knowledge-driven economies in the digital era. Consequently, it has been seen that a significant number of persons with advanced levels of education now occupy executive positions instead of conventional management roles (Moss Kanter, 1993).

Various variables contribute to an employee's position within an organisation, collectively referred to as "status" in the workplace. Individuals in positions of higher-level employment often possess a heightened amount of influence and power (Bauer & Erdogan, 2012). Consequently, job titles and associated duties commonly function as significant markers of social status. The social status of individuals is often influenced by the degree of expertise and competence they possess, since those who possess specialised knowledge are often esteemed and acknowledged. Due to the fact that leaders and managers bear the responsibility for the achievements of their teams, these positions naturally possess more influence and authority compared to others (Yukl, 2013). Adler and Kwon (2002) propose that an individual's social standing may be significantly enhanced by acquiring social capital and fostering important networks.

Understanding one's position inside a workplace has several layers of value. The employment position of a person may have a substantial influence on their overall well-being, self-esteem, and level of happiness with their job (Judge et al., 2001). The establishment of a robust team is of utmost importance in cultivating an environment that promotes cooperation and teamwork, hence enhancing the overall productivity of the organisation (Burt, 2005). In order to effectively recruit and keep skilled individuals, it is essential to acknowledge and incentivize individuals depending on their contributions and aptitudes (Edwards & Cable, 2009). The recognition and mitigation of preconceptions rooted in socioeconomic class are

crucial in fostering workplace diversity and inclusivity. Individuals from diverse origins may encounter disparities in the allocation of status (Kulik et al., 2019).

The conventional notion of workplace status is now experiencing a transformation due to several modern factors. The emergence of remote work is altering the dynamics of social hierarchy by placing more emphasis on productivity and cooperation rather than interpersonal proximity (Golden and Veiga, 2005). The study conducted by Dobbin and Kalev (2016) revealed that the presence of institutionalised prejudice, specifically pertaining to race and gender, significantly influences the allocation of resources inside organisations. The existence of generational gaps is a significant difficulty due to the varying expectations and perspectives on career structures across various generations (Lyons and Kuron, 2014). The advent of technology and automation has brought about significant transformations in job roles and social hierarchies, hence prompting inquiries on the worth of human labour within a more mechanised global landscape (Bessen, 2019).

The topic of workplace status has been extensively explored in the existing body of literature. Additional study is required to explore the impact of remote work, automation, and diversity and inclusion programmes on the configuration of status hierarchies within organisational settings (O'Reilly and Pfeffer, 2000). The existence of this knowledge gap presents a potential avenue for further investigation, which might potentially enhance our comprehension of the subject matter and facilitate more effective organisational adaptation to the dynamic dynamics of the contemporary work environment (Wrzesniewski and Dutton, 2001).

The recognition and standing of workers in the workplace may be improved by the use of transformational leadership, which is defined by the ability to inspire followers to emulate the leader's exemplary moral and professional standards (Bass, 1985). Power and respect: transformational leadership encourages followers to work toward a common goal. Because of this, workers may rise in the ranks (Avolio et al., 1999) due to their increasing influence and standing inside the company.

Laissez-faire leadership encourages a culture of empowerment by providing staff with extensive discretionary authority. As a result, workers may feel more respected in the workplace (Bass & Riggio, 2006).

Increased Task Completion Rates and Employee Accountability are Two Benefits of Transactional Leadership. Recognition is generally linked to accomplishment of performance objectives (Judge and Piccolo, 2004), hence its effect on workplace prestige may be indirect.

Mann (1959) produced one of the first and most seminal reviews of the literature on status factors and leadership assessments in small groups. These results lent credence to the idea that those with greater status in a group are more often given opportunities for leadership and influence than those with lower status. Subsequent experimental research (e.g., Smith & Foti, 1998; Gibson & Vermeulen, 2003) confirmed this status impact, demonstrating that role-based qualities independently predicted leadership evaluations even when actions were constant.

In addition, surveys have shown that status-leadership relationships are common in the actual world. After controlling for behaviors, studies of hundreds of workers have found that a supervisor's position in the organizational hierarchy, their title (such as vice president) and demographic characteristics (such as age and gender) significantly predict their ratings of transformational and consideration leadership (Wu et al. 2010).

Several empirical studies have looked at how more status in the workplace is associated with being seen as more of a leader. One of the first studies to investigate the role that social standing plays in evaluations of leadership was undertaken by Mann (1959). Managers' educational levels, salaries, and job titles were only few of the status indicators that were manipulated in this research. The research indicated that managers with greater rank were universally seen as superior leaders, even when the leadership characteristics were held constant.

It's not only lab investigations that find a correlation between leadership and social standing. More than 300 workers responded to surveys created by Vecchio and Boatwright (2002) on the leadership qualities of their immediate superiors. In addition to behavioral assessments, they discovered that a supervisor's position in the organizational hierarchy was a major predictor of leadership scores. Gibson and Vermeulen (2003) also polled over a thousand managers from various corporations. Higher-level managers, such as vice presidents and chief executive officers, were rated higher on transformational leadership in a regression analysis than their

subordinate supervisors and middle managers. Overall, the weight of the data suggests that a leader's formal function, demographic characteristics, and organizational level all have a role in how they are evaluated. It is common for people of higher status to be seen as leaders, both initially and over time. When considering the social and psychological factors that determine who rise to the top in teams, organizations, and society at large, status is crucial.

2.6 Transformational Leadership and Workplace Status

The intricate and dynamic relationship between transformational leadership and workplace status is influenced by several positive and intricate elements. The concept of transformational leadership, characterized by its focus on inspiring and motivating followers to attain exceptional outcomes and elevated levels of performance, has garnered considerable attention in scholarly research. This kind of leadership has been associated with several indications of success in the workplace. The study conducted by Walumbwa and Hartnell (2011) has contributed significantly to our understanding of the relationship between transformative leadership attributes and organizational status. A positive correlation was seen between workers' evaluations of their managers' leadership styles and their self-reported levels of respect and appreciation in the workplace. This exemplifies the favorable impact of transformative leadership on employees' sense of their intrinsic worth and organizational status.

Piccolo and Colquitt (2006) conducted significant research in the United States, whereby they gave a multi-source survey to both CEOs and subordinates. Based on the research results, a significant correlation has been seen between transformational leadership and individuals' sense of self-worth. Based on the findings of the study, it has been observed that leaders who effectively stimulate and encourage their subordinates have the capacity to enhance their subordinates' views of their own status and self-worth. Individuals employed in lower positions within the hierarchical structure of the business, who had a strong drive to ascend to higher positions, saw the most pronounced impacts of this phenomenon. Based on the aforementioned discoveries, it is evident that transformative leadership significantly influences workers' perceptions of their own job roles.

In addition, the scholarly research conducted by Bradford and Lippman (2018) provides valuable perspectives on the enduring impacts of transformative leadership on employee morale. According to their study findings, there is a positive correlation between workers' perception of their leaders as transformative and their inclination to align themselves with and adopt the aims and values of the firm over an extended period of time. The findings of this study indicate that the implementation of transformational leadership may lead to an increased emphasis on "organizational citizen" positions inside the company, which are associated with higher levels of status and responsibility.

The research conducted by van Knippenberg and van Knippenberg (2005) demonstrates the significance of shared values in the relationship between transformational leadership and organizational reputation. Transformational leaders has the ability to enhance the sense of group cohesion among their followers by effectively communicating persuasive and motivational messages. As a result of this enhanced connection, people exhibit more motivation to participate in and achieve success in activities that align with their self-identified identity, so enhancing their societal standing.

Nevertheless, it is important to possess a comprehensive understanding of the intricacies and possible obstacles inherent within this network. The meta-analysis conducted by Schriesheim et al. (2006) revealed that followers' assessments of their leader's power distance and status exhibited improvement subsequent to exposure to transformational leadership. However, it is important to acknowledge that social stratification persists despite this. Leaders are seen to possess a significant amount of authority due to their ability to influence the trajectory of an organization and the individuals they lead, therefore inspiring and guiding them.

While the attainment of effective transformational leadership has the potential to enhance one's reputation, it is not devoid of inherent hazards. Bass and Riggio (2006) and Eisenbeiss et al. (2008) have identified many issues that may undermine perceived status, including employee fatigue, discrepancies between goals and capabilities, and limited autonomy. In addition, an excessive dependence on transformational leaders for motivation and inspiration might potentially impact workers' perceptions of self-value and independence (Shamir et al., 1998).

Recent study has shown a strong correlation between transformative leadership and upward mobility within organizational hierarchies. Transformational leaders have a significant impact on fostering people's perceptions of the significance of their job and the significance derived from their work. The cultivation of these characteristics is crucial in fostering a constructive work environment. Meng et al. (2022) claim that the implementation of transformational leadership has the potential to cultivate a sense of purpose inside the workplace and bolster the overall quality of interpersonal connections among colleagues. Transformational leaders prioritize the fulfillment of their workers' fundamental psychological needs, including feelings of competence, autonomy, and relatedness, with the aim of fostering a sense of purpose and significance within the organizational context, (Meng et al. 2022). Leaders have the ability to motivate and inspire their teams to overcome obstacles and achieve success in their professional pursuits by taking into consideration their team members' individual aspirations and preferences.

The scholarly literature has shown that transformational leadership is a significant social asset within the organizational setting. Leaders who possess the ability to motivate their subordinates to prioritize the objectives of the collective above their own interests have the potential to influence the perception of employees about the significance of their job and the prioritization of various tasks (Meng et al., 2022). The establishment of positive ties between transformational leaders and their followers have the potential to enhance the sense of significance within the organizational status. This objective is achieved by fostering the expression and recognition of workers' chosen social identities inside the organizational context.

According to a study conducted by Meng et al. (2022) it has been shown that transformational leadership has a significant role in fostering a high-status work environment, since it enhances workers' views of their own contributions. Transformational leaders enhance workplace morale and productivity by attending to the emotional needs of their people and redirecting the focus from individual objectives to group goals. This particular approach facilitates a stronger sense of affiliation between employees and their respective organizations. Further research is required to investigate the relationships between these links and their potential impact on crucial organizational outcomes such as employee engagement, performance, and well-being.

2.7 Transactional Leadership and Workplace Status

The most important aspect of the leadership style occasionally referred to as "transactional" is the practice of offering rewards or advantages to subordinates in return for their compliance with established rules and the attainment of specified objectives. The leadership style addressed in this context has a major impact on the organizational dynamics. Transactional leadership is often connected with a number of beneficial attributes. The capacity of the system to augment the cognitive processes of individuals and facilitate clearer and more systematic thinking is a significant advantage. Leaders that use this approach demonstrate a high level of precision in effectively expressing their expectations to their staff. According to Bass and Riggio (2006), the method delineated have the capacity to enhance workers' perception of their value inside their respective firms. Moreover, chief executive officers (CEOs) that adopt a transactional strategy sometimes incentivize their employees with cash rewards contingent upon their performance outcomes. According to Avolio and Bass (2004), the acknowledgement of workers' accomplishments via public expressions of gratitude has the potential to enhance their self-perceived value and professional standing. Furthermore, the transactional leadership style, which is characterized by a task-oriented approach, prioritizes efficiency and the achievement of goals. This approach cultivates a feeling of contentment among employees and ensures their stability within the organizational setting (Bass & Riggio, 2006).

However, it is crucial not to ignore the possible disadvantages associated with transactional leadership. A notable issue is to the possible overemphasis on adherence to established norms and standards, which might impede the development of original and innovative concepts. The heightened recognition of compliance might potentially result in unanticipated outcomes regarding employees' views of their autonomy and self-esteem (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). It is plausible that workers may exhibit a significant inclination towards extrinsic factors when external incentives are used within the framework of transactional leadership. Consequently, such circumstances might potentially have a negative influence on individuals' intrinsic happiness, perception of personal value, and occupational standing (Deci, Koestner, & Ryan, 1999). Furthermore, it is essential to acknowledge that transactional leadership, when compared to transformational leadership, may not

prioritize the promotion of continuous growth and advancement among followers to the same extent. The employee's self-esteem may be adversely affected, perhaps leading to detrimental outcomes in their professional role (Bass & Riggio, 2006).

The influence of transactional leadership on one's position in the workplace is contingent upon several aspects, such as the leader's proficiency, the characteristics of the organization, and the workers' receptiveness to innovation. Organizations seeking to harness the advantages of transactional leadership, while minimizing its limitations and cultivating a work atmosphere that cultivates a feeling of achievement and enhanced workplace reputation among employees, would be well to acquire a comprehensive comprehension of these dynamics. The fascinating influence of transactional leadership on an employee's status in the workplace arises from its focus on financial incentives and the implementation of management by exception. The suggested leadership strategy prioritizes the preservation of established power structures and institutions. Individuals in positions of authority who use a transactional leadership approach effectively maintain the status quo by using an established system of incentives and penalties. According to Yukl (2013), transactional leadership refers to a leadership style characterized by a leader's complete authority in decision-making and the use of rewards and punishments to motivate followers to achieve specific performance targets. This technique has the potential to maintain the existing hierarchical structure within the team, while it may not effectively incentivize individuals to advance within the ranks.

Transactional theory, which is well recognized in the field of leadership research, posits that leaders and their followers participate in mutually beneficial relationships. Den Hartog et al. (1997) conducted a research which posited that transactional leaders exhibit distinct traits, such as establishing unambiguous objectives for their teams and thereafter using rewards or penalties based on the extent to which these objectives are achieved.

Multiple empirical research have provided evidence suggesting that the use of transactional leadership tactics by leaders leads to an enhancement in followers' views of their own status. In a study conducted by Kark and Shamir (2013) in Israel, the researchers examined the perceptions of workers about the use of contingent incentive strategies by their supervisors, and explored the potential correlation between these perceptions and the employees' hierarchical positions within the

organization. The findings indicated a substantial correlation between the extent to which managers adopted contingent incentive schemes and workers' views of their hierarchical position within the organization. The transactional relationships have evidently enhanced the followers' perception of their own significance.

The study conducted by Schaubroeck et al. (2007) investigated the relationship between the implementation of contingent compensation for leaders at West Point and the perceptions of prestige and adoration held by the cadets towards their superiors. When leaders use contingent incentives, their followers express a heightened sense of personal importance and respect. The findings of the research indicate that leaders who effectively communicate their objectives and motives to their followers are granted elevated status. The employment of transactional ties facilitates the establishment of clearer criteria for defining and assigning tasks, so resulting in an enhancement of one's social standing. The concept of "job clarity" has been associated with this phenomenon in many research investigations.

In the interest of fairness, it should be acknowledged that not all research findings may be regarded as definitive evidence of a beneficial impact. De Hoogh et al. (2004) conducted a study in Belgium that provides further evidence about the limited and indirect relationship between leader contingent incentives and increased perceived status. This research also takes into account the influence of many other factors. The efficacy of contingent punishment is a subject of ongoing scholarly debate due to a dearth of substantiating empirical data. Furthermore, the used approach has the potential to mitigate the impact of contingent punishment on an individual's societal standing. The presence of complexity implies the existence of explanations outside the transactional technique, which might shed light on individuals' perception of their own social status.

Furthermore, it is essential to acknowledge that the implementation of transactional leadership may have an impact on the level of emotional investment shown by workers in their pivotal responsibilities within the organization. According to Liu's (2013) study, there was a notable shift in the self-perceptions of Chinese business students after their involvement in a brief leadership program and exposure to transactional teaching methodologies. Specifically, there was a shift in people's perception of themselves from being primarily self-interested actors to assuming the role of advocates for economic interests. The cultivation of personas that exhibit a

strong association with esteemed stakeholder positions seems to be encouraged by a focus on clearly defined job responsibilities and rewards within a transactional framework.

Burns (1978) posits that transactional leadership is a leadership style that places emphasis on fostering bilateral contact between leaders and followers. Transactional leaders establish explicit criteria for employee conduct and use structured mechanisms to incentivize positive performance and discourage negative actions. The major emphasis of this leadership style is to preserve the existing state of affairs, prioritizing the coordination, monitoring, and evaluation of team productivity.

Based on the extant body of research, it can be seen that there exists a positive correlation between conventional, hierarchical notions of authority and the implementation of transactional leadership approaches. According to Xu, Loi, and Ngo (2016), transactional leaders are responsible for cultivating and maintaining norms of reciprocity, as well as maintaining a certain level of distance between themselves and their followers. Employees who are subjected to transactional management practices by their supervisors are more inclined to see their work and the organizational structure of the firm as distinct and autonomous entities.

Yukl's (1999) meta-analysis reveals a positive correlation between subordinates' views of their superiors' dominance and authority and the practice of transactional leadership. This particular leadership style facilitates the establishment of hierarchical frameworks by providing incentives and assigning responsibilities to those who adhere to the leader's guidance

2.8 Laissez-Faire Leadership and Workplace Status

The influence of a supervisor with a relaxed management style on an individual's workplace status is complex and contingent upon several contextual factors, including the inherent characteristics of the job, the competencies possessed by the employees, the established norms within the business, and the personal inclinations of individuals. Leaders that adopt a laissez-faire approach are inclined to provide their subordinates significant autonomy in the execution of their tasks (Robert & Vandenberghe, 2022). The potential impact of using this approach on an

individual's workplace status varies depending on the exact circumstances, and may range from advantageous to detrimental.

In some instances, the adoption of a less interventionist laissez-faire leadership style might potentially enhance the workplace status. Madsen and Stewart (2016) propose that an ideal work status for highly skilled and driven people is one that affords them a significant degree of autonomy in decision-making and accountability. According to (Bass and Riggio 2006), leaders who refrain from micromanaging their teams are more likely to elicit higher levels of trust and respect from their subordinates.

The laissez-faire leadership style is often seen in contemporary workplace status. The management approach in question is characterized by a limited degree of employee involvement and a reduced provision of guidance. The strategy is based on the premise that team members would possess a significant degree of autonomy in the management of their tasks (Robert and Vandenberghe, 2022).

According to Madsen and Stewart (2016), the impact of a leader's hands-off style on the workplace status may be influenced by the team's talents and motivation. According to Bass and Riggio (2006), those who follow a leader exhibiting a laissez-faire attitude have a heightened sense of freedom. The effectiveness of this method is contingent upon the aptitude and motivation shown by each member of the team. Encouraging more individual liberty and fostering stronger team cohesion may lead to heightened perceptions of job control and raised team status (Leary & Miller, 2021). Conversely, the emotional state of crew members characterized by confusion and a dearth of assistance may readily precipitate disorder and a decline in productivity under such circumstances.

The efficacy of a leader who adopts a laissez-faire style in cultivating or sustaining a favorable reputation within the organizational status is contingent upon the proficiency and drive shown by the team members. According to Nielsen et al. (2019), managers who apply this particular approach have the potential to enhance the productivity and engagement of their exceptionally skilled and motivated workforce by granting them more autonomy and decision-making authority within the organizational context. Nevertheless, in the event that team members are seeking

more guidance, this particular technique has the potential to result in inefficiencies and impede their development.

The laissez-faire leadership style is associated with distinct advantages in terms of workplace status. This particular style of leadership has the capacity to enhance employees' sense of agency by granting them autonomy in certain facets of their work. One of the consequences of empowerment is an increased perception of self-value and status within the organizational structure (Bass, 1985). According to Northouse (2021), the capacity to independently make judgments in various circumstances promotes the development of innovative thinking and enhances an individual's perception of their own value. Under a laissez-faire leadership style, employees may have a heightened feeling of pride and achievement due to the more autonomy and impact they possess.

Nevertheless, it is important to evaluate the adverse attributes associated with laissez-faire leadership within the context of its impact on the work environment. Ineffective communication of goals and directions by leadership may result in employee confusion and disorientation, hence diminishing their perceived competence and confidence. There is a correlation between lax leadership styles and an increased occurrence of accountability-related issues, which may be attributed to the lack of clarity in defining roles and responsibilities. According to Avolio and Bass (1995), under such circumstances, employees may experience dissatisfaction and a decline in their perceived value inside the organization. According to Nielsen et al. (2019), in situations when leaders fail to adequately provide guidance and motivation to their teams, workers may experience a sense of disorientation and bewilderment

Moreover, it has been noted that within the realm of team dynamics, the use of a laissez-faire leadership approach might potentially engender conflicts and conflicts over authority among team constituents, thereby exerting an adverse impact on their perceived status within the collective (Vecchio, Justin, & Pearce, 2010).

Avolio and Bass (1995) argue that the presence of job ambiguity might lead to employee unhappiness and a decrease in perceived status due to concerns over responsibility. According to Vecchio, Justin, and Pearce (2010), the concept of laid-back leadership may potentially have adverse consequences for team members, as it

may foster a climate of struggle for authority and breed feelings of animosity among individuals inside the team.

The provision of employee autonomy is a mechanism via which the laissez-faire leadership approach might potentially provide advantageous outcomes within the existing workplace dynamics. The findings of Bass and Riggio (2006) indicate that this particular leadership style is associated with an increased perception of autonomy among followers. According to Leary and Miller (2021), the implementation of a more laissez-faire leadership style in the workplace may lead to an enhancement in workers' sense of self-worth and perceived status. According to a study conducted by Bass (1985), employees' perception of agency is enhanced when they are granted autonomy in decision-making. This enables individuals to get acknowledgment for their skills and enhance their status within the organization.

According to the findings of Madsen and Stewart (2016), the impact of a leader's hands-off strategy on the organizational status is contingent upon the competencies and motivation levels of the group being led. According to Nielsen et al. (2019), a team's reputation may be negatively affected if its members do not possess enough skills and proactivity. According to Robert and Vandenberghe (2022), suggest that the flourishing of autonomy is contingent upon its comprehensive integration within all aspects of work and the individual inclinations of each person involved. It is important to consider that not all workers are able to perform well in the absence of a structured environment.

3. METHODOLOGY OF THE STUDY

The present portion of the research is devoted to elucidating the theoretical foundations of the inquiry and the methodologies used to collect data from the sample population. The major objective of this study is to investigate the impact of various leadership styles on team dynamics. This investigation centers upon Telesom, a telecommunications company operating in Somalia, because of its distinctive working environment.

The researchers in this study deliberately choose to use the stringent random sampling technique for the goal of gathering information from the study's participants. The rationale for using this approach stems from its well-recognized advantages in enhancing the sustainability and reliability of research outcomes over an extended period of time. The use of a well-recognized method known as random sampling has the potential to decrease standard errors and margins of error within a dataset.

The use of basic random sampling has significance as it demonstrates a commitment to mitigating prejudice, or at the very least, the level of dedication invested in this endeavor. The methodology is predicated on the random selection of a subset from the population. Consequently, the whole research population is given an equitable opportunity to be selected for the study, so guaranteeing the formation of a representative sample.

This study primarily use quantitative research approaches to investigate the impact of three distinct leadership styles on the workplace performance of Telesom, a well-known telecommunications company in Somalia. The leadership styles under examination are transformational leadership, transactional leadership, and laissez-faire leadership.

3.1 Conceptual Framework of the Study

In this study paradigm, workplace status is the dependent variable, while leadership style is the independent variable. The dimensions and factors taken into consideration in the research are shown visually in the following figure.

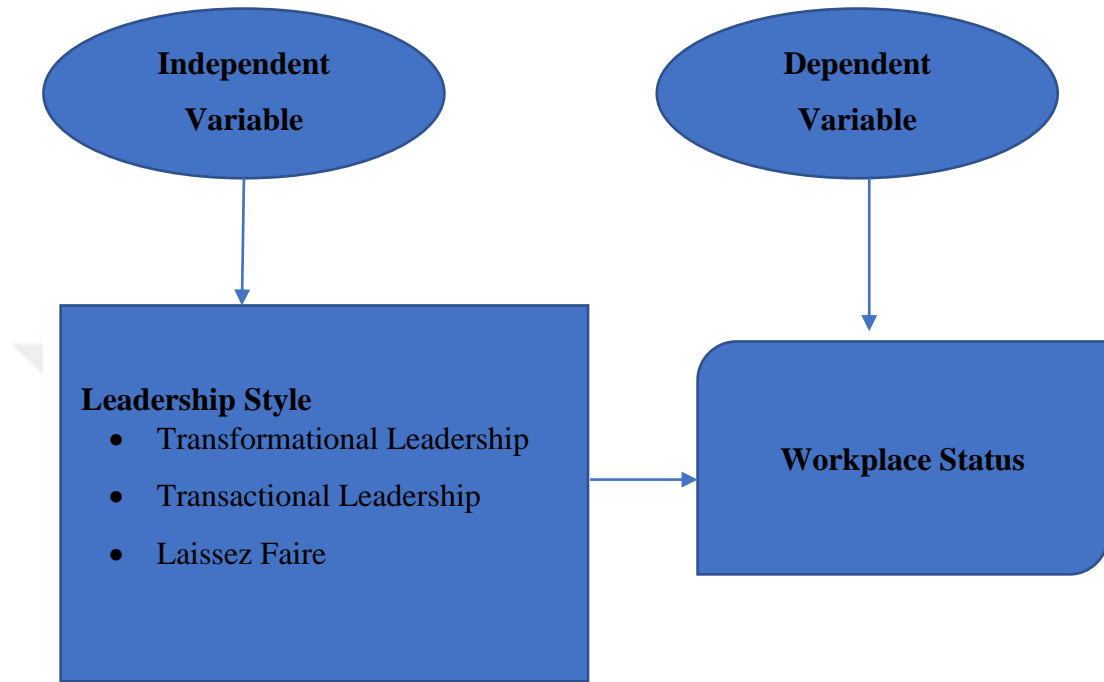


Figure 3.1: Conceptual Framework

3.2 Research Problem Statement

In the context of Telesom Telecommunications in Somalia, the dynamic connection between transformational, transactional, and laissez-faire leadership styles raises critical considerations concerning their impact on workplace status. The role of leadership in affecting the business environment and employee well-being is stressed in the wide literature of organizational psychology and leadership theory (Bass, 1985; Avolio, 1999; Yukl, 2013). However, in Somalia's telecommunications sector, there is a considerable paucity of understanding about the precise impacts of different leadership styles on critical dimensions of workplace status, such as employee motivation, job satisfaction, productivity, and overall organizational success.

The absence of information in this area creates a substantial and pressing difficulty for Telesom telecommunications and the Somalia telecoms sector as a whole. The industry's specific difficulties and prospects demand a full grasp of the

link between leadership styles and workplace status. Telesom's capacity to maximize the efficiency of their leadership initiatives may be limited by a lack of understanding in this area, which may result in reduced employee wellbeing, lower productivity, and organizational failure. Furthermore, apart from addressing the necessities of Telesom, the findings of this study have potential value for other entities operating within the intricate telecommunications landscape of Somalia. This will help to develop knowledge in this particular sector.

As a result, the goal of this research is to investigate and evaluate the link between three diverse leadership styles such transformational, transactional, and laissez-faire and Telesom Telecommunications' workplace status. This research aims to give a full understanding of the complexity of this interaction. The major goal of this research is to fill a knowledge gap by expanding current literature and ideas. This analysis aims to give crucial insights to executives and organizations working in Somalia's telecommunications industry. Furthermore, the goal of this study is to add to the current body of knowledge in the subject of leadership, especially in the context of Somalia's telecommunications sector.

- To what extent does transformative leadership impact the workplace status in Telesom telecommunication in Somalia?
- What is the impact of transactional leadership on the workplace status in Telesom telecommunication in Somalia?
- What is the relationship between laissez-faire leadership and workplace status within the context of Telesom telecommunication in Somalia?

3.3 Hypotheses of the Study

- H1, Transformational leadership style has an influence on workplace status in Telesom telecommunication of Somalia.
- H2, Transactional leadership style has an influence on work status in Telesom telecommunication of Somalia.
- H3, Laissez-faire has an influence on workplace status of Telesom telecommunication in Somalia.

3.4 Sample Method of the Study

The research methodology used in this study mainly depended on the use of random sampling as a means of data acquisition. The selection of this approach was based on its simplicity of implementation and the level of accuracy it offers (Taherdoost, 2016). Utilizing a random sampling approach has several advantages, particularly in the context of investigating a large and diverse population. The study's participants consisted of 500 individuals employed by Telesom in Somalia.

A structured, closed-ended survey was managed with a random sample, so assuring the reliability and validity of the findings. The study used Google Forms, an internet-based tool specifically built for the creation and distribution of surveys, in order to get a large and varied sample for the survey. The survey was sent using Google Forms to 500 respondents as its target population of this study.

Unfortunately, the survey gathered a mere 230 responses from the workers of Telesom. While 270 respondents did not take part of this study because lack of interest, limited availability of time.

3.5 Research Instrument

The questionnaire used in this study was constructed based on a closed-ended format. In order to improve the precision of the data acquired from the participants, the questions in the questionnaire were modified from their initial scale. The research has two main areas of investigation, each consisting of a distinct collection of rating scale questions that participants are required to assess.

The measurement scale of leadership style variable which is being assessed using a scale that has been created and validated by Dussault et al. (2013). The measurement instrument has a total of 21 items, which are categorized into three distinct dimensions: transformational leadership, transactional leadership, and laissez-faire management styles. The participants were provided with a 4-point Likert scale to assess their level of agreement, ranging from 1 denoting "strongly disagree" to 4 indicating "strongly agree."

The measurement scale of workplace status as assessed by Djurdjevic et.al.'s (2017), the scale has five items with a 5-point Likert scale, where a rating of 1

corresponds to "Strongly Disagree" and a rating of 5 corresponds to "Strongly Agree."

3.6 Data Analysis Technique of the Study

The primary method of analysis used in this research was descriptive statistics, using the commonly utilized statistical software program SPSS 29.0. The researchers conducted a comprehensive analysis of the participants' responds, presenting the findings through the use of frequency tables, charts, and percentages. The researcher successfully derived logical deductions and explanations from the study data subsequent to the use of descriptive statistics.



4. DATA ANALYSIS AND FINDINGS

This part of the research presents the findings of the data analysis via the inclusion of tables, charts, and their subsequent interpretation. This part presents a comprehensive description of the study's data, including average values. It also examines the correlation between the study's variables via the use of various statistical methods. Additionally, this section includes an examination of the study's dependability.

4.1 Demographic Analysis

This section used a demographic analysis to examine the characteristics of the research participants. The analysis included variables such as gender, age, education level, department of work, and working experience. The findings were presented in tables displaying frequency, valid percent, and cumulative percent.

Table 4.1: Gender Respondents of the Study

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	188	81.7	81.7	81.7
	Female	42	18.3	18.3	100.0
	Total	230	100.0	100.0	

The table shown above offers a comprehensive analysis of the gender responses obtained from the participants of the survey. The results show that the vast majority of respondents (81.7%, or 188 people) identified as male, while just a minority (18.3%, or 42 people) identified as female.

Table 4.2: Age Group of the Study

		Age group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years to 30 years	28	12.2	12.2	12.2
	31 years to 40 years	115	50.0	50.0	62.2
	41 years to 50 years	60	26.1	26.1	88.3
	51 years to 60 years	25	10.9	10.9	99.1
	Over 61 years	2	0.9	0.9	100.0
	Total	230	100.0	100.0	

The table shown provides an analysis of the age distribution among the participants. The primary demographic cohort within the sample of participants in this research is comprised of persons aged 31 to 40 years, totaling 115 individuals, which accounts for 50% of the overall study population. The age group including adults aged 41 to 50 years is the second most prevalent, with a total of 60 responses, accounting for 26.1% of the whole sample. Furthermore, it is worth noting that a total of 28 participants, representing 12.2% of the sample, fall between the age range of 20 to 30 years. In the present research, it was found that a subset of 25 individuals, constituting about 10.9% of the overall sample, fell between the age range of 51 to 60 years. The age group with the lowest representation in the survey consists of individuals aged over 61 years. This particular group is represented by just two respondents, accounting for a mere 0.9% of the overall sample. The provided data sheds light on the distribution of age groups among the participants of the research, emphasizing the higher occurrence of individuals aged 31 to 40 years. This also underscores the presence of a diverse range of age groups within the sample.

Table 4.3: Education Level of the Respondents

		Education level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School	2	0.9	0.9	0.9
	Higher Diploma	7	3.0	3.0	3.9
	Bachelor	73	31.7	31.7	35.7
	Master Degree	109	47.4	47.4	83.0
	PhD	39	17.0	17.0	100.0
	Total	230	100.0	100.0	

The table provided above provides a concise overview of the educational backgrounds of the participants, revealing their greatest degrees of schooling. Out of the total of 230 valid replies, a minimal proportion of 0.9% indicates that individuals have attained their educational qualifications at the secondary school level. A little greater percentage, namely 3.0%, has a higher diploma. A significant proportion, namely 31.7%, have achieved a bachelor's degree as their greatest level of educational attainment. The majority of respondents, comprising 47.4% of the total, have a master's degree. Finally, it is worth noting that 17.0% of the participants in the study have successfully attained the highest level of educational achievement, namely a Doctor of Philosophy (PhD) degree. When the cumulative percentage reaches 100%, it signifies that all legitimate replies have been included within these educational categories. In brief, the aforementioned data offers significant insights pertaining to the educational makeup of the surveyed populace, emphasizing the preponderance of master's and bachelor's degrees, but also admitting the heterogeneity in educational achievements, ranging from advanced certificates to doctoral degrees.

Table 4.4: Department of Work of the Respondents

		Department of Work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales	27	11.7	11.7	11.7
	Marketing	7	3.0	3.0	14.8
	Landline	5	2.2	2.2	17.0
	R&D	5	2.2	2.2	19.1
	Landline	37	16.1	16.1	35.2
	Mobile internet	7	3.0	3.0	38.3
	Mobile money transfer	142	61.7	61.7	100.0
	Total	230	100.0	100.0	

The table shown explores the several work departments or sectors in which the participants are involved. Out of the 230 legitimate replies, the department that stands out the most is Mobile Money Transfer, which is represented by 61.7% of the respondents, totaling 142 persons. The sales department is the second-largest division, employing 11.7% or 27 participants. The field of marketing has the lowest level of representation, accounting for just 3.0% of the total population under consideration. This percentage equates to a count of 7 persons. It is noteworthy that there exists a duplicate entry for the Landline department, whereby one instance has 5 respondents and the other comprises 37 respondents, accounting for 2.2% and 16.1% of the total, respectively. An additional five participants are engaged in Research & Development, accounting for 2.2% of the total replies. Finally, the Mobile Internet division employs 3.0% of the respondents, consisting of a total of seven workers.

Table 4.5: Working Experience of the Study

		Working Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 5 years	94	40.9	40.9	40.9
	6 years to 10 years	55	23.9	23.9	64.8
	11 years to 15 years	44	19.1	19.1	83.9
	16 years 20 years	37	16.1	16.1	100.0
	Total	230	100.0	100.0	

The table offered above presents a comprehensive summary of the professional job experience of the respondents who participated in the study. Out of the 230 replies that were deemed legitimate, a significant proportion of 40.9% or 94 participants reported having collected job experience ranging from 0 to 5 years. The subsequent most prominent cohort is comprised of persons with 6 to 10 years of professional experience, accounting for 23.9% or 55 participants. Another notable subset, including 19.1% or 44 participants, has accumulated a range of 11 to 15 years of professional experience. The last group, comprising 16.1% of participants, consists of individuals who possess a work history spanning from 16 to 20 years. The provided data offers insights into the wide array of work experiences seen among the questioned population, including both persons who are new to the workforce and those with more substantial professional histories.

4.2 Normality Test of the Study

This research used two distinct methodologies for the aforementioned objective. The Shapiro-Wilk Test was used to evaluate the extent of departure from normality, where a low p-value indicates a significant deviation from a normal distribution. Furthermore, the application of the Kolmogorov-Smirnov Test aimed to quantify the largest discrepancy between the cumulative distribution function of the observed data and the anticipated cumulative distribution function associated with a normal distribution.

Table 4.6: Normality Test of the Study

Tests of Normality						
	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Transformational Leadership	0.080	230	0.001	0.979	230	.002
Transactional Leadership	0.126	230	0.001	0.979	230	.002
Laissez-faire	0.132	230	0.001	0.944	230	.001
Workplace status	0.132	230	0.001	0.943	230	.001
a. Lilliefors Significance Correction						

The table shown above provides the assumptions of normality for each of the provided variables were assessed using two distinct statistical techniques, namely the Kolmogorov-Smirnov and Shapiro-Wilk tests. Many statistical investigations depend

on the assumption of normal distribution of data, and as a result, these tests are often used to assess the validity of this assumption.

When confronted with situations when the chi-square test is not applicable, such as when dealing with inadequate data from a solitary person, the Kolmogorov-Smirnov test may serve as a viable alternative. The extent to which the data adhere to a normal distribution may be deduced from the outcomes of several normality tests. The table also includes the significance values (Shapiro-Wilk sig) of the Shapiro-Wilk test. When the significance level of the data exceeds 0.01, it is often justifiable to make the assumption that the data conforms to a normal distribution.

Table 4.7: Descriptive Analysis of the Study

		Mean	Std. Deviation	Variance	Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership		28.99	5.35938	28.72	-.469	.160	.415	.320
Transactional Leadership		13.22	2.72338	7.417	.292	.160	.240	.320
Laissez-faire		16.54	1.74370	3.041	-.564	.160	-.515	.320
workplace status		16.40	1.79750	3.231	-.547	.160	-.596	.320
Valid (listwise)	N 230							

The data in the table is a comprehensive aggregation of pertinent statistical measures covering a wide range of subjects. There is little dispersion around the mean score of 28.99 on the "transformational leadership" scale (the standard deviation is 5.35938 and the variance is 28.72). The skewness of the data is -0.469, which is somewhat negative, indicating that the distribution is not perfectly symmetrical. The kurtosis value of 0.415 also suggests that the distribution has some mild peakiness.

Using the parameters from "transactional leadership," has a mean of 13.22, standard deviation of 2.72338, and variance of 7.417. There is a little rightward bias

in the data set, as shown by the positive skewness value of 0.292. The kurtosis value of 0.240 also suggests a fairly normal distribution.

A mean of 16.54, a standard deviation of 1.74370, and a variance of 3.041 characterize the "Laissez-faire" variable. A large negative skewness of -0.564 indicates that the data is very asymmetric. The -0.515-kurtosis score also indicates that the distribution has lighter tails than a normal distribution would.

The comparable "workplace status" measure has a mean of 16.40, SD of 1.79750, and Variance of 3.231. The skewness of the data is -0.547, which is somewhat negative and indicates a leftward bias in the numbers. The observed distribution also has considerably less emphasis on the tails than a normal distribution would, as shown by the kurtosis value of -0.596.

4.3 Explanatory Factor Analysis

The research approach utilized to look at the scale's measurement items and their loadings was Explanatory Factor Analysis (EFA). EFA is a helpful method for revealing the hidden structure of a measuring instrument's components. By identifying a smaller collection of sub-dimensions or components, the technique simplifies large datasets.

Exploratory factor analysis (EFA) was put through a battery of tests to see whether it was a good fit for the study. Both the Kaiser-Meyer-Olkin (KMO) test and the Bartlett sphericity test were used to determine the representativeness of the sample and the stability of the variables. These analyses have proven that the sample is suitable for explanatory factor analysis, indicating that the data possess the qualities required for this kind of analysis.

A factor retention method, backed by further research, was employed to establish the components' underlying structure. Both the varimax rotation approach and the principal component analysis method were used. The findings of the explanatory factor analysis indicated that the scales exhibited congruence with their initial dimensions and had a distinct factor structure.

Consequently, the following tables illustrate the outcomes of the factor analyses performed on the study scales, providing significant insights into the underlying structure of the data.

Table 4.8: Factor Analysis of Transformational Leadership Scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.773
Bartlett's Test of Sphericity	Approx. Chi-Square	980.866
	Df	66
	Sig.	0.001

$p < 0.001$

The data supplied are relevant to a significant assessment in the field of factor analysis, specifically concerning the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO measure, which has a value of 0.773, evaluates the suitability of the data for doing factor analysis. Typically, a KMO score more than 0.5 or 0.6 is deemed satisfactory. In this case, the obtained KMO score of 0.773 indicates that the dataset is reasonably suitable for doing factor analysis. This observation suggests that there exists a significant level of shared variation across the variables, hence highlighting the usefulness of using factor analysis as a method for investigating the latent structure of the data.

Table 4.9: Total Variance Explained of Transformational Leadership Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.76	31.38	31.381	3.76	31.38	31.38	2.57	21.41	21.41
2	2.49	20.78	52.164	2.49	20.78	52.16	2.49	20.75	42.17
3	1.04	8.728	60.892	1.04	8.728	60.89	2.20	18.33	60.50
4	1.02	8.534	69.426	1.02	8.534	69.42	1.07	8.920	69.42
5	.697	5.812	75.238						
6	.609	5.074	80.312						
7	.552	4.601	84.913						
8	.485	4.041	88.954						
9	.438	3.652	92.605						
10	.339	2.822	95.428						
11	.309	2.579	98.007						
12	.239	1.993	100.00						
Extraction Method: Principal Component Analysis.									

The provided table presents a concise overview of the variation accounted for by each component within a Principal Component Analysis (PCA). The first component explains 31.381% of the overall variation and contributes the same amount cumulatively. Following the rotation, the entity in question sustains its contribution at a rate of 21.414%. Component 2 accounts for 20.783% of the overall variation, leading to a cumulative variance of 52.164%. After rotation, its contribution stays stable at 20.759%, contributing to a cumulative variance of 42.173%. Component 3 contributes an additional 8.728% to the overall variance, resulting in a cumulative variance of 60.892%. After the rotation process, the factor under consideration accounts for 18.333% of the total variation, hence contributing to a cumulative variance of 60.506%. Components 4 to 12 elucidate more volatility; nevertheless, beyond the first four components, their contribution to further variance during rotation is not large. The findings underscore the manner in which different elements contribute to the total variability seen in the dataset, with particular emphasis on the first three components as the primary contributors.

Table 4.10: Factor Analysis of Transactional Leadership Scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.528
Bartlett's Test of Sphericity	Approx. Chi-Square	56.309
	Df	15
	Sig.	0.001

$p < 0.001$

The analysis of the Transactional Leadership Scale included an evaluation of its acceptance for factorization through the use of two important tests: the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) test produced a score of 0.528. The aforementioned number, however of a modest nature, indicates the sufficiency of the sample size used in the study for conducting factor analysis. Typically, higher KMO values are favored; nonetheless, the obtained value indicates that the dataset has promise for factorization.

The Bartlett's Test of Sphericity yielded a chi-square statistic of around 56.309 with 15 degrees of freedom, indicating a significant result ($p < 0.001$). The obtained result provides substantial evidence that affirms the existence of correlations among the variables within the Transactional Leadership Scale, hence

endorsing the appropriateness of the dataset for conducting factor analysis. The results of the investigation indicated that the Transactional Leadership Scale demonstrated factorization, characterized by the presence of a single dominating dimension.

Table 4.11: Total Variance Explained Transactional Leadership Scale

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.491	24.849	24.849	1.491	24.849	24.849	1.490	24.830	24.830
2	1.185	19.748	44.597	1.185	19.748	44.597	1.183	19.718	44.548
3	1.014	16.896	61.493	1.014	16.896	61.493	1.017	16.945	61.493
4	.912	15.200	76.693						
5	.807	13.447	90.140						
6	.592	9.860	100.00						
Extraction Method: Principal Component Analysis.									

The table displays the results of a Principal Component Analysis (PCA) aimed at understanding the data's variability through various factors. Factor 1 clarifies 24.849% of the data's variability, Factor 2 contributes 19.748%, and Factor 3 adds 16.896%. When combined, these three factors account for a total of 61.493% of the data's variability. It's important to note that the additional factors (Factors 4 to 6) do not significantly enhance our understanding of the data. In simpler terms, the first three factors provide the most meaningful insights, explaining 61.493% of the data's variation.

Table 4.12: Factor Analysis of Laissez-faire Leadership Scale

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					.675	
Bartlett's Test of Sphericity		Approx. Chi-Square			158.871	
		Df			3	
		Sig.			<.001	
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.988	66.276	66.276	1.988	66.276	66.276
2	.583	19.440	85.715			
3	.429	14.285	100.000			
Extraction Method: Principal Component Analysis.						

The presented table provides evidence that the data is suitable for analysis, as shown by the results of the Kaiser-Meyer-Olkin (KMO) and Bartlett's tests. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy indicates that the chosen study sample size is deemed suitable, as it yields a value of 0.675. Furthermore, the Bartlett's Test of Sphericity, which yielded an estimated chi-square value of 158.871 and 3 degrees of freedom (p-value < 0.001), provides evidence for the existence of inter-variable correlations, thereby validating the use of component analysis.

Using Principal Component Analysis, it is shown that one dimension may be sufficient to express the laissez-faire leadership scale within the framework of total variance explained. The initial eigenvalue of the first factor is 1.988, which accounts for a significant 66.276% of the variation in the scale. The component listed above independently explains 66.276% of the whole variance. In summary, the findings of this research provide empirical support for the potential use of the gathered data in conducting factor analysis. The laissez-faire leadership scale has a distinct and well-defined structure along a single dimension, where the first component explains 66.276% of the overall variation.

Table 4.13: Factor Analysis of Workplace Status Scale

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.824	
Bartlett's Test of Sphericity			Approx. Chi-Square		541.196	
			Df		10	
			Sig.		0.001	
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.253	65.055	65.055	3.253	65.055	65.055
2	.699	13.976	79.032			
3	.427	8.534	87.566			
4	.357	7.135	94.700			
5	.265	5.300	100.000			
Extraction Method: Principal Component Analysis.						

The table shown above provides an overview of the outcomes of a Factor analysis performed on the workplace status scale, demonstrating the appropriateness of the data for analysis. Based on the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, the sample size used in this research is deemed suitable for the purpose of performing factor analysis, as shown by a KMO score of 0.824. The Bartlett's Test of Sphericity was conducted to assess the correlation between variables in the dataset, and yielded an estimated chi-square value of 541.196 with 10 degrees of freedom (p -value = 0.001). These results indicate that the variables are really connected, providing evidence for the use of component analysis.

Principal Component Analysis (PCA) demonstrates that the Workplace Status scale may be decomposed into numerous dimensions, as shown by the Total Variance Explained. The initial eigenvalue of the first factor is 3.253, accounting for 65.055% of the overall variance.

4.4 Correlation Analysis

The study used correlation analysis to investigate the associations between variables in the investigation. Correlation analysis is a significant technique used to

assess the extent of relationship between two variables. The utilization of an analytical technique reveals noteworthy correlations across diverse measurements or sets of metrics, providing insights into prospective associations and interdependencies, even when the data are derived from disparate facets of the organization (Gogtay and Thatte, 2017).

This research used parametric correlation analysis, especially using Pearson's Coefficient. This strategy works well when the data fits neatly within a narrow range of known demographics or follows a well-defined probability distribution. The aforementioned method is often employed in the analysis of standardized quantitative data.

The results of the study are interpreted by analyzing the correlation coefficient values. If the correlation value is positive and between 0.5 and 1, it means that the two variables are growing in tandem. When the score is between -0.5 and -1, however, the negative correlation is rather significant, showing that one measure consistently decreases as the other grows. Alternatively, if the score is 0, there is no clear connection between the two factors.

Table 4.14: Correlation Analysis

	Transformational Leadership	Transactional Leadership	Laissez-faire	Workplace status
Transformational Leadership	1			
Transactional Leadership	0.285**	1		
Laissez-faire	0.765**	0.123	1	
Workplace status	0.636**	0.082	0.860**	1
	N	230	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

The table shown above displays the results of a correlation analysis calculation. The correlation matrix offers valuable insights into the interrelationships among four essential factors, namely transformational leadership, transactional leadership, laissez-faire leadership, and workplace status. It is worth mentioning that there exists a strong positive association between transformational leadership and both laissez-faire leadership ($r = 0.765^{**}$) and Workplace status ($r = 0.636^{**}$). This implies that a rise in transformational leadership is associated with an increase in both laissez-faire leadership and workplace status. The findings indicate that there is

a moderate positive correlation ($r = 0.285^{**}$) between transactional leadership and transformational leadership, suggesting a fairly good relationship between these two leadership styles. The laissez-faire leadership style has significant positive associations with both transformational leadership ($r = 0.765^{**}$) and workplace status ($r = 0.860^{**}$), hence emphasizing the interconnectedness between these variables.

The results indicate a significant positive correlation between workplace status and both transformational leadership ($r = 0.636^{**}$) and laissez-faire leadership ($r = 0.860^{**}$). All of the observed connections exhibit statistical significance at the 0.01 level (two-tailed), suggesting that these associations are not random events. The value of N, which is equal to 230, represents the total number of data points that were used in the calculations. In brief, the observed correlations indicate that transformational leadership and laissez-faire leadership exhibit notably robust associations with the other variables, rendering them crucial components in comprehending the dynamics of this research.

4.5 Outlier and Influential Analysis

The present research used outlier and influential point analysis as a means to improve the precision and dependability of data analysis via the identification and management of data quality concerns. Outliers, which may arise due to inaccuracies in data collection, processing, or measurement, represent variations from the usual patterns of data, hence suggesting possible problems about the quality of the data. In the context of Outlier Analysis, it is crucial to have a comprehensive understanding of the nature of outliers. Outliers are characterized as exceptional values that significantly differ from the majority of observations within a given dataset. Finding data points with large residuals, suggesting a large discrepancy between the estimated and observed values, is one way to spot outliers (Stevens, 1984).

Differentiating between extremes and turning moments is crucial. Data points with out-of-the-ordinary values tend to have outsized effects on the results of regression analyses and are therefore considered to be prominent features of a dataset. An outlier is not always a point of influence, and the converse is also true. Even if a point of influence is not identified as an outlier, its existence may have a substantial impact on the results of a regression analysis. The first step involves the

identification and probable elimination of important data points within the dataset. According to Zakaria et al. (2014), a point may be considered important if its deletion from the analysis leads to a significant modification of the regression line. This research delineates outliers as data points that exhibit deviations from the normative data patterns, whereas influential points are characterized as those possessing substantial influence on the regression analysis. The effective management of these factors is vital in order to maintain the precision and dependability of the data analysis procedure.

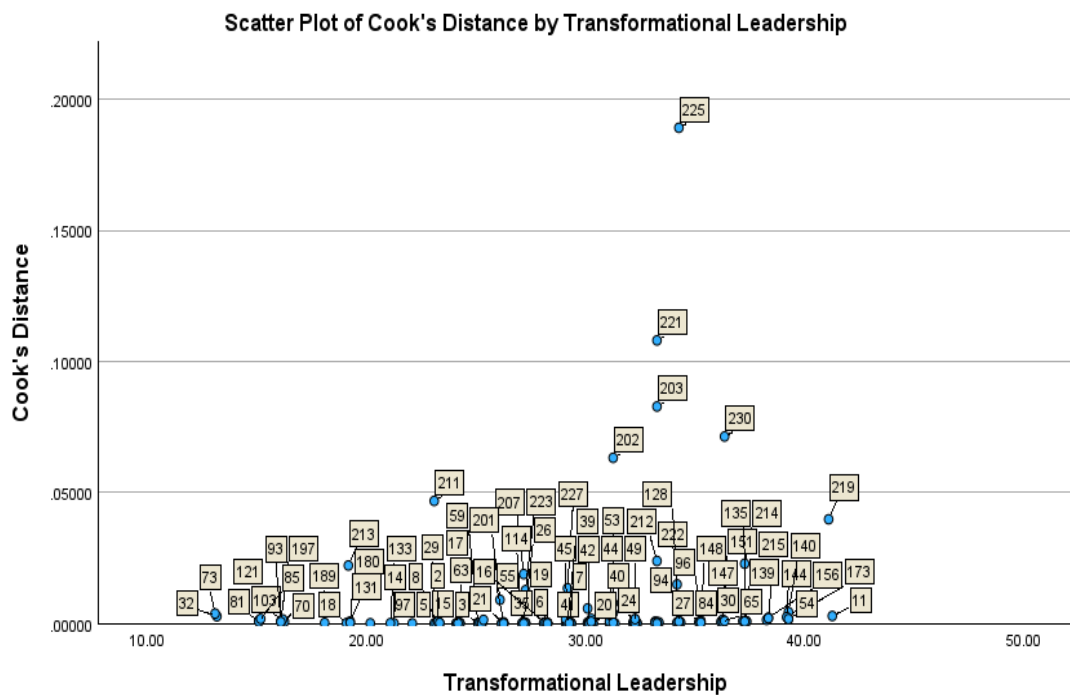


Figure 4.1: Outlier And Influential Analysis of The Study

The provided figure illustrates the analysis of outliers and influential observations in the study. The results reveal that a significant portion of Cook's distances exhibit a closely packed distribution towards the lower end. Nevertheless, there are a small number of data points that demonstrate somewhat elevated values. In situations when a numerical value exceeds a threshold of one, it is sometimes classified as an influential outlier. It is worth mentioning that the maximum value shown in the chart is 0.20, which falls far below the established criterion for classifying an outlier. As a result, this research lacks a clear explanation or justification for the exclusion of any data points.

4.6 Reliability Analysis

The current study used reliability analysis to examine the interrelationships among items within the questionnaire, assess the general repeatability or internal consistency of the scale, and identify any problematic items that may need elimination. Cronbach's alpha coefficient is often used as a robust measure of internal consistency in the field of reliability studies. The versatility of this coefficient extends beyond questionnaires with more than two answer options (George and Mallery, 2018). The Cronbach's alpha coefficient is a valuable tool for assessing the internal consistency of scale items, providing insight into the homogeneity of the items inside the scale. Elements that possess a high Cronbach's alpha coefficient are considered to exhibit internal consistency and are suggestive of their capacity to assess the same latent trait.

Table 4.15: Reliability Analysis

Variables	Cronbach Alpha Value	N of items
Transformational Leadership	0.779	12
Transactional Leadership	0.637	6
Laissez-faire	0.746	3
Workplace Status	0.864	5
N= 230		

Table mentioned above presents the results of the reliability analysis conducted on the research variables. The data supplied in the table provides significant information on the internal consistency of the measurement scales used in the study. The Cronbach Alpha coefficient of 0.779 for the construct of "transformational leadership" demonstrates a commendable degree of internal consistency dependability. This number suggests that the 12 questions used to evaluate this variable consistently capture the fundamental components connected with transformational leadership. Similarly, a Cronbach Alpha of 0.864 demonstrates that a concept of "workplace status" has a high degree of internal consistency.

This result shows that the five questions used to evaluate Workplace Status are very good at capturing the core concept. Cronbach Alpha ratings of 0.637 and 0.746 for the "transactional leadership" and "laissez-faire leadership" concepts indicate satisfactory levels of internal consistency. Coefficients were determined using a six-item scale for "transactional leadership" and a three-item scale for

"laissez-faire leadership." There is a good level of dependability in assessing these constructs, even if the observed values do not reach the same heights as those of transformational leadership and workplace status.

The study's sample size of 230 ($N = 230$) gives useful information about the overall population represented or the total number of observations. For assessing how well the study's results may be applied to a larger population, it is crucial that these data be included. In conclusion, the reliability of the measuring scales is supported by empirical evidence provided by the Cronbach Alpha coefficients. There is a lot of coherence between the ideas of transformational leadership and workplace status, whereas transactional and laissez-faire leadership are somewhat reliable.

4.7 Regression Analysis

Multiple linear regression was used in the study to determine the degree to which a given independent variable was related to the dependent variable over a wide range of possible combinations of those factors (Tranmer & Elliot, 2008). It also permits the statistical effect of other factors to be included when assessing the importance of each predictor in this link. Linear regression with multiple predictors is a statistical method for establishing a mathematical connection between a single numerical response variable and a set of predictors. One uses simple linear regression in statistics when there is only one independent variable. When there are numerous independent variables, however, a statistical technique called multiple linear regression is used.

A dependent variable's relationship to several confounding factors may be determined by regression analysis. Knowing how the dependent variable reacts to changes in the independent components is a key takeaway from this research. This method's use is crucial for elucidating the connections between variables and the effects of one another. The sections that follow provide a detailed explanation of the empirical findings with respect to the hypotheses and factors that influence leadership style and workplace status.

Table 4.16: Linear Regression Analysis between Transformational Leadership and Workplace Status

Dependent Variable: workplace Status		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.222	0.506		20.21	0.001
	Transformational Leadership	0.213	0.017	0.636	12.43	0.001
F: 154.676, Sig, 0.001						
R: 0.636						
R Square: 0.404						

The presented table illustrates the calculation of linear regression, and the findings indicate a strong statistical significance between transformational leadership and the prediction of Workplace Status. The unstandardized coefficient of transformational leadership is 0.213, suggesting that a one-unit rise in transformational leadership is linked to an increase in workplace status. The standardized coefficient (Beta) associated with transformational leadership is 0.636, indicating that a one standard deviation rise in transformational leadership is associated with a 0.636 standard deviation increase in workplace status. Both constant and transformational leadership have extremely significant t-values, with p-values of 0.001, so confirming their significance inside the model.

The F-statistic, which measures the overall importance of the regression model in explaining workplace status, is found to be 154.676. Additionally, the p-value associated with this statistic is 0.001. In addition, the obtained multiple correlation coefficient (R) of 0.636 indicates a relatively high positive association between the independent variable, transformational leadership, and workplace status. The R Square value, which represents the coefficient of determination, is 0.404. This indicates that about 40.4% of the variability seen in workplace status can be accounted for by the influence of transformational leadership. Hence, the hypothesis positing a substantial relationship between transformational leadership and workplace status is supported, as seen by the highly significant coefficients and the overall significance of the model.

Table 4.17: Linear Regression Analysis Transactional Leadership and Workplace Status

Dependent Variable: Workplace Status		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.689	.588		26.665	0.00
	Transactional Leadership	.054	.044	.082	1.243	0.215
F: 1.546, Sig, 0.021						
R: 0.082						
R Square: 0.70						

The table shown above depicts the computation of linear regression, whereby the findings indicate that transactional leadership does not possess statistical significance in its ability to predict workplace status. The constant term, which has a value of 15.689 and a t-statistic of 26.665 that is highly significant, suggests that the constant term by itself is sufficient for predicting workplace status.

Nevertheless, the unstandardized coefficient associated with transactional leadership is 0.054, while the standardized coefficient (Beta) is 0.082. It is worth noting that both coefficients are quite diminutive in magnitude. This implies that a marginal adjustment in transactional leadership has a constrained effect on workplace status.

Furthermore, the t-statistic for transactional leadership is calculated to be 1.243, accompanied by a p-value of 0.215. These results suggest that there is insufficient evidence to establish statistical significance in relation to transactional leadership. The obtained multiple correlation coefficient (R) of 0.082 and the corresponding R Square value of 0.70 highlight the relatively poor explanatory capacity of transactional leadership in respect to workplace status.

Consequently, the hypothesis positing a substantial relationship between transactional leadership and workplace status is rejected due to the lack of significant coefficients and the overall insignificance of the model.

Table 4.18: Linear Regression between Laissez-faire and Workplace Status

Dependent Variable: Workplace Status		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.742	.581		3.000	.003
	Laissez-faire	.886	.035	.860	25.398	.001
F: 645.045, Sig, 0.001						
R: 0.860						
R Square: 0.739						

The table provided demonstrates the calculation of linear regression and the findings indicate that laissez-faire leadership is a statistically significant predictor of workplace status. The constant component, denoted as the intercept, has a value of 1.742. Its associated t-statistic is 3.000, resulting in a p-value of 0.003. These findings indicate that the constant term has statistical significance in its ability to predict workplace status.

Nevertheless, the central emphasis is in the examination of laissez-faire leadership. The coefficient for laissez-faire leadership, in its unstandardized form, is 0.886, while the standardized coefficient (Beta) is a notable 0.860. This finding suggests that there is a significant correlation between a one-unit increase in laissez-faire leadership and a notable alteration in workplace status.

The t-statistic of 25.398 and the associated p-value of 0.001 for laissez-faire leadership demonstrate its substantial statistical significance. The obtained correlation coefficient (R) of 0.860 indicates a significant positive association between laissez-faire leadership and workplace status.

Additionally, the coefficient of determination (R Square) of 0.739 suggests that approximately 73.9% of the variability in workplace status can be accounted for by laissez-faire leadership. Therefore, based on the very significant coefficients and the overall model significance, the study firmly endorses the hypothesis that laissez-faire leadership is a substantial predictor of workplace status.

4.8 Multicollinearity Analysis

The study conducted an investigation of multicollinearity, which is a crucial procedure for confirming regression results. Multicollinearity occurs in a regression model when the independent or predictor variables exhibit a high degree of correlation (Daoud, 2017). Multicollinearity is a phenomenon that suggests the presence of duplicated information in a model, potentially leading to instability in the estimate of regression coefficients, as highlighted by Raykov and Marcoulides (2006).

The word "multicollinearity" was first used by Ragnar Frisch, and it refers to a scenario in which the independent variables in a regression model exhibit a perfect or exact correlation with each other. It is common practice in linear regression analysis to presume the presence of shaky connections between the variables.

When the aforementioned condition is broken, multicollinearity becomes a concern. When there are correlations not only between the predictor variables and the response variable, but also among the predictor variables themselves, this phenomenon is known as multicollinearity in regression analysis.

This additional complexity may make it harder to interpret regression results and isolate the causes of several independent variables. Evaluating and fixing the problem of multicollinearity is crucial for keeping regression analysis consistent and reliable.

Table 4.19: Multicollinearity Analysis of the Study

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.693	.674		2.513	.013		
Transformational Leadership	-.015	.018	-.045	-.818	.414	.378	2.645
Transactional Leadership	-.010	.024	-.015	-.427	.670	.897	1.115
Laissez-faire	.924	.055	.896	16.822	.001	.405	2.467

The shown table provides information on the correlation between the tolerance and VIF levels, as well as multicollinearity. Using tolerance levels over 1 is

suggested to reduce the impact of multicollinearity. Based on this study, it can be seen that the tolerance values fall comfortably inside the established limit, suggesting the lack of multicollinearity. Furthermore, it is important to note that the Variance Inflation Factor (VIF) should ideally be below 10 in order to mitigate the potential problems associated with multicollinearity. In this specific scenario, the VIF is indeed below 10. Hence, the study substantiates the absence of substantial multicollinearity among the independent variables in the model, hence assuring the dependability of the regression outcomes.

Table 4.20: Collinearity Diagnostics of the Study

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Transformational Leadership	Transactional Leadership	Laissez-faire
1	1	3.950	1.000	.00	.00	.00	.00
	2	.031	11.308	.00	.06	.84	.02
	3	.016	15.683	.25	.36	.07	.01
	4	.003	37.791	.75	.58	.09	.98

The presented table provides an examination of collinearity diagnostics. It is seen that when the condition index is below 15, there is no indication of collinearity among the variables. The condition index values obtained from the table provide evidence that there are no substantial collinearity concerns present in the model. The eigenvalues, which represent the linear associations among variables, are found to be within acceptable thresholds, suggesting that the variables in the model are not too interrelated.

Table 4.21: Hypotheses Analysis of the Study

Hypotheses	Results
H1, Transformational leadership style has influence on workplace status of Telesom telecommunication of Somalia.	Accepted
H2, Transactional leadership style has influence on work status of Telesom telecommunication of Somalia.	Rejected
H3, Laissez-faire has influence on workplace status of Telesom telecommunication of Somalia	Accepted

5. CONCLUSION AND DISCUSSION

The objective of this research was to examine the effects of three different leadership styles on the workplace status of employees at Telesom, a telecommunications business located in Somalia. The research has produced substantial conclusions after completing comprehensive statistical analysis utilizing data from a sample of 230 workers.

The results of the study have shown a strong and significant relationship between transformative leadership and workplace status ($\beta = 0.636$, $p < 0.001$), accounting for 40.4% of the observed variance ($R^2 = 0.404$). The findings of this study are in line with prior scholarly investigations, which have repeatedly shown a robust association between transformational leadership and the development of positive work status (Wang et al., 2011). Consequently, Hypothesis 1, which proposed a strong relationship between transformative leadership and workplace status, garners considerable empirical backing such as (Wang et al., 2011; and Meng, et al., 2022). This particular kind of leadership functions as a source of inspiration by effectively encouraging people via the use of great communication skills, honesty, and integrity. These characteristics foster a professional atmosphere in which workers experience motivation and a sense of empowerment.

On the other hand, the findings of the research indicate that transactional leadership did not demonstrate a significant association with workplace status ($\beta = 0.082$, $p = 0.215$). This discovery is consistent with prior research that has raised skepticism about its efficacy beyond its role in enabling exchanges between performance and rewards (Judge & Piccolo, 2004). As a result, the second hypothesis, which posited that transactional leadership had an effect on workplace status, lacks empirical evidence and is thus refuted.

Transactional leadership is often shown to be efficacious in contexts where personnel need explicit delineations of achievement and unambiguous anticipations for their responsibilities. This approach guarantees that personnel possess a clear

comprehension of their obligations and are devoid of any ambiguities about their tasks. However, in the specific context of Telesom Telecommunications, the implementation of transactional leadership may potentially result in unfavorable outcomes. The potential consequences of this phenomenon include a potential decrease in creative thinking and innovative ideas, potential obstacles to effective cooperation and communication within teams, a potential rise in competitiveness and conflict among workers, and a potential shift in priorities away from attaining a harmonious work-life balance.

The research findings indicated a significant and robust relationship between laissez-faire leadership and workplace status ($\beta = 0.860$, $p < 0.001$, $R^2 = 0.739$). The findings of this study align with previous research, which has repeatedly shown a connection between this particular style of leadership characterized by passivity and the development of unfavorable views among workers (Skogstad et al., 2007). Consequently, the validation of Hypothesis 3, which posited a large impact of laissez-faire leadership on workplace status, supports its acceptance within the academic framework, (Webb, 2019; and Rai, and Singh, 2020) The use of this leadership method within Telesom Telecommunications cultivates an atmosphere characterized by autonomy, whereby team members are motivated to exhibit more self-reliance, efficiency, and self-assurance in assuming control over their own positions and obligations.

In order to operationalize these results, it is recommended that Telesom prioritize the cultivation of inspiring and empowering transformational leadership at all organizational levels by means of specific training initiatives. One potential leadership approach that might be used is the adoption of a degree of autonomy-supportive laissez-faire leadership. The integration of transactional contingent incentives may be seen to a certain degree, however, it is crucial to consistently assess existing practices and ensure their alignment with styles that have a beneficial influence.

In summary, the research has confirmed the hypothesis that a developmental leadership style, which emphasizes empowerment and inspiration, has a more significant impact on workplace status compared to methods that just concentrate on transactions.

5.1 Further Research Recommendations

The present study presents further study suggestions based on its findings and conclusions regarding the influence of three distinct leadership styles - transformational leadership, transactional leadership, and laissez-faire - on workplace status within Telesom, a telecommunications company operating in Somalia.

This study aims to investigate the potential moderating or mediating effects of factors such as organizational culture, HR procedures, and job characteristics on the association between leadership styles and workplace status. One potential approach to enhance the comprehension of employee perceptions and experiences is to apply qualitative research techniques, such as interviews. These approaches may provide a more comprehensive and nuanced knowledge of the contextual factors that shape employee perspectives and encounters.

Conduct longitudinal study to evaluate distinct elements of employment status, such as satisfaction, engagement, and commitment, individually. In order to strengthen the generalizability of the research, it is recommended to replicate it across other industries/sectors and cultures.

Comparative studies have the potential to provide fresh and innovative viewpoints. Integrate objective performance metrics to establish a correlation between leadership styles and concrete organizational results, extending beyond subjective perceptual measurements.

- Telesom need to foster the implementation of transformational leadership at different organizational levels in order to boost the standing of employees in the workplace. Instituting leadership development programs that prioritize the cultivation of transformative behaviors is a viable approach.
- A suitable degree of autonomy and responsibility should be granted to workers in order to enhance their working standing, therefore advocating for the adoption of a laissez-faire attitude.
- Transactional leadership, on its own, does not have the ability to directly influence one's standing. However, including certain elements such as contingent incentives into transactional leadership may serve

to enhance and complement both transformational and laissez-faire leadership styles.

- Telesom should conduct an assessment of its existing leadership styles and implement necessary measures to ensure that they are in line with practices that have a good impact on the workplace hierarchy. It is important to establish routine evaluation and feedback mechanisms.



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APPENDIX

Appendix-A: Questionnaire

I am Haboon Abdirizak, and I am a student at Istanbul Gedik University working on a Master of Business Administration. I would like to extend a warm invitation to take part in a survey I'm doing to investigate the relationship between leadership styles and workplace status. In this research, the study examines the use of Telesom in Somalia as a case study. Only academic research will be conducted using the information you provide. The time needed to do the job is just about 15 minutes.

Section A: Demographic Variables

1. What is your Gender?

- A) Male
- B) Female

2. What is your Age group?

- A) 20 years to 30 years B) 31 years to 40 years C) 41 years to 50 years
- D) 51 years to 60 years E) Over 61 years

3. What level of Education you completed?

- A) Secondary School B) Higher Diploma C) Bachelor Degree D) Master Degree
- E) PhD

4. Which department that you work?

- A) Sales B) Marketing C) Landline D) R&D E) Landline F) Mobile internet
- H) Mobile money transfer

5. How many years you have been working?

- A) 0 to 5 years B) 6 years to 10 years C) 11 years to 15 years
- D) 16 years 20 years

Section B: Leadership Style Scale

Please indicate the degree to which you agree with the following statement (1= Completely Disagree, 2= Mostly Disagree, 3= Mostly Agree, 4= Strongly Agree).

Items	Completely Disagree	Mostly Disagree	Mostly Agree	Completely Agree
Transformational leadership				
1. I speak enthusiastically.				
2. I am optimistic about the future.				
3. I communicate my vision of the future.				
4. I am cheerful.				
5. I encourage my staff to take professional training.				
6. I support staff who need help.				
7. I get staff involved in the problem-solving process.				
8. I share information with my staff.				
9. I respect other opinions than mine.				
10. I listen attentively to others.				
11. I respect other people's feelings.				
12. I take into account the needs of my staff when I make decisions.				
Transactional leadership				
1. I recognize when staff do good work.				
2. I congratulate everybody when they do good work.				
3. When I see that someone is having problems at work, I make sure that the problem gets fixed.				
4. I reprimand staff who does not follow the institutional rules.				
5. I do not return phone calls				
6. I am not available when people need me				
Laissez-faire				
1. I particularly recognize good work.				
2. I follow-up on tasks to find out if there are any problems, and if necessary, I correct them.				
3. I am not available				

Section C: Workplace Status Scale

Please indicate the degree to which you agree with the following statement
(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. This person has a great deal of prestige in my organization.					
2. This person possesses high status in my organization.					
3. This person occupies a respected position in my organization.					
4. This person has a position of prestige in my organization.					
5. This person possesses a high level of prominence in my organization.					

Thank you for your time

RESUME

Haboon Abdirizaq SAED

EDUCATION:

- High School: 2009 Graduated from Somaliland Modern Schools High School
- Bachelor: 2017 Graduated from Mogadishu University, Faculty of Economiamanagement Science Business Administration Department

PROFESSIONAL EXPERIENCE ANDREWARDS:

- Coordinated physician reviews to clarify medical issues and provide updates on the healthcare: (10 Nov 2017 - 4 Jan 2018)
- Renting buying complex houses trained business administration department (5 Nov 2020 - 10 Octo 2022)
- 2017- SOS Children's Villages, at grade Economy (1 May 2021)
- Business administration various experiences including: strategic planning, financial management marketing, (2022 - 2023).

KEY SKILLS:

Advance problem solving and numeracy skills

Flexibility, whilst maintaining enthusiasm and commitment to each project Proficient in all of Micros Office

- Work well independently and as a team member.
- Effective verbal and written communication skills including an ability to effectively deal with telephe and email enquiries.
- Strong ability to operate under pressure.

SPEAKING LANGUAGE:

- Somali native
- English very good
- Arabic Good
- Turkish excellent