

**REPUBLIC OF TÜRKİYE
GRADUATE SCHOOL OF
ISTANBUL AREL UNIVERSITY
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION**



**THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE
PERFORMANCE IN SALAAM SOMALI BANK**

MASTER'S THESIS

SADIA ABDULKADIR

ISTANBUL, 2025

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ACCEPTANCE AND APPROVAL

The Jury finds that “**THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN SALAAM SOMALI BANK**” submitted by **SADIA ABDULKADIR IBRAHIM** on 21.01.2025, successfully passed the defense examination in partial fulfillment of the requirements of the Graduate School of Istanbul Arel University for the degree of Master's Thesis in Executive Master of Business Administration.

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OATH STATEMENT

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct I also declare that, as required by these rules and conduct. I have fully cited and referenced all material and results that are not original to this work.

21.01.2025

SADIA ABDULKADIR IBRAHIM



ABSTRACT

THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN SALAAM SOMALI BANK

MASTER'S THESIS

SADIA ABDULKADIR

**GRADUATE SCHOOL, ISTANBUL AREL UNIVERSITY
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION**

(SUPERVISOR:ASSOC PROF. DR.AYLIN ERDOĞDU)

İSTANBUL, 2025

This study aims to examine the influence of leadership style on staff performance at Salaam Somali Bank. This study has four primary objectives: to examine the influence of leadership style on staff performance at Salaam Somali Bank, to analyze the leadership style employed at Salaam Somali Bank, to evaluate the impact of transformational leadership style on staff performance at Salaam Somali Bank, and to evaluate the influence of leadership style on staff motivation and work satisfaction. Leadership is a fundamental element of every company, influencing its culture, guiding its goals, and impacting member behavior. The leadership of Salaam Somali Bank's capacity to motivate and direct its personnel is essential to its success.

The bank's selected leadership style may significantly impact overall performance, job satisfaction, and employee morale. Various leadership philosophies, such as transactional, transformational, and laissez-faire, provide distinct approaches for managing and motivating personnel. The data gathering method employed was a questionnaire. This study employed SPSS for data analysis, utilizing descriptive statistics, frequencies, percentages, means, and standard deviations. And regression analysis.

Key Words: Leadership, style, employee, Performance, salaam, somali, bank

ÖZET

LİDERLİK TARZININ SALAAM SOMALİ BANKASINDA ÇALIŞAN PERFORMANSI ÜZERİNDEKİ ETKİSİ

YÜKSEK LİSANS TEZİ

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İSTANBUL AREL ÜNİVERSİTESİ LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ
YÖNETİCİLER İÇİN İNGİLİZCE İŞLETME

(DANIŞMAN:DOÇ. DR.AYLIN ERDOĞDU)

İSTANBUL, 2025

Bu çalışma Salaam Somali bankasında liderlik tarzının çalışan performansı üzerindeki etkisini araştırmak için kullanılıyor. Bu çalışmanın dört ana amacı vardır: Salaam Somali bankasında liderlik tarzının çalışan performansı üzerindeki etkisini incelemek, Salaam Somali bankasında kullanılan liderlik stilini incelemek, Salaam Somali bankasında dönüşümcü liderliğin çalışan performansı üzerindeki etkisini elde etmek, Liderlik tarzının çalışan motivasyonu ve iş tatmini üzerindeki etkisini değerlendirmek. Her kuruluşun önemli bir bileşeni, kültürünü şekillendiren, vizyonunu yönlendiren ve üye davranışlarını etkileyen liderliktir. Salaam Somali Bank'ın liderliğinin çalışanlarına ilham verme ve rehberlik etme yeteneği, başarısının kritik bir bileşenidir.

Bankanın seçtiği liderlik tarzının genel performans iş tatmini ve personelin morali üzerinde büyük etkisi olabilir. İşlemsel, dönüşümcü ve laissez-faire gibi farklı liderlik felsefeleri, personeli denetlemek ve onlara ilham vermek için benzersiz yöntemler sağlar.Araştırmanın veri toplama yöntemi anket yoluyla kullanılmıştır. Bu Çalışmada kullanılan veri analizi (spss) tanımlayıcı istatistikler, frekanslar, yüzde, ortalama, standart sapma. Ve regresyon analizi.

Anahtar Kelimeler: Liderlik, stil, çalışan performansı, selam, somali, banka

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PREFACE

I extend my thanks this work to God almighty, my creator, my strong pillar, my source of inspiration, wisdom, knowledge, and understanding. Also i would like to thank my parents specially my dear mom, to Express gratitude toward her I have experienced certifiable research, and my knowledge on the point has been enlarged. I will never forget you, mom. It is likewise valued by my incredible guardians, who constantly give of themselves in endless manners.

Also i would like to thank my dear siblings specially my elder sister who pushed me this work to all to complete this extend and thank.

My sincere appreciation similarly goes to my supervisor, Assoc.Prof.Dr. AYLINERDOGDU, for her dedication and valuable investigation have pushed me to complete this work.

21.01.2025

SADIA ABDULKADIR IBRAHIM

1 INTRODUCTION

When it comes to building organizational culture and influencing employee performance, leadership plays a crucial part in Salaam Somali Bank's operations, which are carried out within the dynamic and competitive banking sector environment. One can find a substantial correlation between the leadership style and the personality that is utilized within a business and the levels of employee motivation, job satisfaction, and overall production. With the goal of maximizing the effectiveness of the company and accomplishing its strategic goals, it is vital to possess a comprehensive grasp of the connection that exists amidst the leadership style and employee performance. Leadership may be understood as a multidimensional notion that encompasses a variety of styles and techniques, each of which has a distinct affect the actions of workers and the behavior of employees and the outcomes of organizations.

In the context of Salaam Somali Bank, the leadership style that is utilized by senior management is the one that establishes the tone for employee involvement, innovation, and performance. It is possible for us to obtain to have a deeper comprehension of the many ways in which contrast between Leadership styles, including authoritarian, democratic, transformational, and transactional, exert influence. the attitudes and actions of employees working for the bank if we investigate these styles. Specifically, the aim of this study is to explore the effect that leadership positions have the performance of employees working for Salaam Somali Bank.

This study's objective's is to discover connections between leadership behaviors and key performance indicators such as employee happiness, job performance, and organizational commitment. This will be accomplished by doing empirical research and analyzing the current literature. Furthermore, the purpose of this research is to offer insights that can be put into action by organizational leaders for the purpose of increase the effectiveness of leadership and make improvements in employee performance outcomes. Not only is it vital for Salaam Somali Bank, but

also for the wider banking sector in Somalia, run into a solid understanding of the link among leadership style and staff performance.

Effective leadership is becoming increasingly important for generating organizational success and retaining a competitive edge as the banking sector continues to undergo transformation and encounter new challenges, as well as provide ideas that can be put into practice to raise the level of organizational effectiveness at Salaam Somali Bank and beyond. In the modern business environment, leadership has emerged as the central issue that has to be addressed. This is due to the fact that accountable for the synchronization and the consolidation of both people and tangible assets in order to provide the output or services that the body is designed for.

Ngambi et al. (2010) and Ngambi (2011) assert that leadership is a process that entails effecting others' dedication to achieve their maximum potential in the pursuit of a value-added, collective vision while upholding integrity and passion. The relationship between a leader and individual followers is a crucial element in the leadership process. Organizations depend on their leaders to implement the modifications and innovations essential for maintaining a competitive advantage in a highly competitive business environment.

The outcome of this is that several leadership theories have been suggested throughout the course of the past fifty years. These theories are said to have affected the efficacy of organizations in which they have been utilized through the performance of its employees. It is impossible to ignore the significance of frontline customer-contact staff who have direct relationships with customers and deliver the necessary service. The caliber of frontline workers is crucial to corporate success, since their service embodies the company's brand and affects client perceptions of service quality.

Hartline, Wooldridge, and Jones (2003) assert that frontline professionals are directly responsible for delivering in-person client service, enhancing quality of service, and assuring customer satisfaction. All of these elements are crucial for attaining optimal performance. Most industry analysts and professionals concur that satisfied and dedicated frontline employees embody the company's customer-centric

values, exhibit minimal role stress, and deliver superior quality of service (Hartline, Maxham, and McKee 2000; Singh 2000). It is impossible for an organization to transform input if it does not have the leadership of a manager to transform resources into a competitive edge. Because of this, it is abundantly evident that the manner in which a manager exercises leadership has a tight connection with the growth of a business throughout time.

Research by Bass (1990) reveals that CEOs account for 45 to 65 percent of the total factors influencing an organization's success or failure. A link exists between leadership style and organizational outcomes, as well as personnel performance (Ehrhart, 2004). Moreover, leadership style significantly influences employee behavior, encompassing their assimilation of the company's plan and institutional values

According to Bakaus et al. (2003), managers have the ability to impact workers' commitment to service quality by demonstrating that they are committed to serving their employees. While several leadership styles may affect employee behavior in numerous ways, managers must be prepared to embrace the style that best fits the circumstances. Burns (1978), Bass (1990), Hater and Bass (1988), and Howell and Avolio (1993) provide empirical data indicating that leadership behaviors influence organizational success. The research demonstrates that effective leaders surpass ineffective leaders, and that transformative leadership yields superior performance compared to transactional leadership.

Kavanagh (1982) asserts that work performance is a construct that can be immediately observed by the observer. An employee's behavior in carrying out the requirements of a certain institutional job is thought to be reflected in this dynamic and multidimensional construct, which is assumed to be an indicator of that behavior. The behaviors that an individual exhibits while on the job are what one does notice, and one makes the assumption that these behaviors equate to work performance.

As a result, there is a collection of observable facts, which are job behaviors, that, according to one hypothesis, precisely captures job performance, which is an abstract. Nevertheless, previous research has demonstrated the performance is dynamic, indicating that it has evolved gradually (Deadrick and Madigan, 1990;

Henry and Hullin, 1987). In contrast, Hulin et al. (1990) contend that time is not intrinsically causal; instead, particular modifications in any measure of task performance may be ascribed to factors identified as temporal variables (Deadrick et al., 1997; Hofman et al., 1992, 1993). Some alterations in work performance may be ascribed to temporal factors

In order to effectively convey the institution's intention, vision, and objectives, as well as to bring together members of the team in support of those objectives, and subsequently to realize those goals, organizations rely on effective leaders. These qualities are of utmost significance during times of crisis specifically. When it comes to the success and development of a company, it is frequently necessary to make difficult decisions. When it comes to making difficult decisions and finding solutions to challenges, businesses frequently rely on executives that possess high competences and emotional intelligence. Positive and efficient work environments that foster collaboration among employee's well-being, and robust organizational cultures appealing to top talent generally stem from a high level of trust and success inside the workplace. Due to the fact that it is the driving force behind change and innovation, strong leadership is essential to the competitiveness of a business.

The finest leaders are those that keep an eye on the shifting trends in their business, encourage new ideas to come from inside their own organization, and recruit individuals who think creatively. Transactional leadership is a style that emphasizes supervision, structure, and performance. This leadership style is a core component pertaining to the Full Range of Leadership Model. Transactional leadership is characterized by the use of both rewards and penalties to encourage followers to comply with the direction of the leader. With the use of a system that consists of both incentives and penalties, Transactional leaders can sustain followers' motivation for short-term objectives.

The transactional approach is used by leaders who, in contrast to transformative leaders, they are not focused on changing the future; instead, they prioritize preserving the status quo. Leaders employing transactional leadership closely monitor their followers' work to detect any discrepancies or errors. There are two

types of leadership that are frequently contrasted with one another, and those are the transactional and transformational styles.

In order to differentiate between transformational leaders and transactional leaders, James McGregor Burns provided the following explanation. Transactional leaders provide followers tangible rewards in return for their effort and allegiance. Leaders who engage with their followers are considered to be transformational leaders. In 1947, Max Weber proposed a group of leadership styles, one of which was the bureaucratic leadership style. Managerial hierarchy is a management style in which employees are required to adhere to specified norms and lines of power that have been established by their superiors. To put it another way, the group of leaders in question operates in accordance with the formal norms that have been established by higher authorities inside the company.

Concentrating on the administrative requirements that an institution has, the bureaucratic leadership pattern is the style of leadership that was developed. This kind of management is utilized by a variety of teams and departments from both the public and commercial sectors. However, the majority of its applications are employed in the public sector, which places a significant emphasis on maintaining uniformity and adhering to rules and regulations in order to achieve the outcomes they desire. Autocratic leadership, sometimes referred to as authoritarian leadership, is a specific type of leadership. This leadership style is distinguished by unilateral decision-making and minimal involvement from members of the group.

Autocratic leaders predominantly make decisions solely on their own perspectives and judgments, rarely considering the opinions of their faithful followers. Autocratic leadership denotes the exertion of absolute control over a group. The autocratic leadership style, like all forms of leadership, has both advantages and disadvantages. There are a number of criteria that can determine when and when the authoritarian style is most beneficial. These include the circumstances, the nature of the task that the organization is engaged in, and the qualities of the members of the team. An employee's bonus is the only thing that can inspire them, according to the authoritarian ruler, who feels that an employee's advanced compensation for job accomplished is something that constitutes a fair trade. A personal influence over the decisions made by all members of the team and

a lack of feedback are the defining characteristics of this style of leadership. In addition to placing an emphasis on loyalty and dedication, these leaders are regarded as being individuals who make decisions independently and demand rigorous conformity with government standards. The process of making decisions is centralized, and autocratic rulers take full responsibility for not just making decisions but also supervising the performance of those who follow them.

Autocratic governments are characterized by the importance of the praise and criticism of its followers. In most cases, autocratic leaders make judgments predicated on their own thoughts and perceptions, and they never take the input of their followers into consideration. To exercise autocratic leadership, a group must be under the entire and total authority of the leader. The leadership style known as laissez-faire, also known as free reign, is one in which the boss allows his subordinates complete autonomy to make decisions on their own initiative. Following the initial definition of the objectives, policies, and programs, as well as the constraints for action, the leader then delegated the remaining steps of the process to the subordinates, who were responsible for completing them on their own. In the laissez-faire leadership style, the leader keeps in touch with individuals from the outside world and provides the members of the group with information that they require in order to successfully do the work that has been distributed to them.

It is the leader's job to assume responsibility for the conduct of his group members, even while the subordinates are given the ability and authority to make judgments. Only in situations when the members of the group possess a high level of expertise, are highly motivated, and are capable of completing the work that has been entrusted to them does this form of leadership prove to be useful. a circumstance in which the members of the group possesses greater knowledge than the leader of the group and has experience in a certain discipline that might be utilized to discover a solution to a difficult problem is the one in which the laissez-faire approach is most appropriate. Therefore, people of the team that are really passionate favor this type of leadership.

Democratic leadership, often known as participatory or shared leadership, is a specific leadership style wherein organizational participants engage more actively in the decision-making process. Alternative terms for democratic leadership include

shared leadership and participative leadership. This type of leadership may be applied in any company. Each individual is afforded the opportunity to participate, viewpoints are freely shared, and dialogue is vigorously promoted. The democratic method prioritizes equitable group dynamics and the unimpeded dissemination of ideas; nonetheless, the leader continues to provide direction and supervision. The democratic leader is tasked with deciding the members of the group and who may partake in the decision-making process. Research indicates that democratic leadership is among the most effective leadership styles.

According to Saleem (2015) and Sethuraman and Suresh (2014), leaders should be able to recognize the ways in which their leadership abilities impact the people who follow them, since this has an effect on whether or not the followers are supportive of the leader. This may have an effect on the behavior of workers in terms of their support for their leaders; followers or personnel without support from their bosses may be more likely to experience unhappiness, which may result in an employee's decision to quit their position.

Numerous authors have posited that an organization's leadership style may influence the degree of work satisfaction encountered by employees, asserting that job satisfaction is a consequence of good leadership. An individual who manages encounters to affect the conduct of another person or group is seen as a leader. Leadership may be described as a type of guidance that an individual offers to a certain group. Leadership may be defined as a reciprocal social power dynamic, in which leaders and subordinates mutually influence one other to attain organizational objectives. The ability to inspire a group to pursue a common objective is a crucial leadership trait required of persons in leadership roles.

Klein et al. (2013) assert that leadership focuses on the development, expectations, and capacity enhancement of followers.. According to Sougui (2015), it is vital for managers in leadership roles to place a focused attention on the development of their employees' systems of values, the degree to which they are motivated and moral, and the development of their abilities. This method has the potential to ultimately be of assistance to followers as they operate in the business world. When it comes to companies and their overall performance, leadership has a

clear cause-and-effect link. The ideals, culture, and tolerance for change, as well as the motivation of employees, are all determined by leaders. They have an impact on organizational methods, including the effectiveness and applications of such techniques.

According to Igbaekemen (2015), it is essential to underline that Leadership may be observed at all tiers of an organization and is not exclusive to managerial positions. or upper management. Therefore, leaders have an effect on everyone in order to assist in the accomplishment of team and company goals. One thing that has been noted, however, is that the utilization of an appropriate leadership style is a medium for the performance of a business at any given moment in time. It is imperative that the value of leadership not be underestimated since it is the heart and soul of every institution.

According to Armstrong Sofi, M (2015), a style of leadership is the approach that those in managerial positions choose in order to put their leadership responsibilities into practice. It is known as a certain behavior that is utilized by a leader in an organization in order to empower staff members to attain the objectives that the company has established for itself. One of the most important aspects of modern enterprises is the leadership style. According to Xenikou (2017), leadership style refers to the method in which a director or boss wishes to behave with his or her workers or colleagues, as well as the manner in which they carry out their leadership responsibilities.

Action is the consequence of performance because performance is a process rather than an outcome that transpires at a certain time. It requires time to attain the true desire of success, thus performance is the result of action. When it comes to strategic management, performance in the company is an essential component. Performance refers to how well a company is doing in terms of its performance inside of achieving its vision, purpose, and goals. The outcome of pertaining quality management is performance, which is a continuous process of communication between those in leadership positions and those who follow on their heels. According to Zada and Adnan (2014), in order for a company to become a successful leader, it must first determine and investigate its own leadership style.

There is a correlation between the performance of institutions and the profitability of the organizations, which can be measured on the basis of the growth and profit of the organization over both the long term and short term. Investors and businesspeople in business organizations have the desire and the effort to guarantee, that their businesses work effectively in for the intension to acquire a marked competitive edge and to expand the number of clients they serve (Zada and Adnan, 2014). In addition to the real and intangible resources that an organization possesses, it is essential for the organization to have leadership that is both successful and dynamic the evaluation of performance is a very significant aspect for any business. This is due to the fact that such evaluations can be utilized as a means of determining the level of success that an organization has demonstrated during a designated timeframe.

It is possible to utilize the evaluation as input for the purpose of improving the organization in question, either in terms of its performance or its overall quality. It is something that controls the degree to which a group has been executing all primary operations in order to attain the vision and goal of the institution in order to acquire improved performance. Performance is something that manages the organization, 2004 publication by Keban and Jeremiah. The influence that the model of leadership has on the overall success of the Ahantaman Rural Bank organization In the context of the assessment of the recognized company's standard accuracy, the performance of an organization is defined as the execution of a certain job or the achievement of their goal or objective. Reviewing prior research demonstrates that there is a multimodal conceptualization of the performance of the organization

Performance is the most significant construction in management. The performance of an organization is evaluated based on four dimensions: effectiveness, efficiency, financial viability, and operational relevance. These dimensions are used to determine how well the organization is performing in relation to the outcomes of its specific programs designed to enhance the lives of stakeholders and ensure the organization's stability. According to Pierre, Richard, Timothy, Devinney, George, Yip, Gerry, and Johnson's (2009) research, one of the most important and crucial aspects of an organization's performance is the performance of its employees in their jobs. Every single human interaction and conduct is either directly or indirectly

impacted by the manner in which his or her organizational leadership style is implemented. Therefore, it is preferable to assist individuals in locating an activity that is acceptable for them.

Be well-organized in order to fulfill your role in their procedure in a satisfactory manner. Within the context of private firms, they are attempting to arrive at the conclusion that leadership styles are significant organizational antecedents of activity satisfaction and loyalty, 2014 publication by Ali, Farthoudnia, and Torbehbar, the leadership of an organization is widely recognized as one of the most significant components that contributes significantly to the company's overall productivity and success. It is impossible for leaders to achieve success if they lack the capacity to properly lead their followers, and as a result, they are unable to effectively lead their subordinates and employees.

Therefore, as a matter of the highest significance for the company to possess the appropriate kind of leaders in order to enhance the effectiveness and productivity inside the business (Mussolino & Calabrò, 2014). A variety of things within an organization have the potential to exert an impact on the leadership. The culture and the value system of a company are likely to have the most significant impact, as they are the primary factors that differentiate one business from another. According to Amanchukwu, Stanley, and Ololube (2015), the style of leadership that is required in one type of organization might not be required in another form of organization.

Leadership is a key component of their day-to-day operations in all types of organizations, including companies, religious institutions, educational institutions, and governmental entities. It is essential for the leadership of any modern company to possess a strong and determined character in order to effectively manage the affairs of the corporation. Research indicates that there have been a great deal of conversations on the difficulties that are associated with leadership in the current society. Because of ineffective leadership, a lot of nations and organizations have been unsuccessful in their endeavors.

Followership is an essential component of leadership, and, depending on the circumstances, leadership may either discourage or encourage followership. One of the most important factors that determine's how effectively followers perform

overall is the leadership style, particularly inside an organization. To put it another way, the efficiency of an organization's workforce may be considerably influenced by the leadership style that is in place inside the organization. The research findings indicate that Schyns and Sanders (2007), in order to develop more powerful and to engage in the competitive global marketplace and international relations of today, one of the main countries and enterprises must seek for successful leaders and leadership philosophies.

When there is a strong leadership style in place, there is a significant rise in the productivity of the organization. When there are leaders, there exist organizations. The most prosperous of all Leaders are honest, and they Motivate followers by advocating for a common cause. vision for the future, they establish distinct objectives, and they motivate in their direction, they are in charge of delivery, and they include Have effective communication with their teams but leadership is the key, varies in terms of style, and there is no "one size fits all" thing. Considerably among the leaders who have become successful. Taking charge a direct influence on the degree to which employees are effectively engaged. It is important because workers who are engaged in their work provide a company the advantage it has over competitors. Employee engagement levels can be measured.

A link exists between performance and leadership, especially more importantly, there is evidence that a correlation exists between increasing involvement and through the enhancement of performance. The manner of leadership in an among the many aspects that have a crucial influence, organization is one of them, whether it comes to boosting or lowering the level of interest and commitment of the people who are active inside the organization. Consequently, Glantz (2002) highlights how important it is for a manager to discover his own leadership style fashion the organization may have an impact on the process of establishing and shaping the leadership style, as well as on the degree to which people are motivated. A robust association exists between employee job performance quality and efficiency and the success of firms.

It was agreed upon by Babatunde and Emem (2015) the leadership styles adopted by a manager substantially effect employee performance inside the firm. It's essential for an effective leader to keep talented personnel while simultaneously

enhancing their performance in order to accomplish the organization's goals. It was said by Opatha (2014) that the fundamental competence of a firm is its talented personnel. You are unable to mimic them by other people. Organizations might potentially get competitive advantages in business through its utilization. The governance of an organization is predominantly reliant on the leadership of its constituents

The leader's conduct is a crucial determinant of the company's performance, as previously said. Without appropriate leadership and guidance, achieving the business's established objectives becomes exceedingly difficult. By exerting influence on their followers, effective leaders are able to govern the department or organization they are responsible for. It is not a simple process to manage the personnel in the business. Leaders must comprehend the methods by which they might influence their people. A leader's activities may either motivate or demotivate his subordinates.

Lussier and Achua (2012) assert that good leadership may enhance employees' job happiness, employment contentment, work motivation, and task performance. Furthermore, leadership styles significantly influence the overall efficacy and efficiency of the business, as well as the performance of individual employees. Consequently, it is logical to presume that leadership styles are significantly correlated with employee performance, but the nature of this association may vary across different countries or organizations. The designated research area is afflicted by several challenges, including but not limited to: inadequate innovation, diminished productivity, inability to meet performance targets, employee absenteeism, absence of initiative and creativity, lack of pro-activity and motivation, among others

Despite the fact that the leadership style is beneficial concerning employee performance, these issues continue to exist numerous firms are confronted with complicated social situations, which might include misunderstandings, disagreements, and adversarial behavior. The fact that these sorts of organizations are typically either under-led or over-managed is one of the most fundamental accusations that can be leveled against them. In certain cases, organizations that are

plagued with excessive management are hesitant to implement necessary changes, which ultimately results in less efficiency and fewer outcomes.

On the other side, firms that are not well led by their leaders have poor levels of employee productivity. Leaders behave in ways that employees may not fully comprehend when they are in such an environment at work. Consequently, this results in an uncomfortable working environment that the organization is required to cope with, which in turn causes employees to lose trust in the leadership abilities of their leader. Under the most part, workers want to work under strong leaders in environments where they are treated with respect and where they are able to openly voice their thoughts. This is true even if the major priority of many businesses continues to be the recruitment and retention of current employees.

In order to achieve organizational success, supervisors need to be effective leaders, and leadership may assist to improve the quality of supervisor through the leadership of their selected individual, organizations look for ways to enhance the performance of their personnel in order to accomplish their corporate goals. Therefore, it is necessary for a leader to give a compelling direction that assists members of the team in accomplishing the goals of the team as well as the company.

According to Stogdill (1948), effective leadership is not a result of inherent features but rather stems from a pertinent link with the actions, characteristics, and objectives of subordinates. Effective leadership is often seen as a crucial determinant of an organization's success; without it, the company is likely to stagnate and ultimately collapse. Effective leadership engenders elevated levels of commitment and motivation among personnel (Lowe et al., 1996). The effectiveness of a leader is a crucial factor in attaining organizational success. This is due to its capacity to ensure that subordinates focus on the organization's objectives and exhibit their commitment to them (Conger, 1999). The capability to make decisions is a critical determinant of a leader's effectiveness in guiding an organization.

A choice lacks inherent power until executed well, and the execution of decision-making is a challenge that leaders often face when addressing opposition or influencing behaviors. Consequently, it is imperative for a firm to possess robust

leadership to effectively execute decisions and deliver high-quality services. Each leadership style a leader adopts is suitable for many work situations, and its effectiveness is contingent upon the leader's vision for achievement and the strategies to realize that objective (Reddins, 1990). The successful leadership style is one that produces favorable results for employees specifically and for the institution overall. It is essential to comprehend that diverse leadership styles provide distinct outcomes, which can be either favorable or unfavorable.

Consequently, we see the necessity for more study on the leadership style that most significantly influences employee performance and contributes to the achievement of corporate objectives. Leaders must surmount several challenges to adapt to new leadership paradigms and models, especially when managing staff from diverse backgrounds. Consequently, leadership plays a crucial part in the leadership process. Leaders often develop their leadership styles through a synthesis of experience, education, and training (Hersey, Blanchard, & Johnson, 2001). Moreover, leadership style subsequently engenders strategies to get enhanced performance levels.

By exerting influence on their followers, effective leaders are able to govern the department or organization they are responsible for. It is not a simple process to manage the personnel in the business. Leaders must comprehend the methods by which they might influence their people. The activities of a leader may either inspire or demoralize his subordinates.

Lussier and Achua (2012) assert that strong leadership can enhance employees' job satisfaction levels, contentment with their employment, motivation at work, and performance on tasks. There are two primary responsibilities that are expected of leaders from the beginning. The primary function is staff retention, which is a challenge for businesses since talented individuals are substantial resources for the firm. This is a challenge that corporations face. The second function has to do with the performance of employees, which is another difficulty that firms face. Ethe et al. (2012) State that, the style of leadership and the role of leaders are two different characteristics. They are crucial in the employee retention process. There are many different tactics for employee Retention, including programs that offer incentives and recognition, programs that provide training and development,

flexible working arrangements, salary, promotion, and other chances. There is a beneficial effect or correlation between employee retention methods and employee performance.

According to Akuoko (2012), who was cited in Luen et al. (2013), thus, the leader of the company ought to put into action a retention plan that is capable of retaining individuals therefore, in order to improve the degree of performance on the work. In light of this, it is essential for the business to utilize the recruiting process in order to acquire people that have a high potential for success. However, it is critically essential for the management pertaining to the enterprise to keep the workers who have demonstrated exceptional performance for the purpose of gaining the advantages of the investments that have already been made in them, such as providing them with opportunities for professional growth and development. In today's highly competitive business world, executives are tasked with guiding their firms toward the achievement of a competitive advantage within their respective industries.

This competitive advantage will be ensured if the core staff are retained for the longest period of time feasible. This will ensure that the availability of competitive goods and services is maintained, which will consequently boost the efficacy of the enterprise (Michael, 2008). Consequently, the retention of workers is one of the most significant issues that organizational managers are presented with as a consequence of the shortage of qualified labor, the development of the economy, and the high turnover rate of employees (ibid). Because this is one of the most significant challenges that organizational manager's face. The second duty that is being carried out is concerned with the performance of the employees.

There is a connection between the behavior and qualifications of a leader and the ability to inspire and improve the work performance of individual workers. This is because of the link between the two. Furthermore, it is probable that the nature of the three companies will have an effect on the process of building and shaping the leadership style, as well as on the motivation of the employees. This is something that is being considered. Leaders are those who have the capacity to have exert influence over other people with the purpose of attaining the objectives of the organization. One of the repercussions of this is that the activities of the leader have

an effect on the outcomes of the job as well as the way in which tasks are completed. Because of this, the leadership style will be crucial in order to enhance the job performance of each individual employee. This is the explanation for this.

There's a significant connection between the quality and efficiency of the work that individuals do on the job and the success of the organizations that they work for. Babatunde and Emem (2015) concluded that the leadership styles adopted by a manager significantly influence the performance of the organization's workforce. When it comes to achieving the objectives of the business, it is crucial for an effective leader to maintain skilled staff while simultaneously improving their performance. According to Opatha (2014), the essential aspect in ascertaining the level of a firm's profitability is the quality of its workforce. It is impossible for other individuals to imitate them in any way. By deploying them, there is the possibility that firms may be able to achieve competitive advantages within the industry.

1.1 Background of the Study

The establishment of Salaam Somali Bank took place in October of 2009. It was the first bank to begin operations in Somalia since 1991, and it was established with the objective of providing reliable financial services to Somali communities and enterprises, as well as the reconstruction of the banking system in the nation in order to assist economic development and proliferation. The Salaam Somali Bank, often known as SSB, is a fully functional Islamic financial institution that caters to both domestic and commercial customers. Non-profit banking, personal banking, and commercial banking are all services that are provided by the bank.

In addition, the bank provides internet banking, which was initially made available in the country in the year 2010 through its DEEQTOON service. The digital platform was developed with the assistance of Hormuud Telecom's technology in order to make mobile banking accessible for the very first time in Somalia's history. The country now offers services for mobile deposits, withdrawals, bank transfers, and balance checks. All of these services are now available. One year later, in 2011, the DEEQTOON service was updated to include a feature that enabled users to transfer money and make digital purchases using their accounts. Soon after that, the SWIFT protocol was developed, which made it possible to conduct international

transactions in a safe and expedient manner. In addition to that, it provides debit cards and mobile banking.

Salaam Somali Bank is a well-known financial institution that is essential to Somalia's economic growth. The bank's executives' leadership style has playing a significant part in deciding the effectiveness and output of its workforce as it works to accomplish its goals and objectives. It is crucial to comprehend the connection between employee performance and leadership style in order to maximize organizational outcomes.

Leadership is a fundamental element of every company, influencing its culture, guiding its goals, and impacting member behavior. Greetings the leadership of Somali Bank's capacity to motivate and direct its personnel is essential to its success. The bank's chosen leadership style may significantly impact comprehensive performance, work satisfaction, and employee morale, diverse leadership ideologies such as transactional transformative and laissez-faire offer distinct approaches for managing and motivating personnel.

Salaam Somali Bank's leadership style will undoubtedly have an impact on the culture of the company and worker engagement. It is crucial to have an understanding of how different leadership philosophies influence the performance of workers in order to establish a productive workplace and encourage employee engagement, achieve long-term success. Examining how leadership style affects Salaam Somali Bank employees' performance is important for a variety of different reasons. First off, the banking sector is defined by a fast-paced, cutthroat climate in which staff productivity exerts a direct influence on client happiness and loyalty. Second, because the bank works in a society that is both culturally diverse and changing, its leadership techniques must be customized to the particular requirements and expectations of its employees.

The reason of doing this study is to shed light on how Salaam Somali Bank employees' performance and leadership style relate to one another. Through an analysis of prevalent leadership practices as well as their effects on employee outcomes, the research aims to provide actionable suggestions for improving

leadership efficacy, encouraging employee involvement, and ultimately bolstering the bank's overall performance in the Somali financial market.

The study undertaken by Aboshaiqah et al. (2015) revealed that transactional and transformational leadership styles positively influence the overall performance of hospital nursing staff, in contrarily to the laissez-faire leadership style, which adversely affects employee performance. Rasool et al. (2015) improved to the literature on leadership styles and employee performance, indicating that both transformational and transactional leadership positively affect worker performance. The impacts of transformational leadership are far more pronounced than those of transactional leadership.

Studies by Pradeep and Prabhu (2011), Ejere and Abasilim (2013), and Kehinde and Banjo (2014) shown a substantial positive link between transformational and transactional leadership styles. Gimuguni et al. suggest that a significant positive link exists between democratic, autocratic, and laissez-faire leadership styles and employee performance. Conversely, Tsigu and Rao suggested that transformative leadership more effectively elucidates employee performance than the transactional leadership method. The performance and efficacy of companies in the modern corporate world are greatly impacted by the leadership philosophies that are employed by their executives. In order to motivate staff, shape company culture, and eventually affect overall performance, leadership is essential.

Within the context of today's society, thousands of individuals are chosen or recruited to take on leadership tasks and responsibilities. Bass and Avolio (1990) and Meyer and Botha (2000) have advocated two essential characteristics of leadership styles: transformative and transactional. Most recent research mostly focused on the leader-follower dynamic. Relationship perspective and has likewise advocated these two characteristics. Because of this specific rationale, it is generally accepted that a leader is transformative because he or she motivates subordinates to adhere to the believe of the corporation as if it were their very own, while also making an effort to elevate their values, developmental wants, and worries (Cacioppe, 1997)..

For the purpose of this investigation, we will be taking into consideration the various forms of leadership as the independent variable, and the

aggregate performance of the employees will be considered as the dependent variable. It is through the interaction that they have with one another that a conceptual design is developed in order to ascertain which type of leadership is most suitable. The most successful in terms of encouraging overall performance from employees. Consequently, employee performance encompasses both the quality and productivity of work, necessitating efficiency, job satisfaction, and enhanced productivity for all employees.

Fred Fiedler, a business and management psychologist, developed the contingency theory in 1957. This notion posits that no one leadership style is generally appropriate. This hypothesis offers the most substantial support for the previously suggested notion in this study, which aims to identify which of the five leadership styles emphasized in this research is most relevant. It is likely to be the most suitable form of leadership. To put it another way, leadership is exerted in every aspect of society, including public life at all levels, companies, industries, farms, clinics, hospitals, and institutions of a nation's civil and military organizations. These leaders have a responsibility to advance societal peace, strength, wealth, and happiness (Itunga and Awuor, 2019).

The majority of businesses worldwide have been working hard to implement the finest leadership philosophies and to have leaders that exhibit the right behaviors that will enable them to achieve their Objectives and aims (Barasa and Kariuki, 2020). As stated by Shafie et al. (2013), employees that are prepared to jeopardize their lives for the organization serve as the principal motivators of a corporation. These employees will influence the attainment of the institution's aims and objectives. It is further suggested that employees want psychological pleasure and direction in order to offer their all in enhancing the success of the company.

Only companies with strong leadership philosophies can meet this. An organization's success or failure can be attributed to its leadership style (Anyango, 2015). The use of emergency leadership as a suitable and successful strategy for managing staff members and the business as a whole has resulted in a drop in personnel administration. The rise of leadership in businesses has led to the usage of human resource management as a substitute for personnel administration.

According to Iqbal et al. (2015), businesses have utilized a wide range of leadership styles for the purpose of accommodate the differences in the levels of direction, empowerment, and decision-making authority that their employees possess. Several different leadership philosophies are utilized by businesses in order to effectively manage their workforces, as stated by Tamor (2019). Bureaucratic, democratic, autocratic, laissez-faire, and transformational leadership are among the leadership ideologies encompassed by this category.

Kenneth and Heresy assert that "a skilled leader must possess strong diagnostic abilities and modify their style to the specific requirements of the circumstances under which they function." This proposal has been proposed by both persons. A citation is necessary. Due to advancements in technology and the recognition that employees can provide substantial contributions beyond merely following directives and executing tasks, leaders are transitioning from conventional leadership models that rely solely on the leaders' expertise and viewpoints for decision-making.

This is because of the fact that workers are capable of making contributions that are substantially more than merely accepting orders and doing other jobs. Instead, they are putting even more of their attention on the collaborative atmosphere that already exists within the firm. This is an indication that the dynamics of work and the workplace are undergoing a time of transition, which is reflected in the fact that this is happening. One example is the comment made by Niccolo Machiavelli in the year 1882 it asserts that "those who seek enduring success must adapt their behavior to the prevailing circumstances." Recent studies have concentrated on employee performance and leadership styles.

The aforementioned research pertains to various leadership styles. Raja and Palanichamy (2015), Kehinde and Banjo (2014), Rasool et al. (2015), Tsigu and Rao (2015), Gimuguni et al. (2014), Aboshaqah et al. (2015), Ispas (2012), Pradeep and Prabhu (2011), and several more studies exemplify this kind of study. Raja and Palanichamy (2015) identified a distinct affirmative correlation between employee performance and the integration of transformational and transactional leadership styles

On the other hand, there was aadverse association with the laissez-faire leadership style inside the firm. Research conducted by Ispas (2012) indicates that the autocratic leadership style is the most prevalent kind of leadership frequently utilized by three supervisors working in the hospitality business. In addition to this, he presented an argument that stated that whichthis particular type of leadership is the sort of leadership that is thought to be responsible for producing the most important results.

1.2 Problem Statement

The issue statement for this research centers on the necessity of doing an in-depth investigation into the connection that exists among the several stylesof leadership that Salaam Somali Bank and the performance of its employees. There is a paucity of empirical information relevant to the Somali banking industry, despite the fact that the extant body of literature offers useful insights into leadership theories and the ramifications of such beliefs. It is because of this gap that Salaam Somali Bank is unable to implement specialized leadership strategies that are in line with the cultural subtleties, organizational structure, and operational issues that are specific to the Somali banking setting.

In addition, Salaam Somali Bank works within a market environment that is both dynamic and developing, marked by technical breakthroughs, changes in regulatory policies, and altering needs from customers. In such an environment, the choice of leadership style becomes increasingly significant since it has the potential to either support organizational adaptation and innovation or to inhibit growth and limit employee engagement. Therefore, in order for Salaam Somali Bank to build a leadership culture that encourages employee engagement, dedication, and productivity, it is essential to provide an explanation of the influence that the effect of various leadership styles, including transformative, transactional, and laissez-faire, on employee performance.

The aim of this study is to equip organizational leaders and managers with evidence-based knowledge to inform strategic decision-making and enhance organizational performance. This will be accomplished by addressing a void in the previously published material and providing empirical analysis of the

correlation among leadership style and employee performance, specifically within Salaam Somali Bank. At Salaam Somali Bank, employee performance plays a critical role in accomplishing corporate goals. However, maximizing output and creating a happy work environment need an awareness of the precise impact that approach to leadership have on staff performance.

In order to ensure the bank's continued growth and profitability over the long term, it is vital to ascertain the connection between various leadership styles and employee performance. The leadership style is crucial to a company's success as it influences the performance of both employees and management. Currently, the efficacy of management is increasingly reliant on exceptional leadership in a rapidly evolving landscape distinguished by social, economic, and technological transformations. The success of every institution depends on its leadership, which directly affects employee morale, productivity, and overall performance.

As a financial institution operating in a sector that is both fast-paced and ruthless, Salaam Somali Bank relies heavily on the efforts of its employees to sustain a competitive edge over its competitors. Researchers remain divided on which leadership style most significantly influences employee performance, resulting in an insufficient understanding of the specific influence of various leadership styles on employee performance within Salaam Somali Bank. Mwombeki (2017) found that a transformative leadership style can enhance performance, since it seeks to utilize the potential and knowledge of individuals. However, Mohiuddin (2017) found that the democratic model is suitable if a company needs new methods to problem-solving solutions. This was established with regard to the democratic model.

The issue at hand is the necessity of understanding how Salaam Somali Bank's leadership practices either improve or degrade worker performance. The capability of the business to maximize its human resources is essential to its success, and leadership is crucial in determining the nature of the workplace. Therefore, maintaining and improving the bank's operational efficiency and competitiveness necessitates investigating the interplay between leadership styles and staff performance. Salaam Somali Bank may get insights that direct leadership development initiatives, raise employee happiness, and create a successful workplace culture by thoroughly studying the influence of leadership approach on worker

execution. The aim of this study is to address the information gap about the Salaam Somali Bank, which is a specific environment. Complex link between employee performance and leadership practices.

Nowadays, more than ever, a key component of management is leadership (Aunga and Masare, 2017). In support of this, Tugume (2018) the findings indicate There exists a substantial correlation among leadership style and staff performance. As the fast-paced and cutthroat banking sector, strong leadership is essential to the success of a firm. As a financial organization, Salaam Somali Bank mostly depends on staff performance to continue development and keep a competitive advantage. The leadership style that is implemented in a company has a considerable impact on how the occupational setting is shaped, how employees behave, and how well the organization performs as a whole.

According to facilitate about the preferred results, the outcomes of the study's goals that are wanted, it is necessary to possess a certain set of leadership qualities in order to successfully manage companies and personnel. Leadership styles that are appropriate can have an impact on the level of performance that is achieved by an organization. This is accomplished by inspiring workers and organizational programs to work diligently as a means of satisfying the expectations. The majority of scholars from all around the world have expressed their worry on a discussion of the influence that leadership has on the functioning of staff. This is a topic that has been the subject of discussion.

According to Behn (2015), the question of how the leadership style of an organization influences the overall performance of its employees is one that has to be answered immediately before the management of the business can go forward. Nuhu (2016) has proposed the theory that the type of the individual who is in charge of an organization has a considerable influence on the operation of the firm. Maxwell (2003) adds that the personality of the person in charge of an organization is not the only factor that determines the performance of the company. From the perspective of this approach, the total performance of employees is contingent upon the caliber of their output and efficiency.

The impact of leadership collaborating with overall performance should be evident when assessing the organization's overall performance. The managerial style and approach aimed at enhancing performance necessitate specific leadership strategies for particular functional issues to achieve departmental objectives, directly influencing the organization's overall performance. Armstrong (2005) asserts that this will inevitably result in heightened productivity, more specialization, and enhancements in the quality of interpersonal connections inside the organization.

1.3 Objectives

- To Examine the influence of leadership style on staff performance at Salaam Somali Bank
- To analyze the leadership style employed by Salaam Somali Bank
- To evaluate the impact of transformational leadership style on staff performance at Salaam Somali Bank.
- To evaluate the influence of leadership style on staff motivation and work satisfaction.

1.4 Research Questions

- What is the influence of leadership style on staff performance at salaam somali bank
- How to analyze the leadership style employed by salaam somali bank
- How to evaluate the impact of transformational leadership style on staff performance at salaam somali bank
- How to evaluate the influence of leadership style on staff motivation and work satisfaction

1.5 Scope of the Study

The influence of leadership style on worker performance at Salaam Somali Bank is the subject of this study. Finding the leadership style employed by Salaam Somali Bank was the goal of the study. figuring out how the current leadership style at Salaam Somali Bank affects the performance of the staff. This study will examine how Salaam Somali Bank workers perceive different leadership philosophies and how those philosophies affect their work output.

The study will take into account several leadership philosophies and how they affect worker motivation and job satisfaction. These philosophies include transformational, transactional, and laissez-faire leadership. The aim of this study is to look into and assess how Salaam Somali Bank employees perform in relation to their leadership style. The culture of a business, employee motivation, and overall performance are significantly shaped by leadership. The aim of this research is to enhance comprehension of the distinct leadership philosophies used by the bank and how they affect workers' performance, either directly or indirectly.

1.6 Limitation of the Study

The primary constraints of this research include: the first is the research instrument, which is limited to questionnaires. Second It is required to translate the questionnaire into Somali before distributing it to the respondents and translating it back into English once it is gathered. Salaam Somali Bank's distinct organizational culture, worker demographics, and industry dynamics, the research focused mainly on the bank.

The findings' applicability to different industries or geographical areas may thus be restricted because of differences in organizational structures, cultural backgrounds, and leadership styles. One of the potential limitations of the study is that it may be constrained by the time window in which the information was gathered and processed. Consequently, in order to have a more comprehensive comprehension of the dynamics at play, longitudinal studies that monitor shifts in leadership styles and employee performance over an extended period of time might be highly beneficial. On the other hand, those kinds of exhaustive investigations were not within the purview of our investigation.

1.7 Significant of the Study

This study has the potential to shed light on the influence of leadership style on employee performance, which is one of the most essential components of this study for a number of reasons working for Salaam Somali Bank. The goal of this investigation is to establish significant insights gained for organizational leaders also HR practitioners by investigating the ways in which various leadership approaches

impact employee motivation, job satisfaction, and overall performance. Salaam Somali Bank claims that this study is crucial for Somalia.

Its goal is to comprehend how Salaam Bank employees perform in relation to their leadership style. Understanding the various leadership philosophies and their effects—both good and bad—is beneficial. Salaam Somali Bank will benefit from this study's insights about the best leadership philosophies for raising worker performance. The leadership of the bank will be better able to make decisions to foster a positive work environment, raise employee happiness, and promote organizational success if they are aware of this association.

This study is significant because it examines the important link among employee performance and leadership style in the Salaam Somali Bank scenario. Comprehending a significant influence that leadership styles have on the performance of employees is crucial for the success on a business, particularly in the fast-paced and fiercely competitive banking industry. Organizational Improvement, by examining the influence of leadership philosophies, this research seeks to pinpoint methods that might improve worker productivity. The results will support Salaam Somali Bank's endeavors to enhance its leadership methodology, cultivating a more efficient and driven team. A motivated and productive staff may serve as a significant source of competitive advantage in the fiercely competitive banking sector.

The results of this study may be used by Salaam Somali Bank to set itself apart by putting in place leadership techniques that enhance worker performance, draw in top talent, and keep qualified personnel. The study's findings will be very helpful in developing and improving Salaam Somali Bank's leadership development initiatives. This may lead to focused training programs that give leaders the abilities and information need to motivate and inspire their staff in an efficient manner, promoting ongoing development. In the end, the findings have the potential to assist in the formation of strategic decision-making processes, leadership development efforts, and performance management techniques that are specifically customized to the requirements and circumstances of Salaam Somali Bank.

1.8 Organization Dissertation

There are five chapters that make up the thesis. The first chapter includes an introduction, a problem statement for the backdrop, the purpose of the investigation, research questions, the scope of the study, the limitations of the study, and the significance of the study. The theoretical literature review, the empirical literature review, the conceptual framework, and the theoretical framework are the components that make up the second chapter with the literature review. The research approaches are discussed in the third chapter. The research methodology, the study design, the research population, the research instrument, the technique for data collection, the findings analysis, and the ethical dilemma are all included in this. In the fourth chapter, the presentation of the findings of the research is discussed. Chapter five presents a summary of the study as well as the recommendation that was made.

2 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Definition

2.1.1.1 Leadership

The ability to guide, inspire, and influence others in the direction of the achievement of common goals is an essential component of leadership, which is a multifaceted concept. Being able to is a necessary component of it effectively negotiate obstacles, create a supportive and cooperative atmosphere, and make well-informed judgments. A person may demonstrate leadership in a variety of contexts and at all organizational levels. It is not restricted to a single function or position. From the perspective of Leslie (2013) defines leadership as "the capacity to persuade others to willingly adhere to one's direction or to support one's decisions." Leadership was defined by Leslie (2013)." Fundamentally, leadership is about direction and vision. a leader need to be able to articulate to others what they believe to be the ideal future condition. This entails outlining objectives, principles, and a course of action in order to motivate others to dedicate their time and energy to a common purpose.

Beyond mere power, effective leadership is based on honesty, decency, and compassion. Leaders ought to set an example for their team members by acting morally and showing sincere concern for their welfare. Establishing solid, trust-based relationships promotes open communication and teamwork, which in turn cultivates a great workplace culture. Resilience and adaptability are essential traits in a leader. A leader needs to be adaptable and able to guide their team through change when faced with obstacles and uncertainty.

To obtain greater results, this calls for making well-informed judgments, growing from mistakes, and constantly refining tactics the position of Headship "Kumar (2014) defines the notion of leadership The procedure via which a personal encourages others to attain a goal and guides the organization towards greater

cohesion and coherence. This is the description of the notion of leadership. Empowering people is another aspect of leadership. An effective leader fosters an inclusive and diverse culture by identifying and enhancing the capabilities of their team members. A leader may maximize the potential of the team by creating a culture where people feel appreciated and encouraged to share their distinct viewpoints.

In accordance with Swammy's (2014) perspectives, one of the social processes that a leader engages in is the act of requesting the voluntary participation of subordinates in order to accomplish the objectives of the organization. Good leadership is built on good communication. Leaders need to listen intently to a variety of viewpoints and communicate concepts with clarity and empathy. Trust is established, cooperation is encouraged, and everyone is in agreement with the main objectives when there is effective communication. Leadership that upholds ethics is essential to credibility and trust. Leaders have the obligation to maintain the principles of integrity, honesty, and accountability in order to set an example for moral behavior inside the company.

Long-term success and a strong corporate culture are predicated on this integrity. Making wise decisions is yet another essential component of leadership. Leaders make timely, well-informed decisions after gathering and evaluating information from several sources. They don't mind taking measured chances and making mistakes as long as they learn from them. In order to steer their team in the direction of a shared objective, a leader must present a vision that is both distinct and captivating. Through the creation of a vision of the future, they motivate others to go on the trip alongside them. The ability to communicate effectively is essential to all aspects of leadership.

For the purpose of ensuring comprehension and congruence, leaders engage in active listening, talk in a convincing manner, and encourage open conversation. True leaders are able to empower people by distributing authority and cultivating a sense of ownership and responsibility within their team. They have confidence in the capabilities of their staff and encourage their development. Honesty is a quality that cannot be compromised in a leader. They provide an example for others to follow by

acting in a manner that is honest, transparent, and ethical in every endeavor they undertake.

Capacity for Adaptation, in a world that is always shifting, leaders need to possess the capacity for adaptation. They are open to change, they learn from their mistakes, and they maintain a continual evolution of their tactics in order to successfully manage hurdles and capture opportunities. A great leader is someone who inspires action by virtue of their passion, excitement, and steadfast confidence in the objective for which they are responsible. They inspire people in order for them to operate at the highest possible level, especially when confronted with challenges. The ability to empathize with others is essential to becoming an effective leader. In order to cultivate a culture that values inclusion, support, and respect, leaders are able to comprehend the requirements and viewpoints of the people of their team.

The process of making decisions, Leaders are able to make difficult decisions with self-assurance and clarity, taking into account the influence on stakeholders while balancing the potential risks and possibilities. They look for feedback from other people, but in the end, they are the ones who are responsible for their decisions. Having the guts to take calculated risks, question the status quo, and stand up for what is right, especially in the face of resistance, is a necessary quality for a leader to possess. Last but not least, outstanding leaders are people who continue to learn throughout their lives. Inspiring people around them to pursue personal and professional development, they actively seek out new information, are open to receiving feedback, and strive for progress in all aspects of their lives. The core of leadership is to inspire and encourage other individuals to achieve their objectives are common to all, to cultivate an environment that is characterized by trust and collaboration, and to have a beneficial influence on the world.

2.1.1.2 Performance

Performance is the quantifiable results or actions that people, teams, companies, or systems display with respect to preset objectives, benchmarks, or expectations. It entails making effective use of available resources, achieving desired outcomes, and exhibiting proficiency or excellence in a particular task or activity. In general, performance is the achievement of duties, activities, or responsibilities at a

specific degree of efficacy and efficiency."Two different definitions of performance are "the rate at which the purpose is realized" and "the level of the activity's outcome level. To this degree displays the degree to which the goal or purpose has been accomplished (Dahie and Oman, 2016). Different methods define performance differently inside an institution.

Prasetya and Kato (2011) state that performance may be defined as the manifestation of the outcomes that occur from an employee's actions and skill set implemented inside a certain setting. Furthermore, according to Basit et al. (2017), performance is any cooperative effort performed by workers that result's in an increase in productivity and profitability and the success of a company. Performance is frequently assessed according to how well predefined goals or targets are accomplished.

In the context of an organization, the term "employee performance" refers to the efficacy, productivity, and individual contribution of a worker toward success in accomplishing the aims and objectives set forth by the company. It includes a number of things, such as job competency, output quality, productivity, adherence to corporate principles, and goal achievement. Since employee performance directly affects productivity, morale, and overall company results, controlling and evaluating employee performance is essential for organizational success.

Important Elements of Worker Performance, How successfully a worker completes their allocated duties and obligations is how their performance as an employee is evaluated. This entails having the abilities, know-how, and proficiency required to carry out the work in an efficient manner. One important measure regarding the performance of an employee is the caliber of the work they create. It entails producing results that either match or surpass predetermined benchmarks while showcasing precision, accuracy, and consistency. Productivity is the quantity of work that is completed during a specified period of time. High-performing workers do tasks quickly and efficiently, increasing productivity while reducing wastage of time and resources.

Workers that can adjust to shifting conditions and take on new tasks improve the success of the company. Being robust, flexible, and willing to pick up new

techniques or abilities when necessary are all components of being adaptable. Forging collaborative relationships, addressing problems, and creating a happy work atmosphere all depend on effective communication. Workers who are good communicators can listen intently, express ideas clearly, and interact well with stakeholders and coworkers. In order to accomplish group objectives within a company, collaboration is essential.

High-achieving workers are good team players who actively participate in group projects and use a variety of viewpoints to get the best results. Workers that show initiative go above and beyond in their jobs to solve issues, enhance procedures, and foster creativity. They exhibit a desire to go above and beyond the call of duty, looking for chances to develop and improve. Alignment with organizational values, ethics, and adherence to corporate regulations and procedures are additional factors taken into consideration when evaluating employee performance. Maintaining these norms promotes an honest, trustworthy, and accountable culture.

In order for any firm to achieve success, Enhancing staff performance is crucial. It may be helpful to consider the following strategies, Ensure that staff have a clear understanding of their jobs and duties by providing them with clear expectations. Give them a list of clear aims and objectives that they should Endeavour to achieve. Regular Feedback It is important to provide feedback that is both constructive and regular. Employees are better able to comprehend where they stand and how they may grow as a result of this.

Employees should be recognized and rewarded for their accomplishments and efforts, and they should be recognized for their contributions. Bonuses, promotions, or even just public acknowledgment are all examples of ways that this might be accomplished. Allocating resources for training and development, to assist employees in improving their knowledge and abilities, they should be provided with training and development programs. In addition to enhancing their performance, this also promotes their morale and increases their level of participation. Develop an environment inside the organization that encourages open and honest communication.

The staff should be encouraged to communicate their problems and thoughts, and the issues should be addressed in a timely way. It is important to conduct performance reviews on a regular basis in order to evaluate the development of employees and to find areas in which they may improve. Make the most of this chance to establish new goals and ambitions for yourself. Ensure that workers have access to the resources and tools they require in order to properly do their duties by providing them with an adequate supply of resources. Not only does this entail technology support, but it also includes physical resources. In order to minimize burnout and increase overall well-being, it is important to encourage a good Equilibrium between professional and personal life.

Adaptable employment configurations and the promotion of a culture that values wellbeing are two ways in which this can be accomplished. Provide an Example Managers and other leaders should provide an example for their employees by demonstrating the behaviors and values that they demand from their staff members. Cultivate an atmosphere where individuals are always seeking to learn and develop by fostering a culture of continuous improvement by encouraging it. It is possible to do this by experimenting with new concepts and procedures in order to discover more effective methods of functioning. By putting these tactics into action, firms have the ability to establish an atmosphere in which people are inspired and given the authority to give their finest performance possible in everything they do.

2.1.2 Types of leadership

a) Transactional leadership

Transactional leadership is a style that prioritizes supervision, structure, and performance. This leadership style is a significant component pertaining to the Full Range Leadership Model. Transactional leadership is characterized by the use of incentives and penalties to inspire followers to adhere to the leader's directives. Transactional leaders maintain short-term motivation among their followers with a system that incorporates incentives and penalties. This enables them to maintain the followers' motivation. The transactional method is employed by leaders who, unlike transformational leaders, don't want to change the prospective; rather, they are interested on maintaining the current state of affairs. As a type of leadership,

transactional leadership requires leaders to pay careful attention to the work that their followers undertake in order to detect and evaluate their followers' performance. any irregularities or mistakes. There are two types of leadership that are frequently contrasted with one another, and those are the transactional and transformational styles. The distinction between transactional leaders and transformational leaders was made by James McGregor Burns, who said that transactional leaders are leaders that provide followers with concrete benefits in return for their effort and allegiance, but Transformational leaders engage with their followers.

When it comes to leadership, the aspect that places an emphasis on organization, performance, and supervision is known as transactional leadership. In the context pertaining to the Full Range Leadership Model, which offers a comprehensive framework for leadership, it is a crucial component. A leadership style known as transactional leadership is one in which leaders employ both rewards and sanctions in order to motivate followers to comply with their directives. Followers of transactional leaders are able to sustain their short-term motivation through the utilization of a system that includes both rewards and sanctions. Those who use the transactional technique, in contrast to those who use the transformational method, are more interested in preserving the status quo than in making any changes to it. When leaders use transactional leadership as a paradigm, they concentrate on finding errors and deviations in the work that their followers produce. The transformational and transactional leadership styles are often juxtaposed in discussions on leadership approaches.

According to James McGregor Burns (2003), there are two types of leaders: transactional and transformational. Transactional leaders provide their followers material incentives in exchange for their labor and allegiance, whereas transformational leaders interact with their followers. It's also beneficial since it uses strong motivators and lowers costs. However, it has drawbacks like as the elimination of persons from the production process and the restriction of the amount of innovation that may be accomplished. Important attributes of transformative leadership, for their followers, transactional leaders lay forth clear expectations and objectives. They employ incentives like bonuses, promotions, or recognition to promote adherence to these standards.

When there are standards violations, transactional leaders step in to correct them. By exception, they use two different styles of management. Leaders keep a close eye on employee performance and step in when issues develop. Only when expectations are not fulfilled do leaders step in; otherwise, they let followers make decisions on their own. Within the company, transactional executives create distinct positions, hierarchies, and reporting lines. This clarity promotes responsibility by clearly delineating roles. Under transactional leadership, communication is direct and goal-oriented. Clear expectations are communicated by leaders, who also offer performance-based feedback. Benefits of transactional leadership: Transactional leadership establishes a predictable work environment by outlining clear expectations, duties, and incentives. Goal attainment and efficient operations can result from transactional leadership, which focuses on job completion and performance requirements.

Transactional leadership works best in situations that are stable and have a lot of routine chores and defined rules. Transactional leadership functions at the fundamental tiers of need satisfaction within Maslow's hierarchy, whereas transformational leadership emphasizes the lowest tiers of the hierarchy. Transactional leaders employ an exchange paradigm in their leadership approach, in which incentive are granted for accomplishments or positive results. This approach is characterized by the inclusion of prizes. On the other hand, persons who possess this style of leadership are also able to reprimand mediocre performance or unpleasant repercussions until the problem is rectified. This capacity allows them to take action in the other direction. Transactional leadership is able to meet the requirements of lower-level employees in a number of ways, one of which is by placing a premium on particular job performance.

When it comes to getting specific tasks done, transactional leaders are effective because they manage each component on its own. Rather than being concerned with concepts that are forward-thinking, transactional leaders are preoccupied with processes. It is customary to categorize the contingent compensation of transactional leadership into management-by-exception: active and management-by-exception: The three distinct aspects incorporated in this framework are passive. A leader, who emphasizes contingent reward, or contingent positive

reinforcement, provides incentives when established goals are met on time or ahead of schedule, or when they seek to maintain their subordinates' productivity at various stages of task completion. The administration of contingent sanctions often employs a management-by-exception approach, wherein the exception arises when an issue occurs. There are also contingent rewards that are granted to the employee anytime they participate in any behavior that is desired. When it comes to the administration of contingent sanctions, the exception is when something goes wrong. There are two distinct strategies that may be utilized within the framework of managing by exception: active and passive.

Within the framework of managing by exception, the term "active" signifies that the leader consistently oversees the performance of each subordinate and promptly implements corrective measures when issues arise. "Management by exception" refers to a management approach where executives refrain from actively overseeing employee performance and instead intervene only when significant problems arise, necessitating remedial measures. This management approach is referred to as "management by exception." The laissez-faire dimension is a type of transactional leadership recognized alongside the three previously discussed dimensions of leadership. Laissez-faire leadership defined by a total lack of guidance and a non-interventionist stance towards employees. This leadership style is commonly employed in corporate environments.

b) Bureaucratic leadership

Max Weber proposed several leadership styles in 1947, one of which is bureaucratic leadership. It is a form of management in which subordinates are forced to abide by the rules and authority structures that their superiors have established. Put differently, these leaders operate according to formal rules established by higher-ranking officials in the company. is the leadership approach that gave rise to the bureaucratic leadership pattern, which concentrates on the administrative requirements of a company. This management method is used by teams and departments within both the governmental and private sectors. However, it is generally employed in the public sector, which mostly depends on conformity to norms and regulations and consistency in order to achieve desired outcomes.

Its benefits also include centralizing tasks and responsibilities within a team and eliminating favoritism from the equation. However, its drawbacks include the potential difficulty of increasing efficiency and the lack of creative flexibility. Qualities of Administrative Leadership Organizations under the control of bureaucratic executives have distinct hierarchies. Every member is aware of where they fit in the hierarchy and who they answer to. Decision-making and operational processes are governed by well defined policies and procedures. Generally speaking, breaking these guidelines is discouraged. Workers become specialists inside the company when jobs are given to them according to their qualifications and experience. Authority to make decisions is located at the apex of the hierarchy. Personnel at lower levels usually don't have much liberty regarding decision-making.

In a bureaucratic leadership system, official channels are used for communication. Through established channels of authority, information is shared. The benefits of bureaucratic leadership include predictable results as employees can understand expectations and procedures when there are clear rules and procedures in place. Operations can run more efficiently when specialization and standardized procedures are used. Because of their established norms and processes, bureaucratic institutions are typically resistant to abrupt changes and hence exhibit stability over time. Bureaucratic leadership may reduce operational and decision-making risks by following set policies and procedures. Because bureaucratic systems are hierarchical and provide for explicit expansion strategies, they are easily scaleable to accommodate growing companies.

The Drawbacks of Bureaucratic Management Strict adherence to policies and guidelines may cause the company to become inflexible, which makes it challenging to embrace change or innovation. Because choices must go through several levels of organization, centralized decision-making procedures can cause delays. Employees in bureaucratic organizations may feel bound by tight systems and fear breaking from established standards, which can impede creativity and innovation. Reduced motivation and disengagement among employees may result from limited autonomy and participation in decision-making processes. Organizations find it difficult to adjust to changing market circumstances or external settings because bureaucratic systems are frequently resistant to change.

c) Autocratic leadership

According to Khan et al. (2015), authoritarian leadership is a form of management in which the boss is just endowed with the capacity to make choices and does not engage in the formation of a common vision, motivation, commitment, creativity, or innovation. In other words, the boss is not involved in the process of developing these things. Autocratic leaders are known to make decisions based only on their own views and opinions, and they seldom take the time to seek the counsel of their subordinates. This is a typical practice. When it comes to leadership styles, autocratic leadership is characterized by the exercise of complete and entire control over a group of people.

Chemers (2014), Schuh, Zhang, and Tian (2013), and Svolik (2013) are only a few examples of research that have shown a substantial positive association between autocratic leadership style and authoritarianism. As a consequence of these findings, the majority of theorists have associated autocratic leaders with authoritarian leaders. In the same way that other styles of leadership have both benefits and drawbacks, the autocratic style of leadership is characterized by both set of characteristics. Although those who overly employ this method are often perceived as domineering or authoritarian, such control can have advantages and may be advantageous in some circumstances. Additional explanations encompass its potential advantages in specific situations.

In addition, Nwankwo (2011) characterized an autocratic leadership style that is characterized by the fact that the leader concentrates all of the attention on getting things done without consideration for the needs of others (cited in Akor, 2014). This type of leadership is classified as an autocratic style of leadership. Whether or not the authoritarian method is most effective based on a variety of criteria, such as the type of the engagement that the organization is involved in, the qualities of the members, and the context in which the group is working that make up the team, and the circumstances. The benefit of autocratic leadership is that it facilitates quick decision-making, enhances general communication and productivity, and lowers staff stress. The drawback is that it fosters a culture of dependency and mistrust. It is said of autocratic leaders that they create complete organizational failure. (Michael (2010) qualities of Authoritative Leadership Autocratic leaders seldom ask for advice or

agreement from their subordinates, maintaining complete control over decision-making procedures.

Autocratic leadership is characterized by a distinct hierarchy, wherein the leader at the top exercises authority over their subordinates. There is little feedback and orders are given downward. Restricted Input: There is little to no decision-making participation by subordinates. Rather of offering recommendations or ideas, their primary function is to carry out commands. Since there's no need for protracted deliberations or consultations, decisions are made quickly. The leader's decision is immediately confirmed. Autocratic leaders frequently have high standards for output and performance. They could demand compliance from their subordinates and impose rigid rules. The leader uses commands, guidelines, and policies to maintain control. Discipline may be applied if established protocols are broken.

Armstrong (2012) asserts that there are situations in which authoritarian leadership may function well, including emergencies, uniform workforce engagement, and situations in which the leader is just, wise, and has a firm hold on the followers. It's probable that in this kind of circumstance, particular actions will be needed to avert a possible mishap. There are several disadvantages to autocratic leadership, such as the incapacity of followers to cultivate a sense of pride in their achievements, the repudiation of happiness or individual development resulting from self-actualization, the inability to infuriate people, and the elimination of cooperation and long-term loyalty within the company. Actually, the "I tell" mentality is what sets apart the authoritarian leadership style. Stated differently, an authoritarian boss is one who sets the standards for what their staff members must do. However, this tactic runs the risk of making managers ignore or undervalue the contributions made by team members, even while it might provide a business a clear direction (Obiwuru et al., 2011). However, there are situations where an authoritarian style of leadership is appropriate.

According to Bhargavi and Yaseen (2016), using it is beneficial in situations when a pressing issue arises or the business faces a crisis emerges that calls for a quick reaction. There is no consensus on what should be done, and the only source of incentive is compulsion. The elimination of commitment, creativity, and invention is a common consequence of authoritarian leadership, according to Al Khajeh (2018)

research. In point of fact, one may characterize most supporters of autocratic leaders as awaiting the inevitable failure stemming from this leadership approach and the subsequent ousting of the successor (Iqbal et al., 2015; Michael, 2010).

d) Laissez –fair or free-rein

Kumar (2015) defines laissez-faire leadership as a style in which employees independently make decisions and have the greatest degree of flexibility. This type of leadership allows subordinates the most discretion in fulfilling their duties in order to achieve the required goals. As per Kumar (2015). A leader who employs a laissez-faire leadership style, according to Mwombeki (2017), stays in communicate with the outside world and gives the group members the information they need to do the task at hand. Even while group leaders grant their subordinates the power and responsibility to make decisions, they are nonetheless responsible for the actions of their followers. This leadership style's efficacy depends on how talented, motivated, and capable the group members are at finishing the task at hand.

The Laissez-Faire method works best when group members possess specific expertise in a certain field that may be used to solve a difficult problem and are more informed than the group leader. As a result, extremely motivated team members choose this leadership approach. In terms of drawbacks, this leadership style minimizes the obligation of the team leader and is one in which employees may be mistreated. On the plus side, it fosters personal development and creativity and allows for quicker decision-making. The Essential Elements of Laissez-Faire Leadership Leaders that practice laissez-faire take a detached stance, giving their team members minimal supervision. They frequently only intervene when required, having faith in the skills and judgment of their team.

When a boss is laissez-faire, the team members have a great deal of autonomy. They have the freedom to decide for themselves, establish their own objectives, and carry out activities in accordance with their knowledge and skills. Laissez-faire leaders don't constantly monitor or become involved in their team's operations, in contrast to micromanagers. They support allowing people the freedom to be creative and solve problems on their own. Laissez-faire bosses grant freedom, but they also provide resources and assistance when required. They foster an

atmosphere where team members are at ease asking for help or direction as needed. Laissez-faire leadership permits moderating work procedures and timetables. Members of the team may select the strategy that best fits their unique tastes and working styles, encouraging creativity and flexibility.

Laissez-Faire Leadership Benefits Laissez-faire leadership encourages a creative and innovative culture inside the team by allowing autonomy. Team members may try out new ideas and techniques without being concerned about micromanaging the group. People who are allowed to make their own decisions grow to feel responsible and in control of their job. Higher levels of dedication and drive may result from this. When faced with issues on their own, team members may hone their decision-making and problem-solving abilities under laissez-faire leadership. This might advance their development as professionals. A key component of laissez-faire leadership is trust. Through exhibiting confidence in their team members' talents, leaders may fortify connections and foster a constructive work atmosphere based on reciprocal respect.

Laissez-Faire Leadership's Difficulties Team members may feel unsure about objectives or goals in the absence of clear leadership advice or direction, which might cause confusion or disarray. There's a chance that things won't be done well or efficiently if there's no supervision. Productivity could decline in the absence of accountability measures. Laissez-faire leadership functions best when team members have the abilities, drive, and self-control to function independently. When team members don't possess these attributes, this leadership approach might lead to less than satisfactory results. Laissez-faire leadership requires effective communication to keep team members informed and in sync. There might be miscommunications or misunderstandings if there aren't frequent avenues of communication.

e) Democratic leadership

According to Guneser (2016), democratic leadership is a leadership style of management in which subordinates and management collaborate to make decisions. A democratic leader promotes social equality and distributes decision-making power among various groups (Guneser 2016). Democratic leadership involves group members actively participating in decision-making. It is also known as shared

leadership or participatory leadership (Wammy 2017). This kind of leadership is applicable to all types of organizations, including governmental bodies, educational institutions, and private businesses.

Every leadership style has advantages and disadvantages for enhancing worker performance in institutions, based on many social, political, economic, and cultural elements across time and space (Liu, Liu & Zeng, 2011). Democratic leadership has the advantage that it fosters an environment where ideas may flow freely and builds trust and respect among team members. On the other hand, democratic leadership can be time-consuming to execute decisions and frequently involves dealing with rejection. Important Qualities of Inclusive Democratic Leadership: Democratic leaders, irrespective of their position in the hierarchy, promote transparent communication and include team members in decision-making. Team members feel more connected to one another and are encouraged to think differently in this welcoming atmosphere. Working Together to Make Decisions:

Democratic leaders consult with their team members before making judgments. Before arriving at a conclusion or achieving a consensus, they lead debates, collect opinions, and take into account other points of view. Under democratic leadership, team members take responsibility for each other's accomplishments and shortcomings. This responsibility builds a climate of mutual respect and trust among the team and motivates individuals to take ownership of their job. Flexibility: Democratic leaders modify their approach to leadership in accordance with the demands of the moment and the knowledge of their group members. They understand that varying situations could call for varying degrees of empowerment and participation. Democratic Leadership's Advantages for Increased Creativity and Innovation Democratic leaders use teamwork to make decisions in order to tap into the collective intellect of the group. This cooperative method frequently produces creative answers and novel insights that could not have been thought of otherwise. Enhanced Worker Engagement:

Giving workers the ability being involved in decision-making promotes commitment and ownership. People are more likely to be driven to accomplish shared objectives and to be involved in their job when they feel appreciated and respected. Enhanced Solution-Selection, More extensive problem-solving procedures

are made possible by the variety of viewpoints and expertise that are brought to bear in a democratic setting. Members of a team are more likely to see possible obstacles, consider alternate options, and create thorough plans. Democratic leaders engage in shared decision-making and open communication to foster closer bonds with their team members. Long-term success requires a culture of trust, openness, and cooperation, which is fostered by this.

Obstacles and Things to Think about when several points of view are considered throughout the decision-making process, it might occasionally take longer to come to a conclusion or form a consensus. Leaders have to strike a balance between the necessity of careful thought and the significance of prompt action. Divergent viewpoints and ideas are unavoidable in a democratic setting. It is vital for leaders to proficiently handle disputes and guarantee that conversations stay productive and concentrated on accomplishing shared goals. A crucial component of democratic leadership is shared responsibility, but leaders also need to make sure that accountability is upheld at all levels. Setting clear goals, providing feedback, and utilizing performance measures are crucial for guaranteeing responsibility while preserving individuality and innovation.

f) Transformational leadership

One type of leadership style is transformational leadership. In the year 2001, James V. Downton was the first to present transformative leadership as an idea, this leadership style involves a leader working with teams to recognize required changes, formulating an inspiring vision to drive the transformation, and implementing the alteration with the assistance of committed team members..

According to Bass (1990), the objective of transformative leadership is to alter individual's hearts and thoughts to broaden their perspectives, insights, and expertise, and to elucidate their motivations in order to generate conduct that is congruent with values and principles. In other words, the purpose of transformational leadership for individuals is to bring about a change in the situation around them. Individuals are able to have their brains and hearts altered, their vision, understanding, and knowledge expanded, and their motives made more transparent so that they may be altered all of these things are possible. There is no doubt that this

is something that can be accomplished this will throughout the course of time, inevitably result in a continuous metamorphosis as well as self-perpetuation. This is an unavoidable consequence.

There have been several empirical research (Burns 1978, Avolio and Howell 1993, Bass 1990; Hater and Bass 1985) that have proven that the leadership styles that employees are exposed to have an impact on the outcomes that they achieve. These investigations have demonstrated that it is possible to observe such an impact the performance of leaders who are extremely effective is much greater than that of leaders who are not very effective, As compared to other leadership philosophies, transformational leaders perform much better. Brand, Heyl, and Maritz (2000) assert that, in contrast to the genuine achievements of transformational leaders.

It is imperative that this component of the Full Range Leadership Model not be neglected because it is a crucial component to put it another way, the transformative process may be recognized by the implementation of a wide variety of traits that are associated with transformational leadership. Personality traits this group of behaviors includes traits including charisma, idealized influence, motivating inspiration, cerebral stimulation, and personalized concern. 2013 Bass (Bass) Transformational leadership is a type of leadership that uses many strategies to enhance followers' motivation, ambition, and performance.

Some of the items that fall under this category are as follows Setting an example for followers to follow and be inspired by empowering; Followers must assume increased accountability for their jobs, acknowledging their skills and shortcomings to enable the leader to provide assignments that enhance their performance Linking the followers' self conception and identity in relation to a project and the organization's collective identity. It is beneficial since it decreases costs related to workforce turnover and fosters transformation; nevertheless, it may also be dangerous and disruptive, and it may result in bad decisions and burnout among employees

In order to inspire and encourage individuals to fulfill their full potential, a kind of leadership known as transformational leadership is one that places a priority on development, creativity, and vision. In order to do this, a leader is required who not only inspires their group but also encourages a positive change in their views, values, and attitudes. The ability to articulate a compelling future vision is a key characteristic of transformational leaders, which allows them to connect with their followers. Through the process of shedding light on what success entails, they inspire individuals to work toward achieving their goals. The fervor and energy that these leaders exude motivates and encourages others. Through the cultivation of a sense of excitement and purpose, they inspire individuals to go beyond their own expectations and attain a superior degree of accomplishment.

One of the characteristics of transformative leaders is the demonstration of genuine concern and care for the requirements and objectives of their followers. By providing individuals with specialized support, direction, and coaching, they make it possible for individuals to fulfill their full potential. Thinkers who are able to question the status quo and nurture innovative and creative thinking are characteristics of transformative leaders. They encourage critical thinking and intellectual Curiosity, which results in the creation of an environment that is favorable to the development of new ideas. The empowerment of their followers is achieved by transformational leaders through the transfer of responsibility and the provision of freedom to their followers. They instill a sense of accountability and empowerment in individuals by placing the duty for making decisions and accepting responsibility for their work in the hands of the individuals themselves.

A characteristic of transformative leaders is charisma. Their captivating and inspiring charisma captivates and encourages others. They create enduring bonds and gain the followers' confidence by communicating well and projecting charm. Impact of transformational leadership and improved performance Because of its emphasis on empowerment and motivation, transformational leadership has been associated with increased levels of employee engagement, satisfaction, and performance.

Transformational leaders are crucial in facilitating organizational transformation by motivating staff members to welcome change, adjust to novel situations, and strive for ongoing enhancement. In their organizations,

transformational leaders cultivate an innovative culture that produces new concepts, goods, and procedures by promoting creativity and intellectual stimulation. Employee development and progress are encouraged by transformational leadership, this allows employees to reach their greatest potential and significantly contribute to the company's success. Businesses with transformational CEOs are more likely to succeed over the long term and keep their competitive edge in a changing and unpredictable Environment. This is the conclusion derived from the research findings

A further benefit of transformative leadership is that it improves personnel performance in the lab (Frost and Howell, 1989) as well as in the field (Bass, 1985). According to Avolio and Bass (1990), leaders who practice transformational leadership are able to aid their followers by giving them with support and encouragement, developing a vision for the future, eliciting feelings of identification and emotion, and supporting them in gaining a fresh perspective on the situations they are facing. Suharto (2005) asserts that the implementation of even more conventional transformational leadership approaches would result in a considerable improvement in the performance of subordinates who report feeling psychologically empowered.

2.2 Empirical Literature Review

Research demonstrates that in the banking sector, there is exist a substantial correlation between employee performance and leadership styles. Specifically, transformational and servant leadership possesses a beneficial effect on a number of performance metrics. While it has its place, transactional leadership might not be the best way to encourage innovation. One of the most significant elements in guaranteeing that employee performance at Salaam Somali Bank is positively impacted is the alignment of leadership styles with corporate culture. The findings of the research conducted by Shafie and colleagues (2013) provided suggestions on how management of businesses might enhance the performance of their employees by utilizing the many leadership styles that are accessible.

More research is advised to explore specific contextual nuances and the prolonged consequences of different leadership approaches on performance results in this particular banking environment. It was proposed that the business adopt a basic

managerial strategy, which called for management to integrate transformational leadership with pragmatic leadership. Additionally, it was advised that in order to enhance their capacity to implement the two leadership philosophies, managers of organizations should obtain training in the application of both philosophies. Additionally, it was demonstrated that to guarantee that the objectives of the business are accomplished, it is essential to make careful preparations, particularly when employing the two distinct leadership philosophies available. Within the context of Mwombeki (2017) executed an investigation to assess the influence that leadership has on the performance of workers.

The study's conclusions showed that different regional administrative units around the nation use a variety of leadership philosophies within their own institutions. One of the exposed leadership philosophies is transactional leadership. It has been disclosed that this kind of leadership is said to affect employees' performance by encouraging teamwork. A recognized leadership style that was discovered to be in use was the laissez-faire approach, which was shown to negatively affect department employees' capacity to achieve the department's objectives. Autocratic leadership has been demonstrated to have a negative impact on the accomplishment of business goals, as many studies have demonstrated. Consequently, it was demonstrated that transformational leadership led to an improvement in employee performance, and as a result, it was recommended that this kind of leadership be the most often used.

Anyango (2015) conducted a second research at Boa Kenya Limited in order to investigate the effects that different leadership philosophies have on employees' productivity in the workplace. The transactional method and the laissez-faire style were the next two leadership philosophies. The findings suggested that supervisors in businesses needed to embrace certain transformational leadership practices rather than taking a laissez-faire attitude. Productivity and the caliber of employee performance would both rise as a result. It follows that the two most effective categories of leadership principles are transformational and transactional. Any organization that wants to succeed has to have effective leadership, and further growth requires understanding how this influences employee performance.

This study of the literature looks at actual research on the connection between employee performance and leadership styles, particularly at Salaam Somali Bank.

The situational leadership approach places a strong emphasis on tailoring leadership philosophies to the unique requirements of teams and the circumstances. It is the responsibility of effective leaders to assess the level of expertise and commitment possessed by their followers and to adapt their leadership style accordingly, according to Hersey and Blanchard (1982). By applying situational leadership and adjusting leadership styles to the different needs of its varied staff, Salaam Somali Bank might reap the benefits.

A key component of organizational success is leadership, and different leadership philosophies possess a significant effect on how well staff members perform. Like many other businesses, Salaam Somali Bank has the problem of maximizing its leadership style in order to improve worker performance. This empirical literature analysis aims to provide light on potential tactics for enhancing organizational results at Salaam Somali Bank by examining the body investigation undertaken on the influence of different leadership styles on employee performance. In recent years, empirical investigation on servant leadership has become more well-known. Liden, Wayne, Zhao, and Henderson (2008) discovered that via fostering trust and organizational support, servant leadership had a favorable impact on worker performance. This approach, which emphasizes the leader's dedication to serve both clients and workers, is especially pertinent in the banking industry (Sendjaya et al., 2016). The link between employee performance and leadership is significantly influenced by organizational culture.

Aden and Abdulle (2017) highlighted how important it is to align leadership ideologies with the cultural norms of Salaam Somali Bank. Low employee engagement and performance might result from a leadership and cultural mismatch. Leadership Attributes in the Financial Industry Memon, Salleh, and Baharom (2014) investigated an examination of the influence of leadership on the output of personnel in the banking business, despite the fact that there aren't many researchers that specifically address leadership styles in the field. According to their research, Research has demonstrated a significant link between leadership methodologies and workers' dedication, job happiness, and general performance. Transparency, moral conduct, and self-awareness are key components of authentic leadership. Authentic leadership at Salaam Somali Bank has the potential to foster an environment of

responsibility, honesty, and sound decision-making, which will eventually increase worker commitment and organizational efficacy.

2.3 Theoretical Framework

A theoretical framework demonstrates theories in connection to the goals of the investigation. This work is guided by the following theories

A. Theory of Situational and Contingency

One of the hypothesis of leadership, contingency theory, was created by Fred Fielder in the middle of the 1960s and looks at leaders in relation to their circumstances. It is dependent on the degree to which the working environment and the leadership style are compatible with one another. The effectiveness of a leader is said to be ascertained by the interplay among the individual traits of the leader and the conditions that are now present, according to this theory of leadership. The basis of the idea is that the correlation between organizational outcomes and leadership style is influenced by the circumstances that exist in the company. These are the components of the environment that have been studied and recognized

The viewpoints of this theory suggest that the results of an organization are determined not by the leadership style of an individual but rather by the conditions that are currently present (Cheng and Chan, 2002). Therefore, For a leader to achieve success, it is essential to develop a leadership style that aligns with the analysis of the current situation.. In accordance with the notion of situational leadership, a leader is able to modify their approach to perfectly fit any given circumstance and attain the ultimate goal possible degree of performance within it. Due to the fact that it highlights how the leadership style of a leader may have an effect on how well their team members perform, the hypothesis is valuable to the study that will be conducted.

Individuals that work for this particular organization make a contribution to the results that the organization achieves. In light of this, it can be deduced that a leader's approach has an impact on employee performance is contingent upon the specific conditions that are present. It is possible to establish a connection between

the circumstances in which a leader functions and the leadership style that they choose to exhibit. The productivity of staff members and the general success of a company are correlated, and this therefore affects the productivity of the employees.

b. Traits and behavioral Theory:

This leadership theory is said to be the oldest of its kind. Exceptional certain psychological qualities are innate in leaders, enabling them to be successful in leadership jobs, the hypothesis in question which was created in the 1940s, according to the premise that exceptional leaders possess these abilities from birth. During the early stages of the study of characteristics, Gordon Allport was a pioneering figure. When this early research was conducted, it was believed to have been a formative period in the history of modern psychological study on personality. Occasionally, he would refer to qualities as dispositions in the work that he produced. The "cardinal" characteristics of a human are those that regulate and shape their conduct, according to his technique.

These characteristics are the guiding passions or obsessions of an individual, such as a need for money, fame, or other such things. When attempting to depict a complete image of human complexity, "secondary" elements—that is, those that are only visible in particular factors, including specific preferences or aversions known to a close friend, are encompassed. These qualities are ones that are only observable in certain situations this is in contrast to "central" traits, which are attributes that are present in every individual to some degree. The fact that they possess these qualities distinguishes them from other people and demonstrates that they are worthy of the title of leader. The potential of an individual to accept a leadership role is influenced by a number of the leadership characteristics that were highlighted by Stogdill (1948).

According to the observations made by Stogdill, different leadership contexts give birth to. Because of the many demands placed on leaders, trait theory is undermined, which in turn gives birth to situational and behavioral tactics. In an effort to provide an explanation for why individuals behave in the manner in which they do, behavioral theory takes into consideration the causes and effects that are existent in an individual's surroundings, together with the acquired connections that

the individual has developed as a result of previous experiences. This section covers not only the many aspects of the behavioral viewpoint, conventional conditioning, operational conditioning, intellectually mediated behavioral theory, and functional analysis contextualization are some examples of these types of conditioning, but also the uses of therapeutic techniques that are derived from these various aspects.

In the framework about the continual evolution of behavioral theory and the importance of degree to which in contrast principles are aligned at social work practice, common concerns are addressed. The activities that leaders take are what differentiate them from the people who follow them. The concept lays a greater focus on the actions of a leader than it does on the conditions that are currently occurring, particularly in light of its basic principle, which is that great leaders are formed, not born. The concept also demonstrates that people may effectively enhance their leadership skills through several methods, including training and observation.

According to the notion that Hersey and Blanchard presented in 1988, the concept revolves around the direction of a leader whether it comes to tasks, people, or both. It is possible to draw a connection between the theory and the study due to the fact that the former examines the characteristics of leadership that distinguish leaders from followers. These traits have the potential to influence the leadership style that the leader chooses to employ if they are present. The effectiveness of the workforce will be directly proportional to the leadership style that is selected. Employee performance ultimately affects the performance of the entire company

c. Theory of Transformation and Transaction

The transformational theory of leadership is a relatively recent theory of leadership that concentrates on the ways in which managers may significantly and favorably alter the individuals under their supervision. James Mac Gregory Burns initially created the idea of transformative leadership while analyzing political leaders. It is currently, nonetheless also applied in the discipline of organizational studies. In the field of leadership, Burns differentiated between two distinct styles: transformational and transactional, for the purpose of eliciting collaboration, transactional leaders focus on the use of advantages and incentives, including both giving and receiving.

Transform" is the aim of transformational leadership individuals in such a manner that they make it feasible for them to aid one another and the company as a whole. This is accomplished by means of the transformational leadership style. When a transformational leader is able to inspire in their followers a sense of loyalty, respect, trust, and adoration, those followers are more inclined to go above and beyond what was initially required of them. Trust, admiration, loyalty, and respect are all qualities that are exhibited by followers. An additional researcher named Bernard M. Bass made a contribution to the research conducted by Burns by providing an explanation of the psychological concepts that are fundamental to both transformational and transactional aspects of leadership.

For example, idealized influence, intellectual stimulation, motivating motivation (charismatic leadership), and individual care are the four characteristics that transformational leaders are said to possess, as per the study undertaken by Bass. Transactional leadership theories primarily focus on how performance is affected by elements such as organizational structure, group dynamics, and oversight. Furthermore, the theories emphasize the mechanisms of incentives and punishments that are in place for accomplishing specific goals of the organization. How well the employees do will determine the type of transaction that will take place, whether it be a reward or some form of discipline.

Chan (2010) asserts that transactional leaders consistently make it a priority to apply an effective bargaining process in order to fulfill the requirements of their followers in the present moment. A preset performance criterion that has been negotiated upon by all parties is the primary focus of both followers and leaders as they work toward achieving excellence. The present connections that exist between leaders and followers are the exclusive topics of discussion in the context of transformational theory. It is hypothesized that leaders who are capable of inspiring their employees to go above and beyond what is asked of them would demonstrate transformational leadership and lead to an improvement in execution. The correlation between the theory and the research that will be carried out is that the hypothesis places a focus on both transactional and transformational leadership styles which are present within an institution. When applied at different times, these two strategies have the potential to influence the execution of the personnel. It suggests that the

utilization of either of the two leadership philosophies will either result in a rise or fall in the effectiveness of the workforce.

2.4 Conceptual Framework

Like any other company, Salaam Somali Bank mostly depends on the leadership's ability to motivate staff members. Leadership philosophies are vital in forming the workplace culture, inspiring workers, and ultimately affecting output. The purpose of this conceptual framework is to investigate how Salaam Somali Bank employees' performance and leadership styles relate to one another. A conceptual framework, in accordance with Camp (2001), is a foundation that the researcher feels most accurately how the item that is being studied organically evolved throughout time. For the purposes of this investigation, the level of commitment shown by workers is a dependent variable, whereas training is an independent variable.

Both an independent variable and a dependent variable are included in the conceptual framework of this study. Both variables are designated to as variables. Independent variables are those that have an effect on the way in which other variables change. This is the only variable that does not change in any way, regardless of what happens to the other variables. In this explanation, the variable that is impacted by the independent variable is called the dependent variable. The fact that this is the case implies that unless it is influenced by other pertinent circumstances, the variable cannot change on its own. The inquiry in question considers employee performance as the dependent variable and leadership style as the independent variable.

Achieving strategic goals and improving organizational effectiveness at Salaam Somali Bank need an understanding of how leadership style affects worker performance. Through an analysis of the connections among various leadership philosophies, company culture, worker motivation, and performance results, this conceptual framework offers a basis for further empirical study and useful recommendations for bank management procedures.

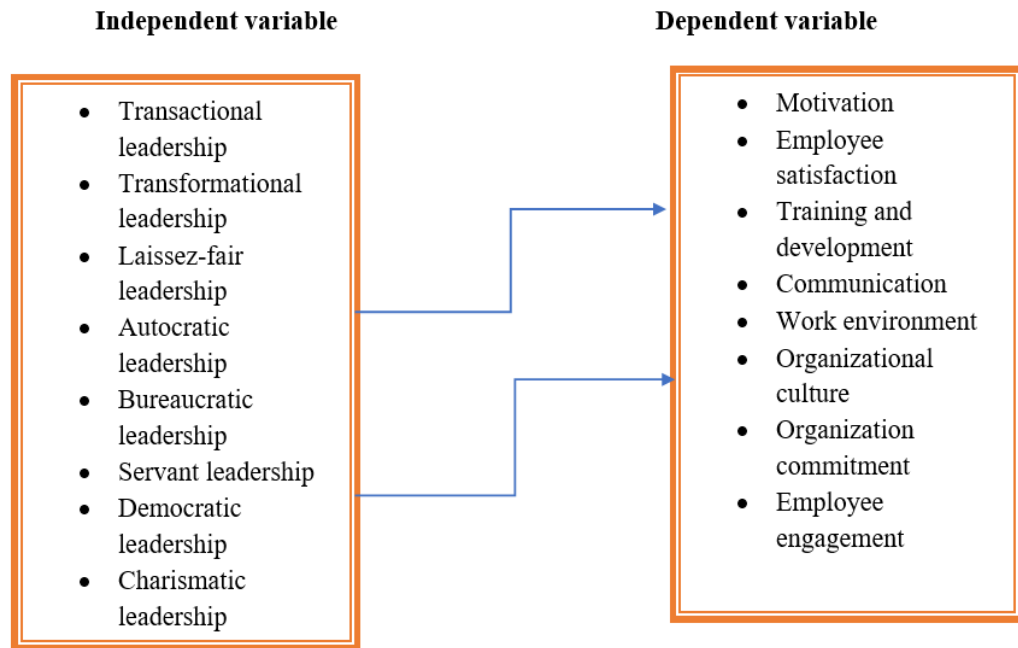


Figure 2.1 Conceptual framework

3 RESEARCH METHODOLOGY

3.1 Research Approach

In this study, a quantitative technique is utilized to be able to discover whether or not a causal relationship exists between the variables or components being investigated. Additionally, this methodology allows for the assessment of the influence of the leadership style on employee performance. The researcher primarily makes use of post-positivist claims in order to advance knowledge while employing a quantitative method. These claims include, but are not limited to, reasoning related to cause and effect, narrowing down variables and questions, making use of measurement and observation, and applying hypothesis. In addition, the researcher employs methods of inquiry, such as questionnaires, and aggregates data by means of instruments that have been pre-arranged in order to provide statistical data (Cresswell 2003).

3.2 Research Design

Strategies and procedures for research that encompass broad ideas and particular methodologies for data collection and analysis are known as research designs (Cresswell 2003). To put it another way, the study design outlines the types of data that are needed, the procedures that will be followed for gathering and evaluating them, and how all of this will contribute to the resolution of investigative inquiries. This study employs a descriptive research approach with the goal of identifying the problem's essential components for a comprehensive investigation. It is possible for the researcher to concentrate their inquiry on these essential components by employing a descriptive research approach. This allows the researcher to acquire a comprehensive comprehension of the matter from various sources that are pertinent.

3.3 Population and Sample Size Determination

3.3.1 Target population

The primary distributors in Mogadishu and employees of Salaam Somali Bank's management department with a minimum of one year of professional experience comprised the study's demographic. Data from the Human Resources department indicates that there were 420 people living there overall.

3.3.2 Sample size

Consequently, 200 workers from Salaam Somali Bank's management department were among the responders to whom the questionnaire was given. The investigator employed Slovic's formula.

$$n = \frac{N}{1 + N(e)^2} \quad n = \frac{420}{1 + 420(0.0026)} = 200$$

3.4 Research Instrument

The key sources of primary information obtained from the study will be the administration and department employee of Salaam Somali Bank as well as the principal distributors of the bank's services in Mogadishu, Somalia, via questionnaires.

3.5 Validity of the study

The validity measuring instruments is what determines whether or not the conclusions of the research are correct, or whether or not the measuring tools really measure what they were supposed to evaluate. In order to determine whether or not the findings are reliable, we take into consideration both the theory and the instruments used for measurement (Cresswell 2003). An examination of the pertinent literature served as the basis for the development of the questionnaires that were used in this research project. Therefore, Correlation coefficients were calculated to evaluate the dependability of the data about both the constant and outcome variables. The results of the correlation study showed that all leadership-related factors had a positive association with employee performance. It is therefore presumed that the

independent variables influence employee performance due to the positive connection between the dependent and independent components.

3.6 Reliability of the Study

Concerns about reliability are shared by all scholars. to improve dependability and validity. Following data collection, the researcher used Croach Alpha to assess the measurement's dependability.

3.6.1 Reliability Test

Table 3.1 Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.770	.775	16

The outcomes of the reliability test for the study are presented in Table 3.1 the Cronbach's Alpha coefficient quantifies internal consistency degree to which a group of items are connected to one another among themselves. As a measure of scale dependability, it is regarded to be effective, alpha value of 0.770 according to Cronbach's an appropriate level of dependability is indicated by this rating. When doing research in the social sciences, it is well acknowledged that a cronbach's Alpha value that is more than 0.7 might be deemed acceptable. In conclusion, the 16-item scale may be deemed to have adequate dependability, as demonstrated by a cronbach's Alpha value of 0.770. To put it another way, this signifies that the elements on the scale are sufficiently uniform with one another to be utilized as a single measuring instrument for the purpose of this investigation.

3.7 Data Gathering Procedure

The goal of the study that was indicated before will be taken into consideration when developing the questionnaire for this study. The first component of the questionnaire will be designed to acquire personal information from

respondents, and its objective will be to collect this information. In the second portion, there are questions about the variables that are dependent. There are questions on the study's independent variables that are asked in the third part.

3.8 Data Analysis

The data analysis included both descriptive and inferential statistics with the SPSS software tool. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were utilized for data summarizing and presentation. The Pearson correlation coefficient was utilized to illustrate the relationship between independent variables and dependent factors in inferential statistics. Additionally, linear regression analysis was utilized to evaluate the significance of each independent variable's contribution to the dependent variables.

3.9 Ethical Issue

When it comes to business research, the term "ethics" refers to a collection of norms and behavioral rules that start considering the study's initial investigation phase (Sekaran 2003). The behavior of the researcher, participants, moderators, and everyone else involved in the study project should all be reflected in the ethical code of conduct (Sekaran 2003). Respondents were promised that their responses would be handled in confidence and were not obliged to inscribe their names to guarantee the preservation anonymity of the data that they contributed to this study only willing members because of the Salaam Somali Bank's leadership and management department personnel received questionnaires; the study's goal was made clear in the questionnaire's introduction.

4 DATA PRESENTATION, ANALYZING, AND INTERPRETATION

4.1 Demographic Characteristics

4.1.1 Gender of the respondents

Table 4.1 Gender of respondents

		Frequency	Percent
Valid	Male	234	55.7
	Female	186	44.3
	Total	420	100.0

Primary data (source 2024)

Table 4.1 summarizes that gender of the participants , according to this table major of the respondents were male which respondents rate were 234(55.7%), the second response were female which respondents rate were 186(44.3%)

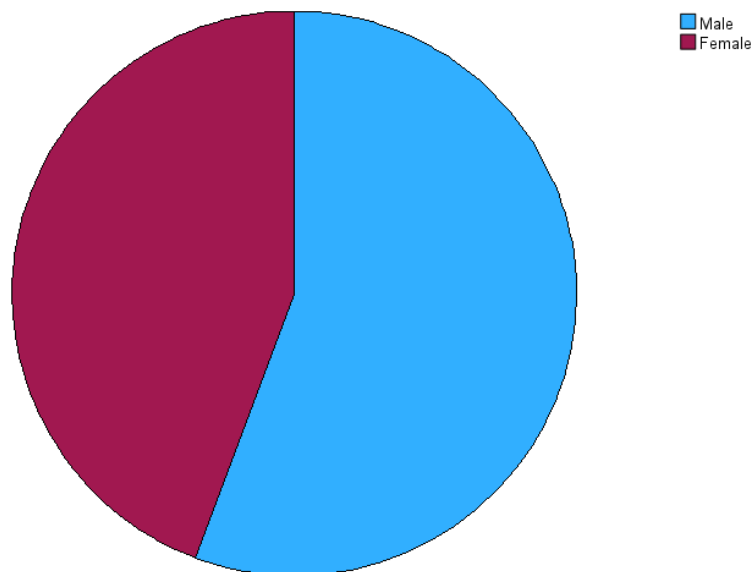


Figure 4.1 Gender of the respondents

4.1.2 Age of the respondents

Table 4.2 Age of the respondents

		Frequency	Percent
Valid	18-25	87	20.7
	25-30	150	35.7
	30-40	132	31.4
	41 and above	51	12.1
	Total	420	100.0

Primary data (source 2024)

Table 4.2 summarizes that the age of the participants ,the bulk of the respondents age were 25-30, which respondents rate were 150(35.7%), the second respondents were 30-40, which respondents rate were 132(31.4%), the third respondents were 18-25, which respondents rate were 87(20.7%), the fourth respondents were 41 and above, which respondents were 51(12.1%).

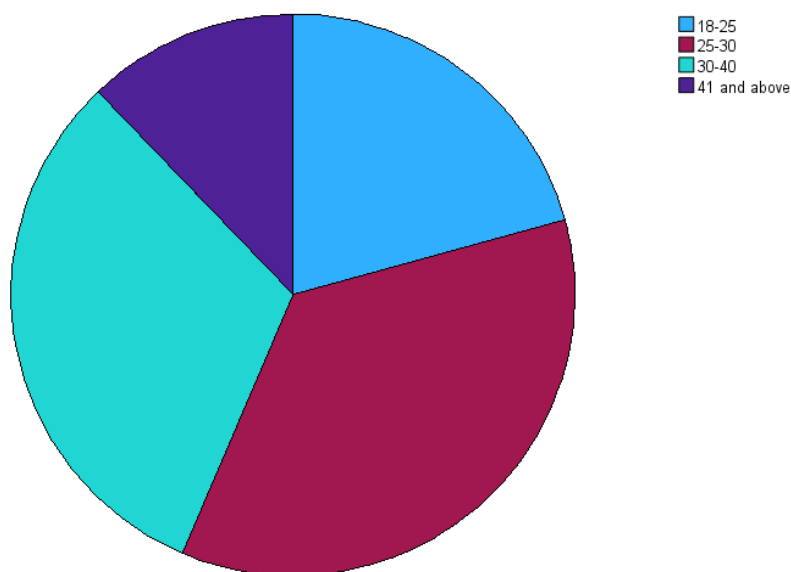


Figure 4.2 Age of the respondents

4.1.3 Educational level

Table 4.3 Educational level

		Frequency	Percent
Valid	Diploma	11	2.6
	High school	22	5.2
	Bachelor degree	189	45.0
	Master degree	136	32.4
	Phd	62	14.8
	Total	420	100.0

Primary data (source 2024)

Table 4.3 summarizes that the level of education and the respondents that are categorized by diploma, high school, bachelor degree, master degree, and phd. The majority of the respondents were bachelor degree, which respondents rate were 189(45.0%), the second respondents were master holder's which respondents rate were 136(32.4%), the third respondents were phd which respondents rate were 62(14.8%), the fourth respondents were high school which respondents rate were 22(5.2%), and the fifth respondents were diploma which respondents rate were 11(2.6%).

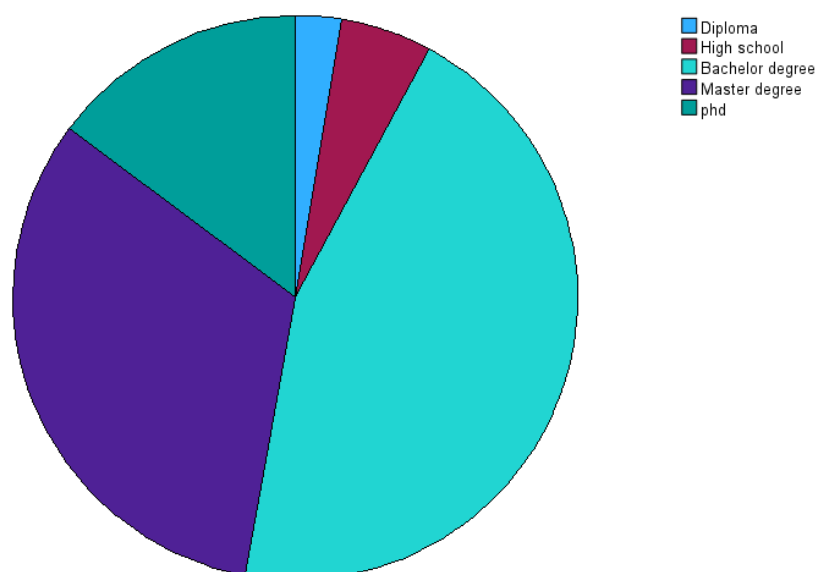


Figure 4.3 Educational level of the respondents

4.1.4 Work experience

Table 4.4 Work experience

		Frequency	Percent
Valid	1-2 year's	88	21.0
	2-4 year's	105	25.0
	4-7 year's	101	24.0
	8 and above	126	30.0
	Total	420	100.0

Primary data (source 2024)

Table 4.4 summarizes that the work experience of the respondents, the majority of work experience were 8 year's and above, which respondents rate were 126(30.0%), second respondents were 2-4 year's, which respondents rate were 105(25.0%), third respondents were 4-7 year's, which respondents rate were 101(24.0%), and fourth respondents were 1-2 year's, which respondents rate were 88(21.0%).

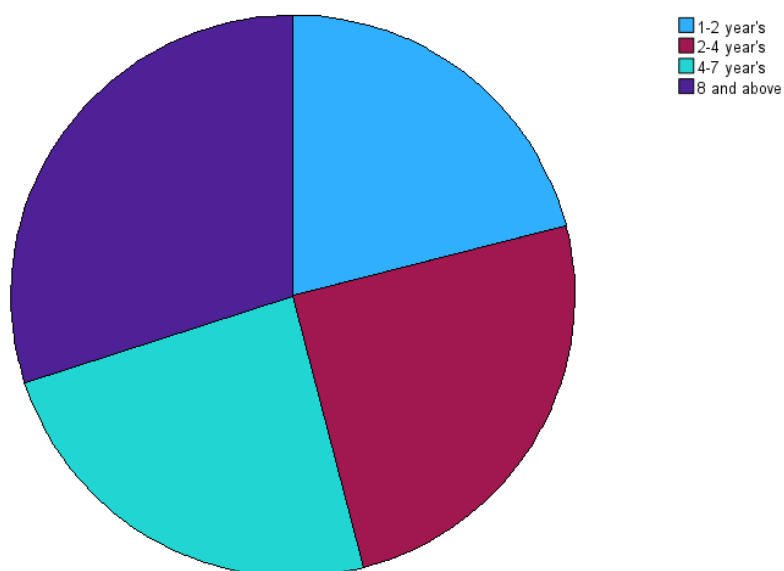


Figure 4.4 Work Experience of the respondents

4.2 Motivation

Table 4.5 motivation

		Frequency	Percent
Valid	Strongly disagree	99	23.6
	Disagree	1	.2
	Neutral	15	3.6
	Agree	127	30.2
	Strongly agree	178	42.4
	Total	420	100.0

Primary data (source 2024)

Table 4.5 signifies that the preponderance of the employees were strongly agreed respectively, 178(42.4%), second 127(30.2%) agreed. Third 99(23.6%) were strongly disagreed, 15(3.6%) and 1(0.2%) were neutral and disagreed respectively that, I get opportunities for professional development and advancement, that encourages me to learn new skills, take on challenging projects, and pursue career goals

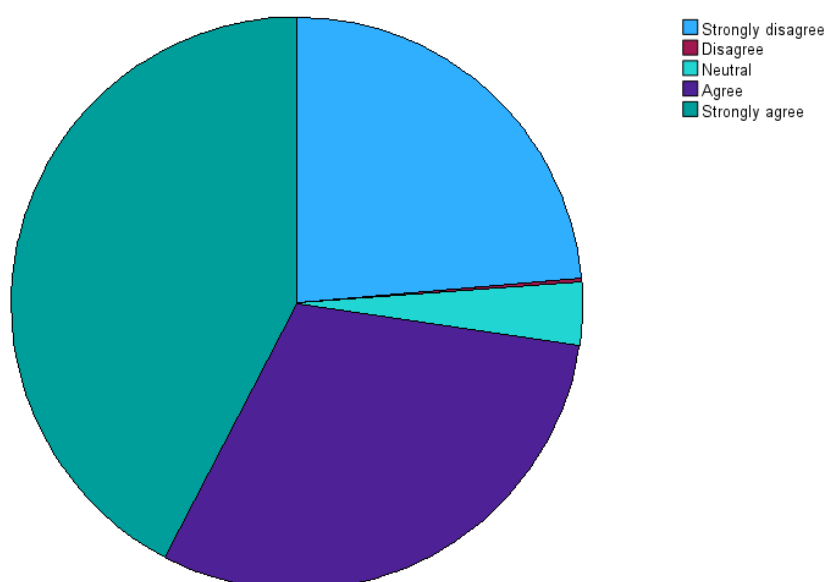


Figure 4.5 Motivation

4.3 Employee Satisfaction

Table 4.6 employee satisfaction

		Frequency	Percent
Valid	Strongly disagree	121	28.8
	Disagree	17	4.0
	Neutral	4	1.0
	Agree	90	21.4
	Strongly agree	188	44.8
	Total	420	100.0

Primary data (source2024)

Table 4.6 above represents that the bulk of employee in salaam somali bank were strongly agreed and strongly disagreed respectively 188(44.8%), 121(28.8%). 90(21.4%), 17(4.0%), and 4(1.0%) were agreed, disagreed and neutral.

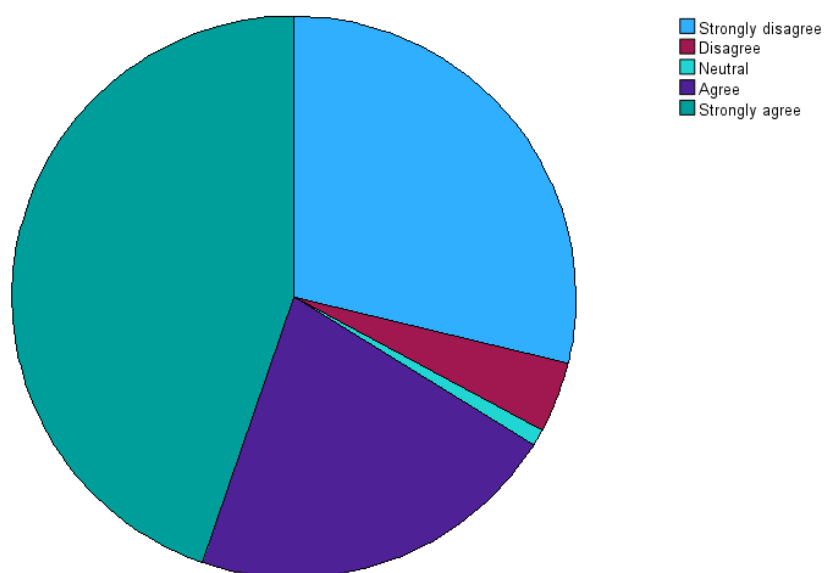


Figure 4.6 Employee satisfaction

4.4 Training and Development

Table 4.7 training and development

		Frequency	Percent
Valid	Strongly disagree	86	20.5
	Disagree	4	1.0
	Neutral	7	1.7
	Agree	86	20.5
	Strongly agree	237	56.4
	Total	420	100.0

Primary data (Source 2024)

Table 4.7 above demonstrates that the bulk of the employee were strongly agreed respectively 237(56.4%). 86(20.5%), 86(20.5%), 7(1.7%), 4(1.0%) were agreed, strongly disagreed, neutral and disagreed. Respectively that I clearly define the objectives i want to achieve through training and development, in order to improve productivity, and enhancing customer service

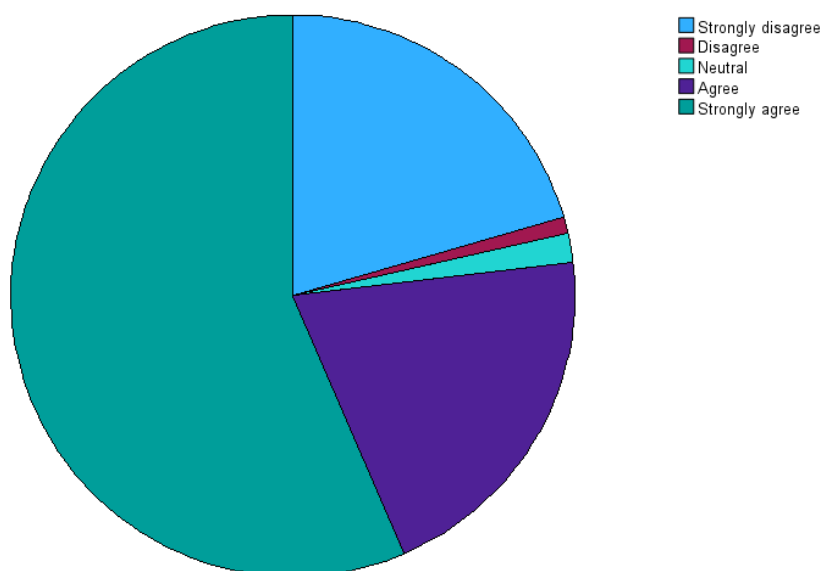


Figure 4.7 Training and Development

4.5 Communication

Table 4.8 Communication

		Frequency	Percent
Valid	Strongly disagree	65	15.5
	Agree	164	39.0
	Strongly agree	191	45.5
	Total	420	100.0

Primary data (source 2024)

Table 4.8 above demonstrates that the bulk of the employee at salaam Somali bank were Strongly agreed, agreed and strongly disagreed respectively 191(45.5%), 164(39.0%), and 65(15.5%), respectively that, Leadership communication at Salaam Somali Bank prioritizes clarity, transparency, and engagement to inspire and empower employees in achieving the bank's mission and goals

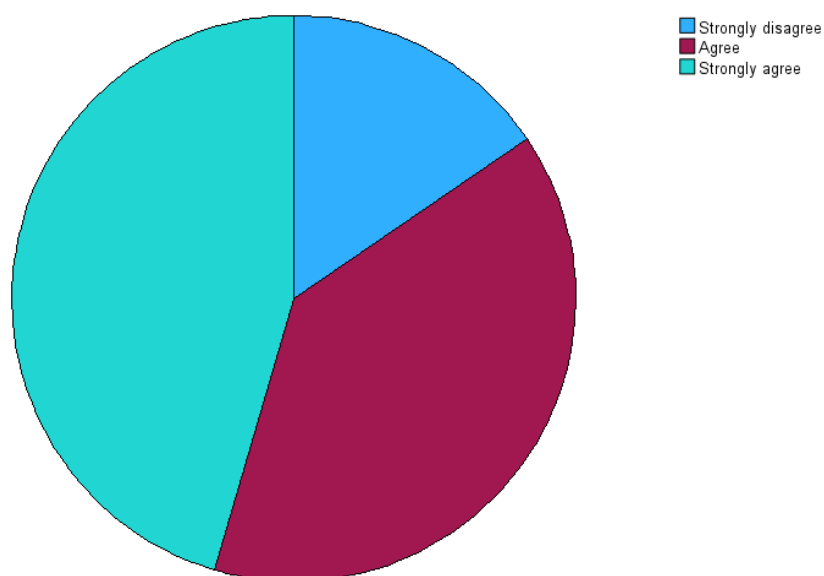


Figure 4.8 Communication

4.6 Work Environment

Table 4.9 Work environment

		Frequency	Percent
Valid	Strongly disagree	130	31.0
	Disagree	14	3.3
	Neutral	12	2.9
	Agree	166	39.5
	Strongly agree	98	23.3
	Total	420	100.0

Primary data (source 2024)

Table 4.9 above demonstrates that the bulk of the employee at salaam Somali bank were agreed and strongly disagreed respectively 166(39.5%) and 130(31.0%). 98(23.3%), 14(3.3%), and 12(2.9%) of them were, strongly agree, disagreed and neutral. Respectively that work environment at Salaam Somali Bank may vary based on factors such as company culture, management style, and branch location

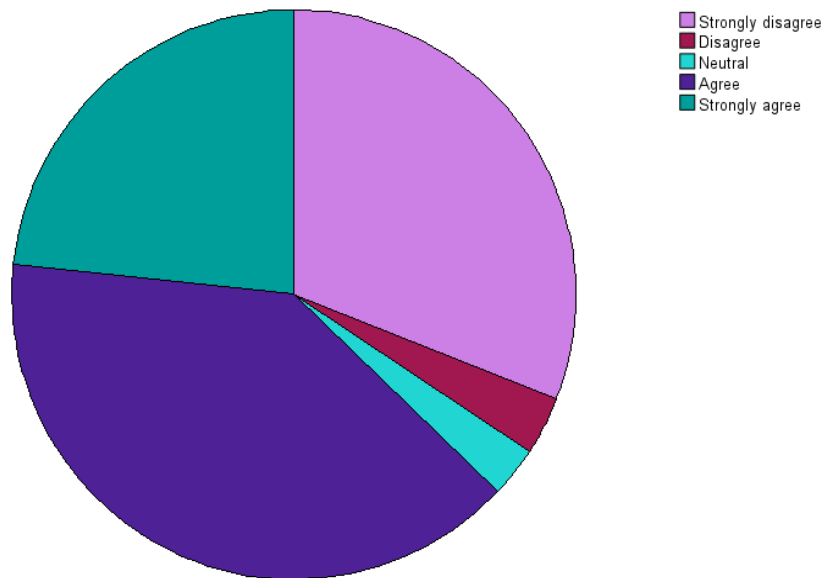


Figure 4.9 Work environment

4.7 Organizational Culture

Table 4.10 Organizational culture

		Frequency	Percent
Valid	Strongly disagree	67	16.0
	Disagree	10	2.4
	Neutral	28	6.7
	Agree	143	34.0
	Strongly agree	172	41.0
	Total	420	100.0

Primary data (source 2024)

Table 4.10 above indicates that the bulk of the employee at salaam Somali bank were strongly agreed and agreed respectively 172(41.0%) and 143(34.0%). 67(16.0%), 28(6.7%) and 10(2.4%) of them were, strongly disagreed, neutral and disagreed respectively that, the values, beliefs, and norms that characterize the organization. Leadership style can shape and influence the organizational culture, which in turn affects employee performance

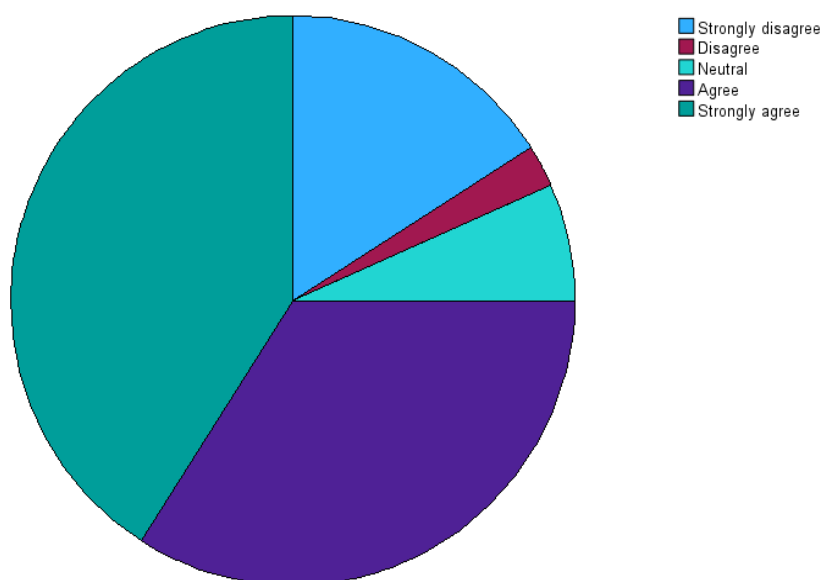


Figure 4.10 Organizational culture

4.8 Organizational Commitment

Table 4.11 Organizational commitment

		Frequency	Percent
Valid	Strongly disagree	74	17.6
	Disagree	2	.5
	Neutral	9	2.1
	Agree	96	22.9
	Strongly agree	239	56.9
	Total	420	100.0

Primary data (source 2024)

Table 4.11 above demonstrates that the bulk of the employee at salaam Somali bank were strongly agreed and agreed respectively 239(56.9%) and 96(22.9%). 74(17.6%), 9(2.1%) and 2(0.5%) of them Were, strongly disagreed, neutral, and disagreed. Respectively that a result of salaam Somali bank's leadership style, employees have an emotional connection to the company and are loyal to it

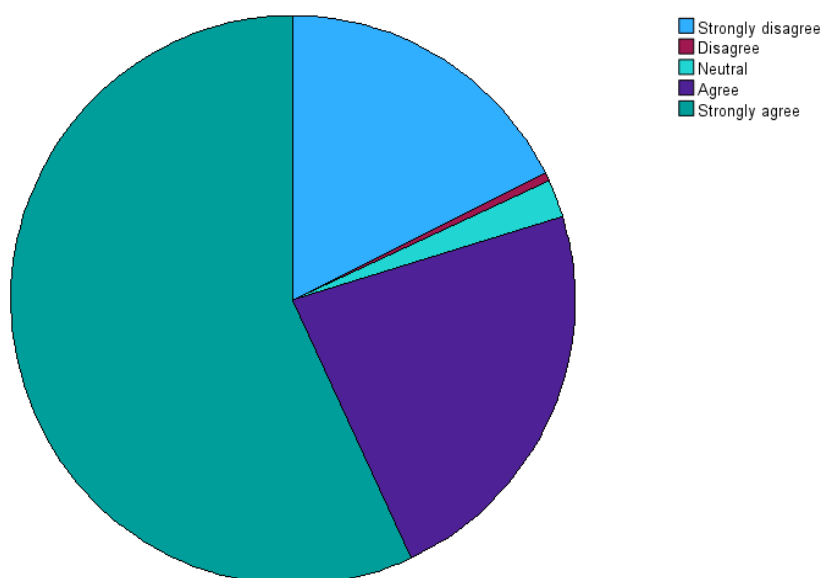


Figure 4.11 Organizational commitment

4.9 Employee Engagement

Table 4.12 Employee engagement

		Frequency	Percent
Valid	Strongly disagree	74	17.6
	Disagree	5	1.2
	Neutral	14	3.3
	Agree	174	41.4
	Strongly agree	153	36.4
	Total	420	100.0

Primary data (source 2024)

Table 4.12 above demonstrates that the bulk of the employee at salaam Somali bank were agreed and strongly agreed respectively 174(41.4%) and 153(36.4%). 74(17.6%), 14(3.3%) and 5(1.2%) of Them Were, strongly disagreed, neutral, and disagreed.

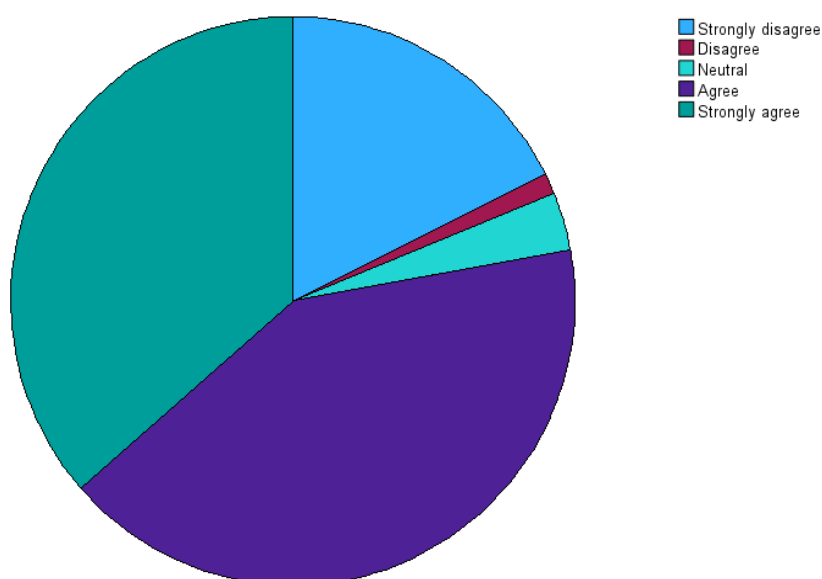


Figure 4.12 Employee engagement

4.10 Transformational Leadership

Table 4.13 Transformational leadership

		Frequency	Percent
Valid	Strongly disagree	101	24.0
	Disagree	7	1.7
	Neutral	12	2.9
	Agree	114	27.1
	Strongly agree	186	44.3
	Total	420	100.0

Primary data (source 2024)

Table 4.13 above demonstrates that the bulk of the employee at salaam Somali bank were strongly agreed and agreed respectively 186(44.3%) and 114(27.1%). 101(24.0%), 12(2.9%) and 7(1.7%) of them were, strongly disagreed, neutral and disagreed respectively that, Leaders in salaam Somali bank inspire and motivate employees, fostering a sense of commitment and engagement

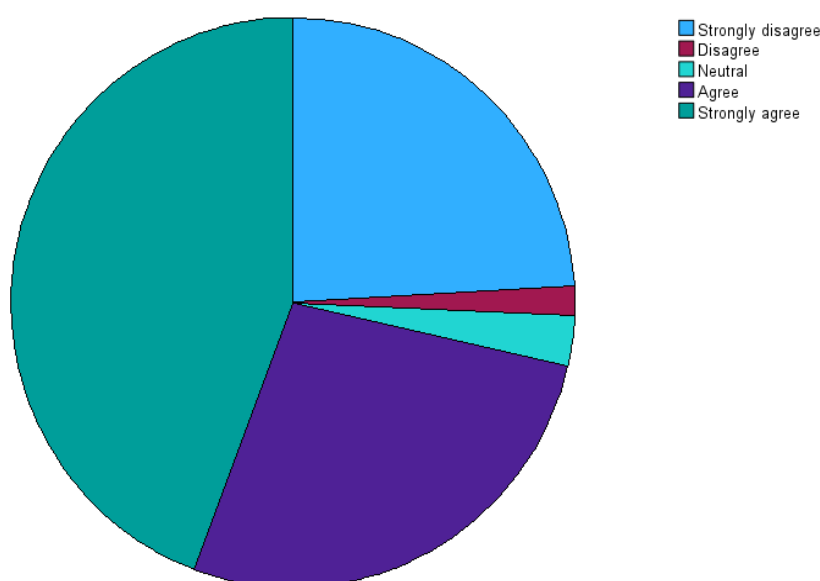


Figure 4.13 Transformational leadership

4.11 Transactional Leadership

Table 4.14 Transactional leadership

		Frequency	Percent
Valid	Strongly disagree	119	28.3
	Disagree	18	4.3
	Neutral	3	.7
	Agree	95	22.6
	Strongly agree	185	44.0
	Total	420	100.0

Primary data (source 2024)

Table 4.14 above demonstrates that the bulk of the employee at salaam Somali bank were strongly agreed and strongly disagreed respectively 185(44.0%) and 119(28.3%). 95(22.6%), 18(4.3%) and 3(0.7%) of Them Were, agreed, disagreed, and neutral, respectively that, Leaders focus on supervision, organization, and performance-based rewards

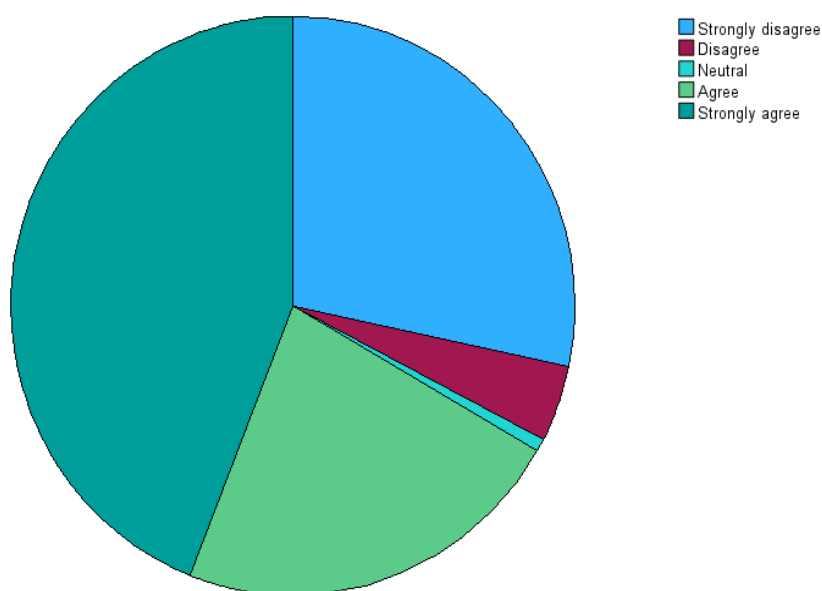


Figure 4.14 Transactional leadership

4.12 Laissez-Faire Leadership

Table 4.15 Laissez-fair leadership

		Frequency	Percent
Valid	Strongly disagree	132	31.4
	Disagree	69	16.4
	Neutral	112	26.7
	Agree	51	12.1
	Strongly agree	56	13.3
	Total	420	100.0

Primary data (source 2024)

Table 4.15 above demonstrates that the bulk of the employee at salaam Somali bank were strongly disagreed and neutral respectively 132(31.4%) and 112(26.7%). 69(16.4%) 56(13.3%), and 51(12.1%) of Them Were, disagreed, strongly agreed and agreed respectively that, Leaders are hands-off, allowing employees to make their own decisions

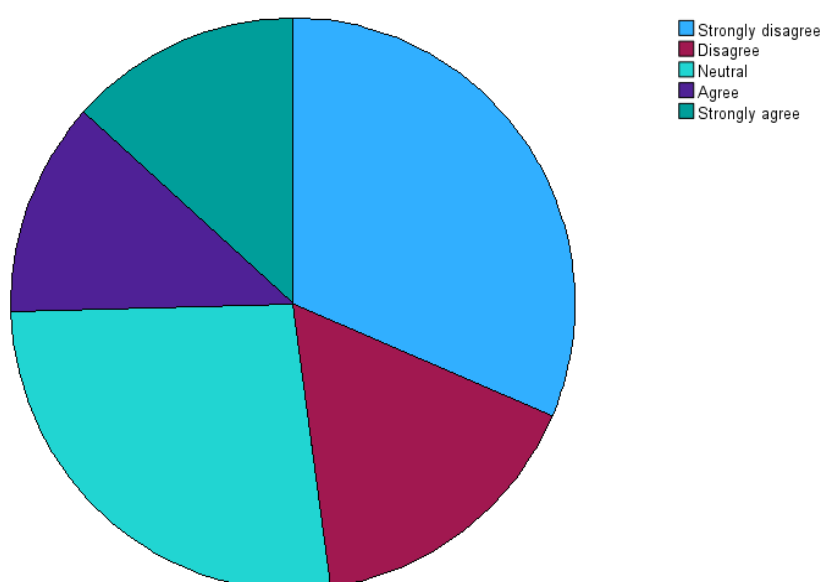


Figure 4.15 Laissez-fair leadership

4.13 Autocratic Leadership

Table 4.16 Autocratic leadership

		Frequency	Percent
Valid	Strongly disagree	86	20.5
	Disagree	4	1.0
	Neutral	10	2.4
	Agree	78	18.6
	Strongly agree	242	57.6
	Total	420	100.0

Primary data (source 2024)

Table 4.16 above demonstrates that the bulk of the employee at salaam Somali bank were Strongly agreed and strongly disagreed respectively 242(57.6%) and 86(20.5%). 78(18.6%), 10(2.4%), and 4(1.0%) of Them Were, agreed, neutral and disagreed respectively that, Leader's in salaam somali bank make decisions without consulting employees

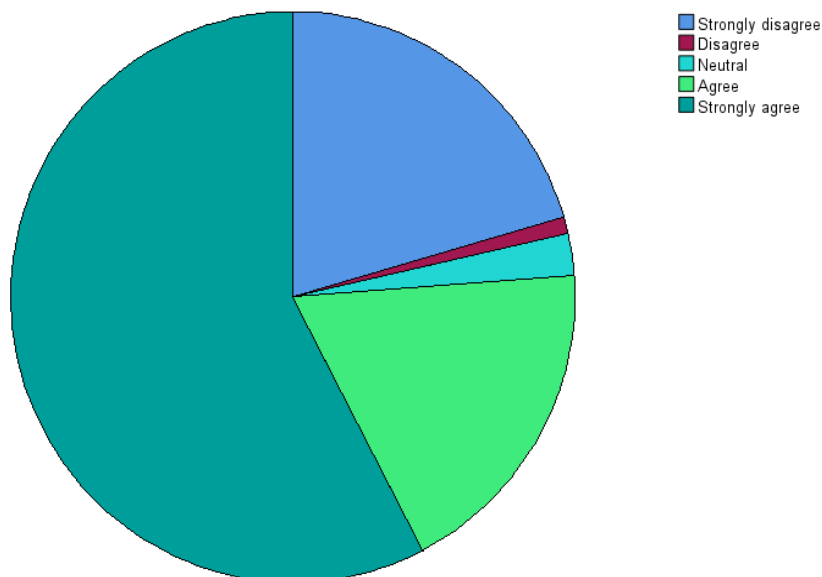


Figure 4.16 Autocratic leadership

4.14 Democratic Leadership

Table 4.17 Democratic leadership

		Frequency	Percent
Valid	Strongly disagree	63	15.0
	Neutral	1	.2
	Agree	187	44.5
	Strongly agree	169	40.2
	Total	420	100.0

Primary data (source 2024)

Table 4.17 above demonstrates that the bulk of the employee at salaam Somali bank were agreed and strongly agreed respectively 187(44.5%) and 169(40.2%). 63(15.0%), and 1(0.2%), of Them Were, strongly disagreed, and neutral respectively that, Leader's involve in decision making process

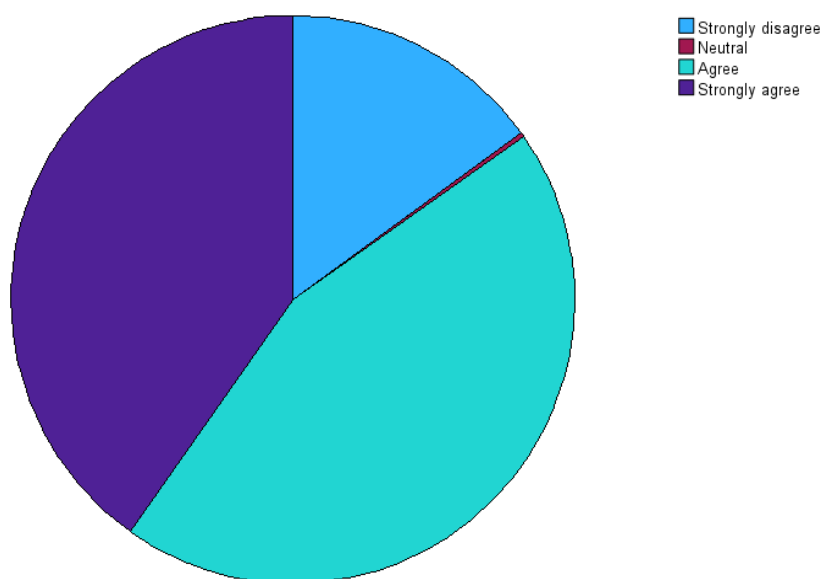


Figure 4.17 Democratic leadership

4.15 Servant Leadership

Table 4.18 Servant leadership

		Frequency	Percent
Valid	Strongly disagree	76	18.1
	Disagree	22	5.2
	Neutral	22	5.2
	Agree	132	31.4
	Strongly agree	168	40.0
	Total	420	100.0

Primary data (source 2024)

Table 4.18 above demonstrates that the bulk of the employee at salaam Somali bank were strongly agreed and agreed respectively 168(40.0%) and 132(31.4%). 76(18.1%), 22(5.2%), and 22(5.2%) of Them Were, strongly disagreed, neutral and disagreed.

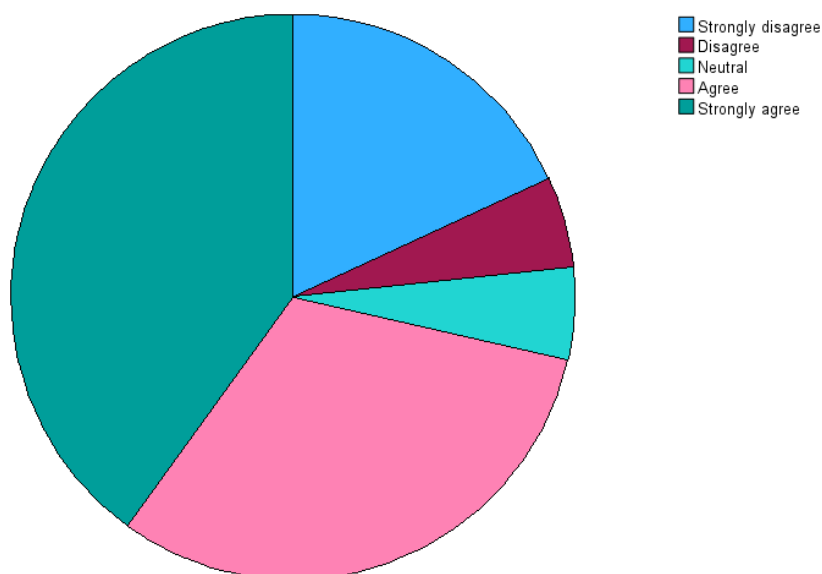


Figure 4.18 Servent leadership

4.16 Charismatic Leadership

Table 4.19 Charismatic leadership

		Frequency	Percent
Valid	Strongly disagree	74	17.6
	Disagree	8	1.9
	Neutral	14	3.3
	Agree	169	40.2
	Strongly agree	155	36.9
	Total	420	100.0

Primary data (source 2024)

Table 4.19 above demonstrates that the bulk of the employee at salaam Somali bank were agreed and strongly agreed respectively 169(40.2%) and 155(36.9%). 74(17.6%), 14(3.3%), and 8(1.9%) of Them Were, strongly disagreed, neutral and disagreed respectively that, Leader's in salaam somali bank may influence through their personal charm and vision

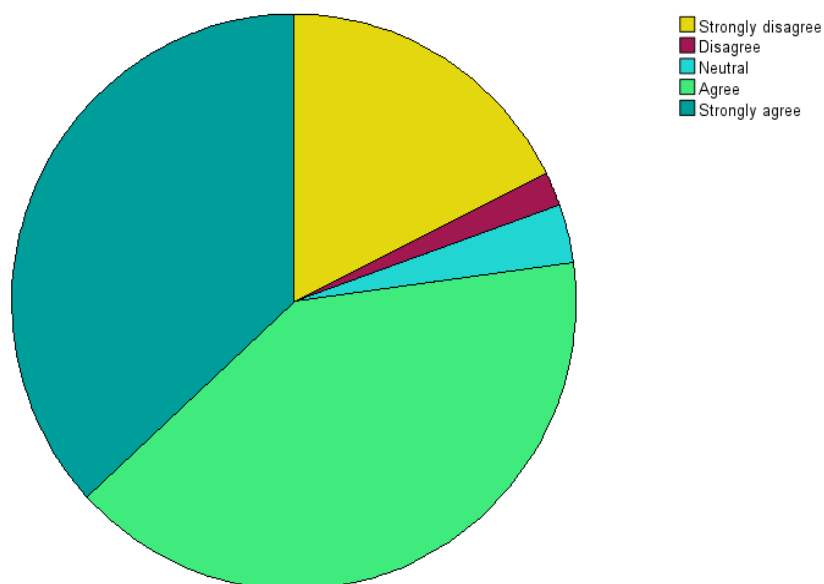


Figure 4.19 Charismatic leadership

4.17 Bureaucratic Leadership

Table 4.20 Bureaucratic leadership

		Frequency	Percent
Valid	Strongly disagree	73	17.4
	Disagree	5	1.2
	Neutral	16	3.8
	Agree	163	38.8
	Strongly agree	163	38.8
	Total	420	100.0

Primary data (source 2024)

Table 4.20 above demonstrates that the bulk of the employee at salaam Somali bank were agreed and strongly agreed respectively 163(38.8%) and 163(38.8%). 73(17.4%), 16(3.8%), and 5(1.2%) of Them Were, strongly disagreed, neutral, and disagreed respectively that, In salaam somali bank would likely involve adherence to established procedures, rules, and regulations within the organization

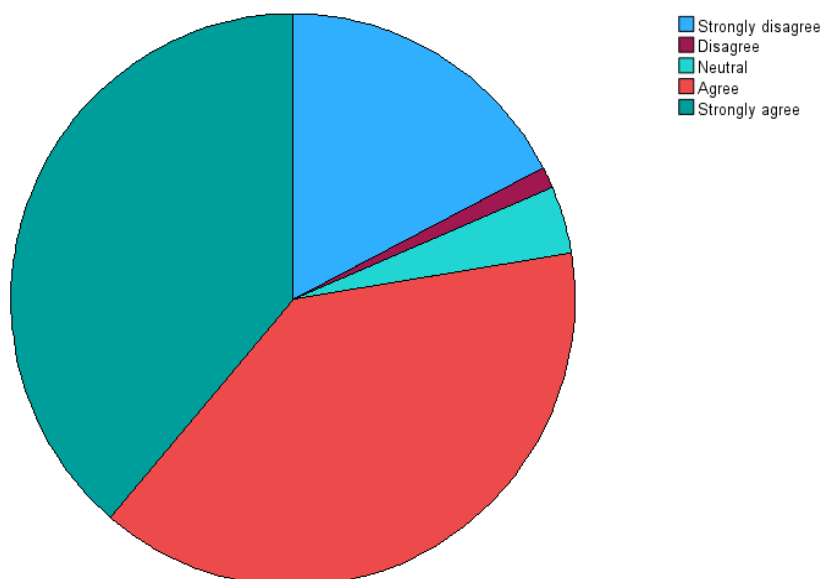


Figure 4.20 Bureaucratic leadership

4.18 Regression Analysis

4.18.1 Motivation and transformational leadership

Table 4.21 Descriptive Statistics

	Mean	Std. Deviation	N
I get opportunities for professional development and advancement, that encourages me to learn new skills, take on challenging projects, and pursue career goals	3.6762	1.57847	420
Leaders in salaam Somali bank inspire and motivate employees, fostering a sense of commitment and engagement	3.6595	1.61016	420

The average response is 3.6762 on a scale, which suggests a moderate to moderately high level of agreement with the statement. This indicates that, on average, employees feel fairly positive about the opportunities for professional development and advancement provided by the bank.

The standard deviation of 1.57847 signifies the presence of a wide range of opinions among employees. Some may feel very positively about the opportunities, while others may not share the same level of enthusiasm.

The average response is 3.6595 on the scale, similar to the first statement. This suggests that employees generally feel positively, but not overwhelmingly so, about the leadership's ability to inspire and motivate them.

The standard deviation of 1.61016 shows a slightly greater discrepancy in reactions relative to the first assertion, this means that there is a broad range of experiences and perceptions about the leaders' ability to inspire and motivate employees

Overall Interpretation both statements have similar mean scores, indicating that employees have a relatively positive view on both the opportunities for professional development and the leadership's ability to inspire and motivate them. However, the standard deviations suggest that there is considerable variation in how individual employees perceive these aspects. Some employees may feel very strongly about these factors, while others may not share the same level of positivity

Table 4.22 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962 ^a	.926	.926	.43028

The value of R is .962. The coefficient of correlation quantifies the degree and orientation of the linear link among independent and dependent variables. An R value of 0.962 signifies a robust positive linear correlation. The R-squared value is 0.926. This statistic indicates the degree to which the variance in the dependent variable may be predicted based on the independent factors. The model accounts for 92.6% of the variation in the dependent variable. The elevated R Square value signifies that the model aligns closely with the data

Adjusted R Square: The value is .926, signifying that the model is well-fitted, even after considering the quality of predictors. Standard error of the estimation: The value is 0.43028, indicating the estimate of the standard of the residuals in the model. This demonstrates the degree of deviation between observed values and predicted values.

Table 4.23 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	966.574	1	966.574	5220.781	<.001 ^b
	Residual	77.388	418	.185		
	Total	1043.962	419			

High F-Statistic: The very high F-statistic (5220.781) signifies that the regression model is a very appropriate alignment with the data explaining a considerable fraction of the volatility in the dependent variable. Low p-value

(<.001): The predictor variable in the model significantly contributes to predicting the dependent variable. in conclusion the outcomes of the regression analysis reveals that, there is a robust correlation that is statistically significant among the independent variables and dependent variables.

Table 4.24 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.224	.052		4.297	<.00
	Leaders in salaam Somali bank inspire and motivate employees, fostering a sense of commitment and engagement	.943	.013	.962	72.255	<.00

- a. Dependent Variable: I get opportunities for professional development and advancement that encourages me to learn new skills, take on challenging projects, and pursue my goals

The standard error of the coefficient quantifies the precision of the coefficient estimates. For the constant, it is 0.052, standard error of 0.043, which indicates how accurate the estimate of the coefficient is by measuring its accuracy. Un-standardized (B): These coefficients denote the precise alteration of the dependent variable resulting from a one-unit variation in the independent variable.

For the independent variable, the coefficient is 0.943, meaning that a one-unit rise in leadership inspiring and motivating employees is correlated with a 0.943 augmentation in professional development opportunities.

Standardized Coefficients (Beta): These coefficients provide the standardized form of the B coefficients. They facilitate the comparison of variables with disparate units. The Beta coefficient for the independent variable is 0.962. The t-value is

72.255, signifying a robust impact, the p-value corresponding to the t-statistic. The value is below 0.001, indicating that the results are statistically significant.

4.18.2 Employee satisfaction and transactional leadership

Table 4.25 Descriptive Statistics

	Mean	Std. Deviation	N
We celebrate milestones and achievements, both individual and team-based, to reinforce positive behavior and motivate employees to continue performing at their best	3.4929	1.72098	420
Leaders focus on supervision, organization, and performance-based rewards.	3.4976	1.70986	420

Mean (3.4929): This represents the average rating given by respondents for this statement. On a typical 5-point Likert scale (where 1 might mean "strongly disagree" and 5 might mean "strongly agree"), a mean of 3.4929 suggests that, on average, respondents slightly agree with this statement. Mean (3.4976): This is the average rating for this statement. Similar to the first assertion, a mean of 3.4976 suggests that respondents, on average, marginally agree with this declaration

Standard Deviation (1.72098): This measures the quantity of variation or distribution in the responses. A standard deviation of 1.72098 indicates a relatively wide range of responses, meaning that there is significant variability in how different employees perceive the celebration of milestones and achievements. Standard Deviation (1.70986): This indicates the variability in responses. A standard deviation of 1.70986, which is slightly lower than that of the first statement, still suggests a wide range of responses but perhaps slightly less variability compared to the first statement

Table 4.26 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.922	.922	.48077

(R) Correlation coefficient quantifies the magnitude and orientation of the linear association among independent variable(s) and the dependent variable. An R value of 0.960 signifies a robust positive linear relationship, signifying that as the independent variable(s) rise, the dependent variable also tends to increase, reflecting a strong correlation.

R Square (R^2) indicates the fraction of fluctuation in the dependent variable that may be anticipated from the independent variable(s). An R^2 score of 0.922 indicates that 92.2% of the variability in the dependent variable is attributable to the independent variable(s). This signifies an excellent alignment of the model with the data.

Adjusted R Square refines the R^2 value to consider the quantity of predictors in the model. It accounts for the possibility of R^2 increasing simply due to adding more predictors, regardless of their relevance. Since the Adjusted R Square is equivalent to R^2 (0.922), it implies that the model is properly stated, and there is no substantial penalty regarding the quantity of predictors used. This value is particularly useful when evaluating models with varying quantities of predictors.

The standard error measures the average divergence of the observed data from the regression line. A standard error of 0.48077 indicates that, on average, the model's predictions diverge by around 0.48077 units. A smaller score indicates more accuracy in the model's predictions.

Table 4.27 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1144.361	1	1144.361	4950.870	<.001 ^b
	Residual	96.618	418	.231		
	Total	1240.979	419			

F-Statistic (4950.870): This is the proportion of the residual mean square to the regression mean square at the end of the analysis. It evaluates whether the model encompasses a substantial portion of the variation in the dependent variable. Statistical Significance ($p < .001$): The p-value is below than 0.001, signifying that the results are statistically meaningful. This indicates a minimal likelihood that the identified association is attributable to arbitrary fortune.

In conclusion the very high F-value (4950.870) and the very low p-value (<.001) indicate the predictor variable significantly influences the responder variable. The model elucidates a large segment of the variation in the response variable, as specified by the high Regression SS relative to the Residual SS. the regression model is of great significant showing that the predictor variable is a strong determinant of the response variable.

Table 4.28 Coefficients

Model	Un standardized Coefficients B Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	.112.053		2.101	.036
Leaders focus on supervision, organization, and performance-based rewards.	.967.014	.960	70.362	<.001

a. Dependent Variable: We celebrate milestones and achievements, both individual and team-based, to bolster excellent conduct and incentivize staff to maintain optimal performance.

Unstandardized Coefficient (B): 0.112, Standard Error: 0.053, This indicates the baseline level of "We celebrate milestones and achievements..." when all other variables are null. In this instance, it's 0.112. The t-value of 2.101 indicates the significance of the intercept, and accompanied by a p-value of .036, it suggests that the intercept is considerably different from zero.

The unstandardized coefficient (B) of 0.967 signifies that for each a-unit rise in the leadership behavior variable, "We celebrate milestones and achievements..." increases by 0.967 units, supposing all other variables remain constant. The standardized coefficient (Beta) of 0.960 signifies the quantity and orientation of the link among the independent and dependent variables subsequent to standardization. The t-value of 70.362 is exceptionally high, indicating that the connection between the statistical significance of independent and dependent variables. A p-value below 0.001 (<.001) signifies that the link is extremely significant.

4.18.3 Communication and democratic leadership

Table 4.29 Descriptive Statistics

	Mean	Std. Deviation	N
Leadership communication at Salaam Somali Bank prioritizes clarity, transparency, and engagement to inspire and empower employees in achieving the bank's mission and goals.	3.9905	1.36086	420
Leaders involve employees in decision-making processes	3.9500	1.32531	420

Mean: 3.9905, Standard Deviation: 1.36086, Number of responses (N): 420, this indicates that, on average, respondents rated leadership communication highly, with a mean score close to 4. This suggests that employees perceive communication at the bank to prioritize clarity, transparency, and engagement, aiming to inspire and empower them to contribute towards the bank's mission and goals. The standard

deviation indicates Variability in replies indicated divergent viewpoints among respondents.

Mean: 3.9500, Standard Deviation: 1.32531, number of responses (N): 420, this suggests that, on average, respondents rated the involvement of leaders in decision-making processes positively, with a mean score close to 4. This implies that employees feel that leaders at Salaam Somali Bank involve them in decision-making to some extent. The standard deviation indicates Disparity in replies indicating that viewpoints differed among participants.

Table 4.30 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.910	.40922

R stands for correlation coefficient, is .954, indicating the magnitude and orientation of the linear connection among the independent variable(s) and the dependent variable. An R value of .954 signifies a robust positive correlation, indicating that the independent factors are strongly predictive of the dependent variable.

The R-squared value of .910 denotes the degree to which the variation in the dependent variable can be predicted by the independent variables. An R Square of .910 indicates that 91% of the variability in the dependent variable is explicable by the independent variables within the model. This indicates that the model possesses substantial explanatory power.

Adjusted R Squared, this figure, called .910, is a revised form of R-Squared that has been calibrated about the quantity of predictors in the model. It considers the declining returns associated with the incorporation of more parameters in the model. Given that the Adjusted R Square is nearly equivalent to the R Square value, the Standard Error, The result of .40922 quantifies the mean deviation of the observed data from the regression line. It offers an estimation of the standard deviation of the residuals (prediction errors). A decreased standard error signifies that the model's predictions exhibit greater accuracy. In this context, a value of .40922 indicates that, on average, the forecasts diverge from the actual values by around .40922 units.

In summary, the regression model has considerable strength, as seen by the elevated R and R Square values. The independent variables collectively explain 91% of the variability in the dependent variable, which is quite substantial. The Adjusted R Square being almost identical to the R Square further strengthens the credibility of the model by indicating that the predictors used are effective without being excessive. Additionally, the standard error suggests that the predictions are reasonably precise. Overall, the model demonstrates a perfect fit to the data.

Table 4.31 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	705.962	1	705.962	4215.599	<.001 ^b
	Residual	70.000	418	.167		
	Total	775.962	419			

The F-statistic of 4215.599, along with a p-value below .001, signifies that the regression model offers a substantially superior fit to the data compared to a model devoid of variables. This indicates that the predictor variable(s) used in the model account for a substantial percentage of the variation in the dependent variable. The regression sum of squares (705.962) significantly exceeds the residual sum of squares (70.000), suggesting that the model considers for a considerable amount of the overall variation in the dependent variable. To summarize the regression model is very significant, accounting for a substantial percentage of the variability in the outcome. The robust f statistic and the minimal p-value suggest that the predictor(s) have a substantial and statistically significant influence on the dependent variable.

Table 4.32 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.122	.063		1.938	.053
	Leaders involve employees in decision-making processes	.979	.015	.954	64.928	<.001

- a. Dependent Variable: Leadership communication at Salaam Somali Bank prioritizes clarity, transparency, and engagement to inspire and empower employees in achieving the bank's mission and goals.

The perpetual (intercept) denotes the expected value of the dependent variable (leadership communication) when the independent variable (employee involvement in decision-making) is zero. Here, the constant is 0.122, which is marginally significant ($p = 0.053$). This suggests that when leaders do not involve employees in decision-making, the baseline level of leadership communication is relatively low.

The unstandardized coefficient for this variable is 0.979, indicating that for each unit increase in employee engagement in decision-making processes, the leadership communication score rises by 0.979 units. The standardized coefficient (Beta) is .954, signifying a robust positive connection between the two variables. The t-value of 64.928 is exceedingly high, and the p-value is below 0.001, demonstrating that this outcome is statistically significant

4.18.4 Training and development and autocratic leadership

Table 4.33 Descriptive Statistics

	Mean	Std. Deviation	N
I clearly define the objectives i want to achieve through training and development, in order to improve productivity, and enhancing customer service	3.9143	1.56857	420
Leader’s in salaam Somali bank make decisions without consulting employees	3.9190	1.57490	420

The average score of 3.9143 signifies that, on average, respondents generally agreed (as 4 would typically correspond to "Agree" on a 5-point Likert scale) that they clearly define objectives for training and development to improve productivity and enhance customer service. comparatively high standard deviation of 1.56857

suggests that there is a considerable amount of variability in the responses, suggesting that while many participants agree with the statement, there are also a significant number of respondents who may feel differently (ranging from strong agreement to strong disagreement).

The mean score of 3.9190 signifies that, on average respondents generally agreed that leaders in Salaam Somali Bank make decisions without consulting employees. The standard deviation of 1.57490, similar to the first item, indicates a high level of variability in responses. This variability suggests that while many respondents agree with this statement, there are also many who disagree or have different opinions on the matter

Table 4.34 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.964	.964	.29942

The correlation coefficient represents (R) is .982, indicating the magnitude and orientation of the linear correlation between the actual and expected values. An R score of 0.982 signifies a robust positive correlation, indicating that the predictors of the model closely align with the current data. R-squared (Coefficient of Determination) This statistic reflects the extent of variance in the dependent variable that can be anticipated from the independent factors. An R Squared of .964 signifies that 96.4% of the variability in the dependent variable is attributed to the model. This indicates that the model aligns closely with the data.

The Adjusted R Square alters the R Square value to consider the quantity of predictors in the model, yielding a more precise evaluation of model fit particularly with numerous predictors. The Adjusted R Squared equals the R-Square (0.964), signifying that the quantity of predictors does not substantially influence the model's explanatory capability. Standard Error of the Estimate This statistic measures the mean deviation of the observed data from the regression line. Standard error of 0.29942 signifies that, on average, the observed values diverge from the expected

values by around 0.29942 units. This value indicates the precision of the model's predictions.

The linear regression model exhibits a robust fit to the data, accounting for 96.4% of the variation in the dependent variable. The correlation coefficient signifies a robust positive linear correlation between observed and anticipated values. The standard error is comparatively poor, signifying that the model's forecasts are very reliable.

Table 4.35 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	993.440	1	993.440	11081.150	<.001 ^b
	Residual	37.474	418	.090		
	Total	1030.914	419			

The regression model encompasses a significant part of the variation in the dependent variable, with a Sum of Squares for Regression of 993.440 out of a total of 1030.914. The F-statistic is exceptionally high (11081.150), signifying that the model is an excellent match. The p-value (<.001) signifies that the likelihood of seeing such an extreme F-statistic under the null hypothesis is below 0.1%, strongly implying a substantial association among the predictor variable and the dependent variable. The Residual Mean Square is minimal (0.090), indicating that the model's predictions closely correspond with the actual results data points. To summarize the analysis of variance demonstrate thatthe regression model exhibits statistical significance. . The F-statistic is 1030.914, and the p-value is below 0.1, indicating that the model fits the data well and that the independent variable(s) significantly predict the dependent variable.

Table 4.36 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.083	.039		2.105	.036
	Leader's in salaam Somali bank make decisions without consulting employee	.978	.009	.982	105.267	<.001

a. Dependent Variable: I clearly define the objectives i want to achieve through training and development, in order to enhance productivity, and enhancing customer service

The constant (intercept) of 0.083 means that when the independent variable ("Leader's in Salaam Somali bank make decisions without consulting employees") is zero, the anticipated value of the dependent variable ("I clearly define the objectives I want to achieve through training and development, in order to improve productivity, and enhancing customer service") is 0.083. The p-value (Sig.) of .036 is below than .05, signifying that the constant is statistically meaningful.

The (B) of .978 signifies that for each unit increment in the independent variable (leaders making decisions without consulting employees), the dependent variable (clearly defining objectives for training and development) increases by 0.978 units. The standardized coefficient (Beta) of 0.982 demonstrates a robust positive relationship among the independent and dependent variables. The T-value of 105.267, with a significance level of less than 0.001, indicates that this relationship is statistically meaningful.

4.18.5 Organizational culture and servant leadership

Table 4.37 Descriptive Statistics

	Mean	Std. Deviation	N
The values believesand norms that characterize the organization. Leadership style can shape and influence the organizational culture, which in turn affects employee performance	3.8167	1.40650	420
Leaders focus on serving the needs of employees and facilitating their growth	3.7000	1.48517	420

Mean (3.8167): On a scale (presumably from 1 to 5), the average response is approximately 3.82. This suggests that respondents moderately agree with this statement, indicating a general consensus that leadership style significantly impacts organizational culture and, consequently, employee performance. Mean (3.7000): This average response is 3.70, indicating moderate agreement with this statement. Respondents generally believe that leaders are somewhat focused on serving employees' needs and facilitating their growth.

Standard Deviation (1.40650): A standard deviation of about 1.41 demonstrates a moderate degree of variability in reactions. This implies that while the average response is around 3.82, individual responses varied, showing that not everyone shared the same level of agreement. With a standard deviation of approximately 1.49, there is a relatively high level of variation in responses. This suggests that opinions on this statement are more diverse, with some respondents strongly agreeing.

Table 4.38 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.819	.818	.59973

R Square: This represents the coefficient of determination. It denotes the fraction of variation in the outcome that may be anticipated from the predictors. An R Square of .819 indicates that 81.9% of the variation in the dependent variable is explained by the independent variables. Adjusted R Square, This is a refinement of R-Squared that accounts for the quantity of predictors in the model. It imposes a penalty for the inclusion of superfluous predictors. The corrected R-squared of 0.818 is nearly equivalent to the R-squared value.

Standard Error, This denotes the mean deviation of the observed data from the regression line. It is an estimation of the standard deviation of the errors or residuals in the forecast. The regression model (Model 1) demonstrates a robust fit to the data, accounting for roughly 81.9% the extent to which the independent variable(s) account for the variance in the dependent variable. The modified R^2 closely approximates R^2 , indicating the potential presence of a singular predictor in the model. The standard error of (0.59973) signifies the predictions of the model are rather precise. This indicates that the model effectively elucidates the link between the predictor and outcome variables.

Table 4.39 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	678.539	1	678.539	1886.529	<.001 ^b
	Residual	150.344	418	.360		
	Total	828.883	419			

The regression model is of considerable importance, as evidenced by the low p-value of the F-statistic (< 0.001). This signifies robust proof for dismissal of the null hypothesis asserting that all regression coefficients are null. The regression model considers a significant amount of variation in the dependent variable, as evidenced by the elevated F-statistic and the considerable ratio. Compare the regression sum of squares to the residual sum of squares. The regression model appears to fit the data effectively and is statistically significant in elucidating the link among the independent and dependent variables.

Table 4.40 Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.646	.079		8.219	<.001
Leaders focus on serving the needs of employees and facilitating their growth	.857	.020	.905	43.434	<.001

- a. Dependent Variable: the values, beliefs, and norms that characterize the organization Leadership style can shape and influence the organizational culture, which in turn affects employee performance

The unstandardized coefficient (B) suggests that for each aunit increase in this variable, the dependent variable (organizational values, beliefs, and norms) is anticipated to rise by 0.857 units. Standardized Coefficient (Beta): This signifies the variable's significance in relation to the other variables in the model. A Beta value of 0.905 indicates a substantial positive influence of this variable on the dependent variable. T-value: This denotes the significance of the correlation between the independent and dependent variables. A t-value of 43.434 indicates a very significant connection. Significance (p-value): This denotes the significance level corresponding to the t-value. The p-value "<.001" signifies that the link is statistically significant at the 0.001 threshold.

4.18.6 Employee engagement and charismatic leadership

Table 4.41 Descriptive Statistics

	Mean	Std. Deviation	N
Improving employee engagement in Salaam Somali Bank requires a multifaceted approach that addresses various aspects of organizational culture, leadership, communication, and employee development	3.7786	1.40949	420
Leaders in salaam Somali bank may influence through their personal charm and vision	3.7690	1.41977	420

The mean score for improving employee engagement in Salaam Somali Bank is 3.7786, with a standard deviation of 1.40949. This signifies that, on average, there is a positive sentiment in the direction of the need for a multifaceted approach to enhance employee engagement. However, the standard deviation suggests there is variability in opinions among respondents. The mean score for leaders influencing through personal charm and vision is 3.7690, with a standard deviation of 1.41977. This indicates that there is also a generally positive perception regarding the influence of leaders through their personal attributes and vision. Similarly, there is variability in opinions among respondents, as represented by the standard deviation.

Table 4.42 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 ^a	.932	.932	.36767

The correlation coefficient typically denoted as R. It measures the extent and direction of the linear relationship between the independent variable(s) and the dependent variable. The value is .965, signifying a robust positive correlation. Coefficient of Determination: Commonly referred to as the coefficient of

determination, R2 denotes the fraction of variation in the dependent variable that can be anticipated from the independent variable(s). The value .932 indicates that around 93.2% A portion of the variance in the dependent variable is explained by the independent variable(s).

Adjusted R Square, This metric modifies the R2 valuedetermined by the number of predictors in the model. It imposes a penalty for including variables that do not enhance the model's fit. An adjusted R2 of 0.932 indicates that the independent variable(s) in this model are substantial predictors of the dependent variable. Standard Estimate Error: This refers to the estimated standard deviation of the residuals in forecasting the dependent variable. It assesses the precision of the regression model. A lower number signifies superior model fit. The value is .36767. The findings indicate that the model well fits the data, demonstrating a strong correlation and a significant fraction of variation attributed to the independent variable(s).

Table 4.43 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	775.902	1	775.902	5739.774	<.001 ^b
	Residual	56.505	418	.135		
	Total	832.407	419			

The regression model comprehensively constitutes a significant fraction of the variation in the dependent variable. The F-value of 5739.774 signifies that the model is extremely significant, with a minimal possibility of achieving such a result by random chance (<.001). The residual signifies the unaccounted variance in the dependent variable subsequent to considering the influence of the independent variable(s). It is the disparity between the actual values and the values forecasted by the model. The regression model demonstrates a strong appropriate for the data, as indicated by its high significance level and the proportion of variation accounted for.

Table 4.44 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.166	.051		3.259	.001
	Leaders in salaam Somali bank may influence through their personal charm and vision	.958	.013	.965	75.761	<.001

- a. Dependent Variable: Improving employee engagement in Salaam Somali Bank requires a multifaceted approach that addresses various aspects of organizational culture, leadership, communication, and employee development.

The constant (.166) signifies the anticipated value of the dependent variable (enhancing employee engagement) when all independent factors are null. This represents the anticipated degree of staff participation in the absence of leadership influence at Salaam Somali Bank. This independent variable appears to exert a considerable influence on employee engagement. The unstandardized coefficient (.958) signifies that for every unit rise in leader influence, the anticipated employee engagement score rises by .958 units. The standardized coefficient (.965) signifies that this variable exerts a substantial positive influence on employee engagement, with a beta value nearing 1.

The T-value (75.761) signifies the importance of the correlation between leaders' influence and employee engagement. The elevated T-value indicates that the correlation is statistically significant. Significance Level (Sig.): The significance level (<.001) demonstrates that the connection between leaders' influence and employee engagement is very significant. This indicates that it is quite improbable to witness such a robust correlation in the sample if no genuine link exists in the population.

4.18.7 Organizational commitment and bureaucratic leadership

Table 4.45 Descriptive Statistics

	Mean	Std. Deviation	N
a result of salaam Somali bank's leadership style, employees have an emotional connection to the company and are loyal to it	4.0095	1.48337	420
in Salaam Somali Bank would likely involve adherence to established procedures, rules, and regulations within the organization	3.8048	1.41589	420

The fact that Salaam Somali Bank's leadership style received a mean score of 4.0095 suggests that workers have a strong positive attitude toward their emotional connection and loyalty to the bank on account of its leadership style. The standard deviation of 1.48 suggests that while the majority of employees feel a strong emotional connection, there is some variability in the extent of this connection among individuals..

The fact that the mean score for the organization is 3.8048 indicates that the majority of employees are in agreement that there is a solid adherence to the processes, rules, and regulations that have been set within the firm. There is a moderate amount of diversity in replies, as indicated by the standard deviation value of 1.41589, showing that while most employees agree, there is some variation in the extent of this adherence.

In conclusion data suggests that Salaam Somali Bank's leadership style has fostered a high degree of emotional connection and loyalty among employees, while also ensuring adherence to organizational procedures, rules, and regulations. Both mean scores are quite high on a typical 5-point scale, highlighting overall positive employee perceptions in these areas.

Table 4.46 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.803	.803	.65853

R, which quantifies the strength and direction assuming the linear correlation between observed and anticipated values. An R value of 0.896 signifies a robust positive connection. R Square (R^2): indicates the ratio of variation in the dependent variable that can be forecasted from the independent variables. An R^2 score of .803 indicates that 80.3% of the variation in the dependent variable is accounted for by the model.

Adjusted R Squared, this modifies the R^2 value to account for the quantity of predictors in the model. It is advantageous for comparing models with varying quantities of predictors. An Adjusted r square of .803 indicates that after accounting the quantity of predictors, the model continues to elucidate 80.3% of the variation in the dependent variable. The Standard Error quantifies the mean deviation of the observed data derived from the regression line. A standard error of .65853 signifies the mean divergence of the observed data from the anticipated values. Your model has robust predictive capability, as seen by the elevated R, R^2 , and Adjusted R^2 values, alongside a comparatively low standard error.

Table 4.47 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	740.693	1	740.693	1708.018	<.001 ^b
	Residual	181.269	418	.434		
	Total	921.962	419			

The regression considers a significant amount of the volatility in the dependent variable. The regression total of squares (740.693) significantly exceeds the residual sum of squares (181.269), suggesting a robust association between the predictor variable and the outcome variable. The F-statistic of 1708.018 is significantly elevated, while the corresponding p-value (<.001) is exceedingly low.

This signifies that the whole regression model demonstrates statistical significant, implying a minimal likelihood that the observed association is attributable to random chance. The p-value signifies the probability of the observed F-statistic arising on the expectation that the null hypothesis is valid. A p-value below than.001 signifies that the regression model is very significant. The overall variation in the data (SS overall) is 921.962, with the regression model accounting for 740.693 of this variation. This indicates that a significant fraction of the overall variability is explained by the model. To summarize this study verifies the regression model adequately fits the data, and the included predictor variable is extremely significant in elucidating the variation in the outcome.

Table 4.48 Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.437	.092		4.735	<.001
in Salaam Somali Bank would likely involve adherence to established procedures, rules, and regulations within the organization	.939	.023	.896	41.328	<.001

a. Dependent Variable: a result of salaam Somali bank's leadership style, employees have an emotional connection to the company and are loyal to it

The unstandardized coefficient (B) for the constant is 0.437. This number indicates the anticipated degree of workers' emotional attachment and allegiance to Salaam Somali Bank when the independent variable (compliance with processes, rules, and regulations) is null. The constant possesses a t-value of 4.735 and a significance level of <0.001, signifying its statistical importance. This indicates that the baseline emotional connection and loyalty of workers is markedly greater than zero, regardless the impact of the independent variable.

The unstandardized coefficient (B) is 0.939. This signifies that for each one unit enhancement in adherence to procedures, standards, and requirements, there is an anticipated gain of 0.939 units in workers' emotional attachment and allegiance to the bank. The standardized coefficient (Beta) is .896, indicating a robust positive correlation between compliance with processes, rules, and regulations and employees' emotional attachment and loyalty. A Beta value around 1 signifies a robust correlation. The t-value for this variable is 41.328, and the significance level is <0.001 , signifying that the correlation between adherence to procedures, rules, and regulations and workers' emotional attachment and loyalty is statistically significant.

4.18.8 Work environment and Laissez-fair leadership

Table 4.49 Descriptive Statistics

	Mean	Std. Deviation	N
work environment at Salaam Somali Bank may vary based on factors such as company culture, management style, and branch location	3.2095	1.60069	420
Leaders are hands-off, allowing employees to make their own decisions	2.5952	1.38453	420

Mean 3.2095 this suggests that, on average, respondents rated the work environment at Salaam Somali Bank slightly above neutral on a scale that likely ranges from 1 to 5 (with 1 being very negative and 5 being very positive). This implies a somewhat positive perception of the work environment. A standard deviation of 1.60069 demonstrates a considerable range in reactions. This means that employees' perceptions of the work environment vary significantly, likely influenced by factors such as company culture, management style, and branch location.

Mean 2.5952 This mean indicates that, on average, respondents rated the statement "Leaders are hands-off, allowing employees to make their own decisions" slightly below neutral. This suggests that employees perceive the leadership style as

somewhat hands-off but leaning towards disagreement with the statement, indicating that leaders may not be as hands-off as the statement suggests. The standard deviation of 1.38453 shows a modest degree of variability in responses. This indicates some differences in opinions among employees about the hands-off leadership style, though less variability compared to the work environment responses

Table 4.50 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.837 ^a	0.701	.701	.87591

A result of 0.837 indicates a robust positive connection. This indicates that as the independent variable(s) rise, the dependent variable too generally increases. R-Square of .701 indicates that 70.1% of the variability in the dependent variable is accounted for by the independent variable(s) in the model. This score is comparatively high, signifying an appropriate fit for the model. The Adjusted R-Square validates the model's quality of fit, accounting the quantity of predictors (Adjusted R Square = .701). A standard error of 0.87591 indicates that, on average, the model's predictions diverge from the actual data by around 0.876 units. This number aids in evaluating the precision of the forecasts. In summary the regression model indicates a robust affirmative linear correlation between the independent and dependent variables ($R = 0.837$).

Table 4.51 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	752.862	1	752.862	981.279	<.001 ^b
	Residual	320.700	418	.767		
	Total	1073.562	419			

The sum of squares due to regression (752.862) significantly exceeds the residual sum of squares (320.700), demonstrates that the model accounts for a considerable amount of the overall variability. The mean square for the regression is substantially greater than the mean square for the residual, underscoring the model's efficacy. The model has an F-statistic of 981.279, signifying a robust correlation

among the predictor variable and the dependent variable. This signifies that the p-value is below 0.001, indicating that the regression model is statistically significant.

Table 4.52 Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.697	.091		7.668	<.001
Leaders are hands-off, allowing employees to make their own decision	.968	.031	.837	31.325	<.001

a. Dependent Variable: work environment at Salaam Somali Bank may vary based on factors such as company culture, management style, and branch location

The constant term (0.697) signifies the anticipated value of the outcome variable (work environment) when the predictor variable equals null. The t-value (7.668) and p-value (<0.001) demonstrate that the intercept is statistically significant, signifying it is markedly different from zero. The unstandardized coefficient (0.968) specifies that for every unit increase in the predictor variable (leaders adopting a hands-off approach), the dependent variable (work environment) is anticipated to rise by .968 units, assuming all other factors remain constant. The standardized coefficient (Beta) of .837 signifies a robust positive association between the predictor and the outcome. The elevated t-value (31.325) and exceedingly low p-value (<0.001) indicate that this link is statistically significant.

5 RECOMMENDATION AND CONCLUSION

5.1 Conclusion

This study seeks to investigate the correlation between leadership style and employee performance at Salaam Somali Bank. This research project primarily aims to evaluate the impact of transformational leadership on employee performance at Salaam Somali Bank, analyze the effect of leadership style on employee motivation and job satisfaction, and investigate the influence of leadership style on employee performance at Salaam Somali Bank. This research will examine the impact of leadership style on staff performance at Salaam Somali Bank.

Examples of various types of leadership are provided in the following list: The leadership style known as transactional leadership is a distinct category of leadership that concentrates an emphasis regarding oversight, structuring, or execution. This style of leadership is also known as transactional leadership. In the framework pertaining to the Full Range Leadership Model, this Specific leadership style is an essential Component that needed to be taken into consideration. Transactional leadership is a type of leadership that is differentiated by the employment of both incentives and penalties in order to urge followers to comply with the direction that is given by the leader. This type of leadership is also 'known as "transactional leadership." It has been demonstrated that transformative leadership possesses the ability to lead to improvements in both the motivation and productivity of workers.

On the other hand a solution that is universally applicable might not be appropriate for every circumstance. The ability to be flexible and sensitive to the requirements of one's team is a vital quality for leaders to possess. Creating a healthy work environment that encourages employee involvement and, ultimately, the success of the business may be accomplished by Salaam Somali Bank through the implementation of leadership development programs, the promotion of open communication, and the acknowledgment of exceptional performance. One benefit of democratic leadership is that it fosters an environment where ideas may flow freely

and builds trust and respect among team members. On the other hand, democratic leadership can be time-consuming to execute decisions and frequently involves dealing with rejection. Important Qualities of Inclusive Democratic Leadership: Democratic leaders, irrespective of their position in the hierarchy, promote transparent communication and include team members in decision-making

5.2 Recommendation

- The implementation of training programs to enhance transformational leadership abilities among managers is an important component of transformational leadership training. The Staff are inspired and motivated by transformational leaders, which ultimately results in greater levels of performance. It is possible that the company will reap long-term advantages from making an investment in leadership development.
- Establishing frequent feedback channels that allow workers to voice their ideas and issues regarding leadership styles is an important step in the organizational development process. This will assist leaders in understanding the influence they have on the performance of their employees and in making any required modifications.
- In order to foster flexibility in leadership approach, it is important to encourage leaders to adopt a leadership strategy that is adaptable to particular circumstances. It is possible that transformational leadership is beneficial in certain circumstances; yet, other circumstances may call for a more democratic or laissez-faire strategy for leadership. An environment that is conducive to good work may be created by allowing leaders the freedom to modify their management style.
- The implementation of a system that recognizes and rewards workers and executives who exhibit excellent performance is an important step in the recognition and reward process. Recognition not only helps leaders to retain successful leadership styles that improve employee performance, but it also reinforces the actions that are sought through reinforcement.
- Training in Communication: offer leaders with training in communication in order to increase their capacity to communicate expectations, offer constructive criticism, and cultivate a culture of open communication within

their teams. The establishment of trust and a sense of rapport between leaders and employees is dependent upon the effectiveness of communication.



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7 APPENDIX

Appendix A Survey Questionnaire

Thank you for your participating in this questionnaire, please read through the entire questionnaire, understand the questions and the context to ensure you're answering accurately, this will also help you gauge how much time it will take.

Demographic characteristics:

a. Gender of the respondents

1. Male
2. Female

b. Age of the respondents

1. 18-25
2. 25-30
3. 30-40
4. 41 and above

c. Educational level

1. Diploma
2. High school
3. Bachelor degree
4. Master degree
5. Phd

d. Work experience

1. 1-2 year's
2. 2-4 year's
3. 4-7 year's
4. 8 and above

Please specify your level of agreement with the following statements in your workplace:

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

Motivation

1.1.I get opportunities for professional development and advancement that encourages me to learn new skills, take on challenging projects, and pursue career goals.

a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Employee Satisfaction

1.1.We celebrate milestones and achievements, both individual and team-based, to reinforce positive behavior and motivate employees to continue performing at their best.

a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Training and Development

1.1. I clearly define the objectives i want to achieve through training and development, in order to improve productivity, and enhancing customer service

a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Communication

1.1.Leadership communication at Salaam Somali Bank prioritizes clarity, transparency, and engagement to inspire and empower employees in achieving the bank's mission and goals.

a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Work Environment

1.1. Work environment at Salaam Somali Bank may vary based on factors such as company culture, management style, and branch location.

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Organizational Culture

1.1.The values believes and norms that characterize the organization. Leadership style can shape and influence the organizational culture, which in turn affects employee performance.

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Organizational Commitment

1.1.a result of salaam Somali bank's leadership style, employees have an emotional connection to the company and are loyal to it.

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Employee Engagement

1.1.Improving employee engagement in Salaam Somali Bank requires a multifaceted approach that addresses various aspects of organizational culture, leadership, communication, and employee development.

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Transformational leadership

1.1.Leaders in salaam Somali bank inspire and motivate employees, fostering a sense of commitment and engagement.

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Transactional leadership

1.1.Leaders focus on supervision, organization, and performance-based rewards

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Laissez-faire leadership

1.1. Leaders are hands-off, allowing employees to make their own decisions

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Autocratic leadership

1.1. Leaders in Salaam Somali bank make decisions without consulting employees

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Democratic leadership

1.1. Leaders involve employees in decision-making processes

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Servant leadership

1.1. Leaders focus on serving the needs of employees and facilitating their growth

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Charismatic leadership

1.1. Leaders in Salaam Somali bank may influence through their personal charm and vision

- a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree

Bureaucratic leadership

1.1. In Salaam Somali Bank would likely involve adherence to established procedures, rules, and regulations within the organization.

a. Strongly Disagree b. Disagree c. Neutral d. Agree e. Strongly Agree



8 CURRICULUM VITAE

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