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Impact of Leadership Styles on Employee Performance in Hormuud Telecom, Mogadishu, Somalia

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ABSTRACT

This study investigates the impact of leadership styles on employee performance at Hormuud Telecom in Mogadishu, Somalia. Employing Partial Least Squares (PLS) regression and a sample of 150 employees, the study examines the effects of Autocratic, Democratic, and Transformational leadership styles on employee performance. The findings revealed that Democratic Leadership (DL) and Transformational Leadership (TL) significantly enhanced employee performance, whereas Autocratic Leadership (AL) did not exhibit a significant impact. These results highlighted the importance of participative decision-making and visionary leadership in boosting employee motivation and productivity. The study contributes to understanding effective leadership practices in the telecommunications industry in Somalia and suggests that organizations should emphasize democratic and transformational leadership to improve performance. Future research should focus on the long-term effects of leadership styles and consider additional contextual factors to provide a more comprehensive understanding of their impact on employee performance.

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Nowadays, organizations are working in highly competitive Markets. A good leadership style is needed to run the organization successfully. To make the organization more successful, it needs its employee performance, and workforce performance depends on the leader or supervisor (Agarwal, 2020). A better leader can increase individual employee performance by making a good leadership style and holding the highest performance and well-talented

employees within the company because he understands that high-performance employees are rare or unique tangible resources of the organization (Hajjali et al., 2022; Maamari & Saheb, 2018).

In this study, three types of leadership were identified: authoritarian, democratic, and transformational leadership. These styles are selected because they assume a wide-ranging categorization of managerial behavior, and each style has unique features that may affect employees' performance in various ways. The authoritarian style is one where decision-making is centralized, and the leaders are highly authoritative and control the employees (Schaubroeck et al., 2017). The communication structure adopted by the democratic style is open to employee input in decision-making, and therefore, they are involved more (Haryanto et al., 2022). The transformational style is directed at changing the culture and leadership of an organization and prodding its employees to perform in ways that might be beyond their capability (Bakker et al., 2023). It is crucial to investigate these leadership styles as the identified practices are typical examples of leadership styles most often witnessed in organizations today and have appreciable effects on employees' performances. They give valuable recommendations aimed at enhancing dynamic management throughout different industrial sectors.

Leadership style is one of the most essential elements influencing how well people perform in a company. Additionally, a leader can regulate, motivate, persuade, and steer followers to focus on volunteering and raising awareness to accomplish a specific objective (Abdullahi et al., 2020; Baharee Jaafar et al., 2021). A company's or organization's leadership determines its success or failure; a successful leadership style will influence the organization's ability to adapt to changing circumstances and overcome obstacles. The traits of a good leader have a significant impact on the leadership style that makes them effective. It depends on the leader's skills (Saputra, 2021).

The ability and willingness of employees to carry out necessary tasks or jobs, which key result areas or key performance indicators can monitor, is referred to as employee performance. These declarations outline expectations for a person or group regarding timeliness, quantity, and quality (Maryani et al., 2021; Riyanto et al., 2021). Moreover, employee performance is how your Workforce performs its everyday activities in your company, which will affect your business's success or failure. Employee performance is determined by factors such as quality, quantity, and efficiency of employees and the characteristics your employees display in the workplace (Kesumawatie et al., 2021).

An effective leadership style actively contributes to enhancing employees' integrity and productivity. The ability to foster strong employee performance is primarily contingent upon the leadership style employed, be it democratic or autocratic (Riyanto et al., 2021). In addition, a separate study conducted by (Alvi et al., 2020) investigated the impact of leadership style on employee performance. This study elucidated that the autocratic leadership style detrimentally influences employee performance. It demonstrates that the autocratic leadership style engenders a decline in employee productivity, and any endeavor to implement such a style ultimately diminishes employee motivation, sense of belonging, and overall performance.

Moreover, another study (Taylor-Ghampson, 2020) focused on the effect of leadership styles on employee performance. The researcher found that the autocratic leadership style has a positive effect on employee performance and that there is a positive correlation between it and employee performance.

From this perspective, the influence of Hormuud Telecom as one of the most successful telecommunication companies in Somalia exemplifies a critical necessity for proper leadership. The company is established in a dynamic environment that poses high levels of competition, thus requiring the employees to deliver positive outcomes that will enable the firm to retain its market standing and deliver quality services. Nonetheless, as it relates to the fourth trend, Hormuud Telecom has yet to achieve efficiency in the performance of the employees; this is a result of inconsistencies that stem from leadership practices. This issue has necessitated understanding the effects of different leadership types on employees' performance in the company. The complexity of predicting and influencing the factors in employee performance in organizations makes such a study relevant for the case of Hormuud Telecom with the following research question.

Regarding its contribution to knowledge, this research addresses an under-studied area of the telecommunication sector in Somalia. Therefore, unlike most literature focusing on leadership and style in other parts of the world and other sectors, this research contributes to the knowledge required about leadership within the context of Somalia. This research can benefit other organizations in Somalia and similar settings by comparing the effects of leadership styles on employee performance. Furthermore, the study contributes to practical knowledge by providing usable solutions for Hormuud Telecom to enhance leadership behavior and achieve performance enhancement and organizational effectiveness.

Khan et al. (2020) presented contrasting perspectives on leadership styles and their impact on employee performance. Despite the abundance of global research on this subject, it is imperative that we specifically examine the influence of leadership styles on employee performance within the telecommunication sector in Somalia. This work is original because it concentrates on one of the most reputable Somali telecommunication firms, Hormuud Telecom, and its specific market environment. Unlike previous research efforts, which compare the results across different industries and geographic locations, this study outlines specific recommendations that can be implemented to enhance practices within Hormuud Telecom and other organizations in Somalia. The main objective of this study is to analyze the influence of different leadership styles on employee performance at Hormuud Telecom in Mogadishu, Somalia. The study seeks insights into the most successful leadership styles for boosting employee performance in a telecommunication firm in Somalia by comprehending these dynamics. More precisely, the study will focus on the following goals: a) to examine the impact of authoritarian leadership style on employee performance, 2) to explain the impact of democratic leadership style on employee performance, and 3) to elucidate the impact of transformational leadership style on employee performance.

Literature Review

Autocratic Leadership Style

Autocratic leadership, or authoritarian leadership, involves central control, where the leader makes most or all decisions without seeking much input from subordinates. This style gives the leader complete control and power over policies and all other organizational activities and goals, often with little input or activeness from the other organizational members (Chukwusa, 2018). However, this style leads to low morale, low job satisfaction, and low creativity among employees, and this style is instrumental here when there is a need to make many decisions and

where there is a need for tight control (Schaubroeck et al., 2017). The theoretical foundation for this style is rooted in transactional leadership theory, where the leader's authority is established through a rigid hierarchical structure, and compliance is ensured through close monitoring and control (Alrowwad et al., 2020). This framework suggests that the efficacy of autocratic leadership is context-dependent, particularly suitable in environments requiring stringent control and quick decision-making. However, the literature also indicates that such an approach might stifle innovation and long-term organizational commitment, leading to adverse outcomes in dynamic industries like telecommunications (Decuypere & Schaufeli, 2019).

Research has revealed that an autocratic approach is suitable for productivity in the short run, mainly when the workers perform repetitive tasks without creativity. However, this leadership style may harm employee engagement and organizational commitment (Huang et al., 2015). Such a leadership situation is unproductive, which decreases employee morale and increases turnover, thereby lowering productivity (De Hoogh & Den Hartog, 2008).

There is also the influence of culture that should be considered when using an autocratic leadership style. Despotic work may be more welcomed and beneficial in a culture that embraces and supports a top-down management style. On the other hand, this type of impression management will be closely resisted in egalitarian cultures and lead to poor performance (Liphadzi et al., 2015). Previous studies have not fully explored how cultural dynamics influence the effectiveness of autocratic leadership in diverse organizational settings, leaving a gap in understanding its applicability across different cultural contexts. While autocratic leadership may be effective where clear objectives need to be achieved in the shortest time possible, the adverse effects of this type of leadership on the morale and creativity of employees override this advantage (Abasilim et al., 2019; Harms et al., 2011).

Democratic Leadership Style

Democratic or participative leadership encourages the participation of team members in decision-making processes. This style involves working together, constant communication, and consultations with the team members (Iqbal et al., 2015). Democratic Leaders may involve subordinates in decision-making processes, thus promoting satisfaction with jobs, higher motivation, and enhanced performance due to the delegation of responsibilities and accountability among the employees (Oh et al., 2023; Wang et al., 2005). The underpinning theoretical framework for democratic leadership aligns with the principles of shared leadership theory, where leadership is distributed among team members, fostering a collaborative environment (Hilton et al., 2021). This approach is particularly relevant in knowledge-intensive industries, where innovation and creativity are paramount. However, the literature reveals a potential gap in understanding how democratic leadership impacts performance in high-pressure environments like telecommunications, where decision-making speed is critical (Cheong et al., 2019).

Various studies show that utilizing democratic leadership positively impacts organizational performance because it involves everyone in the Workforce (Fakhri et al., 2021; Scott & Klein, 2022). It can also strengthen problem-solving and creativity as employees expect to be included in the process and give their optimum performance. In addition, democratic leadership leads to a favorable organizational climate in which trust and respect dominate, increasing employee motivation and productivity (Haryanto et al., 2022).

However, in a democratic leadership structure, people are expected to communicate and coordinate, which may take a lot of time and reduce the rate at which decisions are made. This could be a disadvantage in fast-paced environments (Cheong et al., 2019). However, the advantages of having higher employee engagement and the capacity to come up with solutions that may be superior outweigh the negative aspects. Despite the growing body of research on democratic leadership, there remains a gap in the literature regarding its long-term impact on organizational adaptability in rapidly evolving industries like telecommunications. This study seeks to fill this gap by exploring how democratic leadership influences employee performance in a sector characterized by rapid technological advancements. Organizational performance and employees' effectiveness can be boosted by integrating democratic leadership styles (Jing et al., 2022).

Transformational Leadership

Transformational leadership is one of the leadership styles where change or transformation is prompted with charisma to encourage employees to embrace personal interest that also benefits the organization (Mansaray & Elsan, 2019). Through posting a mission to improve the future organizational environment, transformational leaders convey this vision knowledgeably and persuasively and encourage performers to do their best to achieve organizational goals (Bakker et al., 2023). This leadership style is grounded in transformational leadership theory, which emphasizes the role of leaders in inspiring and motivating employees to exceed their expectations and achieve higher levels of performance (Xie, 2020). The theory posits that transformational leaders create a sense of purpose and belonging among employees, fostering an environment conducive to innovation and excellence. However, there is a notable gap in understanding how transformational leadership specifically impacts performance in sectors undergoing rapid technological changes, such as telecommunications.

Research shows this leadership approach results in more committed, innovative, and productive employees. Skill development entails enhancing the competency of employees through training and personal development, which would result in a competent organizational workforce (Akdere & Egan, 2020; Zia et al., 2022). This focus on development helps improve individual performance within the business and the general organizational performance. Research has established that transformational leadership has a positive relationship with performance indicators such as organizational productivity, efficiency, and staff engagement (Hussain & Khayat, 2021).

Furthermore, transformational leadership fosters a good organizational culture whereby everyone is productive in ways not limited to their contracts or employment contracts (Jaroliya & Gyanchandani, 2021). Through a robust organizational vision, transformational leaders can take organizations to perform really well and make employees embrace change and innovation. This leadership style is especially predominant where effective changes and ongoing learning are fundamental in the setting (Grass et al., 2020; Madi Odeh et al., 2023).

The present study aims to address these gaps by exploring how transformational leadership impacts employee performance in the context of a rapidly evolving telecommunications sector. By examining the relationship between leadership styles and employee outcomes in Hormuud Telecom, this research seeks to provide insights into how leadership can be leveraged to enhance organizational performance and employee satisfaction.

Employee Performance

Employee performance is an essential factor in organizations since it has an impact on the company's success and may be affected by factors such as leadership, job satisfaction, and culture (Jamali et al., 2022). High employee performance is defined by the qualitative or quantitative improvement in the number of tasks completed, the quality of the output, and the efficiency in achieving organizational objectives. Leadership influences employee performance by setting guidelines and expectations for the employees to follow, encouraging them, and promoting their work (Dwivedi et al., 2020). The literature suggests a strong correlation between leadership styles and employee performance, with different leadership approaches yielding varying outcomes. However, a critical gap remains in understanding how specific leadership styles influence employee performance in the telecommunications sector in Somalia, particularly in organizations like Hormuud Telecom. This study seeks to fill this gap by providing empirical evidence on the impact of autocratic, democratic, and transformational leadership styles on employee performance within this context.

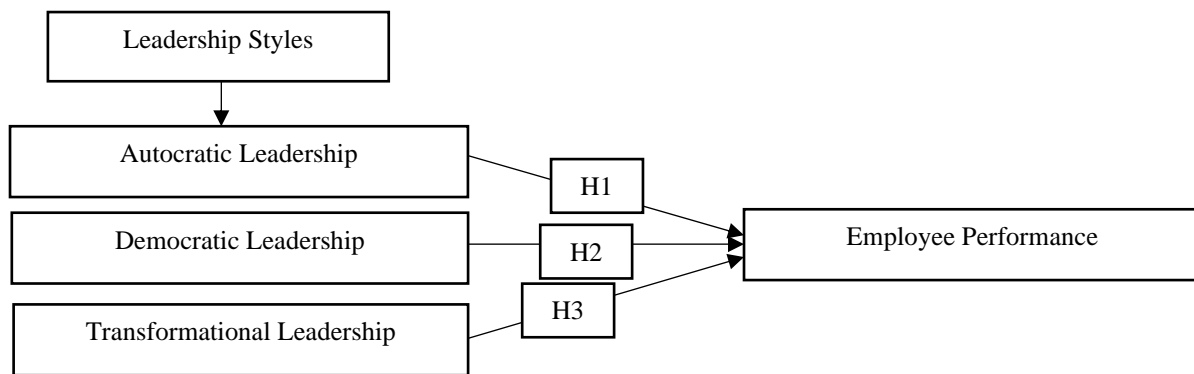
The impact of leadership on employee performance is widely studied and has been established in the literature. While an autocratic leadership style can make employees perform effectively within the set frameworks and monitor them closely, this strategy results in low employee satisfaction and high attrition rates (Caillier, 2020). Employees feel more ownership over the work under the democratic approach, and this goes hand in hand with duty performance to higher job satisfaction and improved performance (Oh et al., 2023). Transformational leadership, focusing on inspiration and development, produces the highest levels of employee performance by encouraging a strong sense of purpose and commitment (Alghusin & Al-Ajlouni, 2020).

Furthermore, studies show that job satisfaction, organizational commitment, and employee engagement mediate the relationship between leadership and performance. Employees who are satisfied with their jobs and feel committed to their organization are likelier to perform at high levels (Loan, 2020). The existing literature predominantly focuses on Western contexts, leaving a gap in understanding how these dynamics play out in African settings, particularly in Somalia. This research contributes to the literature by examining these relationships in the context of Hormuud Telecom, thereby providing insights that may be applicable to similar organizations in the region. Therefore, leaders should create a work environment supporting employee well-being and professional growth. This holistic approach will ensure high performance and organizational success (ALThnayan et al., 2023).

Conceptual Framework

The research examines leadership styles on employee performance in Hormuud Telecom, Mogadishu, Somalia, analyzing existing literature and developing a research model to understand the significance of these relationships. Empirical research has shown a connection between leadership styles and employee performance. The issue of whether the link is positive or detrimental arises; [Figure 1](#) illustrates this correlation and seeks to determine if it is positive or negative. There is a strong link between leadership styles and employee performance. The research's conceptual research paradigm is shown in [Figure 1](#).

Figure 1
Conceptual Framework



Method

This study examined the relationship between factors by utilizing a descriptive research approach. The purpose was to analyze a specific situation and describe how different leadership styles affect employees' performance. This study utilized a cross-sectional survey research design because of its cost-effectiveness and efficiency in obtaining quantitative data. The study focused on a population of 240 respondents. The selected participants for this study were employees of Hormuud Telecom Mogadishu, as they were deemed appropriate for investigating the influence of leadership styles on employees' performance. The target population consisted of employees from Hormuud Telecom in Mogadishu, Somalia.

The study's sample size was determined according to the specific population targeted by Hormuud. The study used the Slovene method to choose a sample of 150 employees from the Hormuud Telecom firm in Mogadishu, Somalia. The sampling strategy utilized in this study was non-probability sampling, specifically purposive or judgmental sampling. This method was chosen because it allows for selecting participants based on informed judgment, which enhances the ability to answer research questions and ultimately increases the study's validity. This study employed a questionnaire to acquire and compile the necessary data and information. The information can be efficiently collected from the respondents and reach respondents located in various regions. The data collection instrument utilized in this study was a questionnaire based on a 5-point Likert scale, which was derived from existing literature. The study consists of 7 components of autocratic leadership, five items of democratic leadership, and seven constructs of employee performance adopted from (Iqbal et al., 2015), and five components of Transformational leadership adopted from Almer et al. (2017). The questionnaire was created using Google resources, specifically Google Docs, and then delivered electronically via email, WhatsApp, and Telegram. The model was tested using Partial Least Squares (PLS) with a path analysis model. The PLS algorithm was employed to assess the indicators for convergent validity, Average Variance Extracted (AVE), Cronbach's alpha, and composite reliability.

Results

Descriptive

The descriptive analysis of the sample from Hormuud Telecom, Mogadishu, Somalia, reveals various demographic characteristics. As presented in Table 1, the gender distribution

predominates males (68.7%) compared to females (31.3%). Age-wise, the largest group falls within the 31-40 years range (48.7%), followed by those less than 30 years (28.7%), 41-50 years (20%), and a small fraction over 51 years (2.7%). Regarding education, most respondents hold a Bachelor's degree (50.7%), with 31.3% having a secondary education and 18% possessing a Master's degree. In terms of experience, more than half of the participants have over five years of work experience (56.7%), while 34% have 1-5 years, and 9.3% have less than one year. Marital status indicates that the majority are married (63.3%), with 23.3% being single, 12.7% divorced, and a very small percentage widowed (0.7%).

Table 1

Profile of Respondents

	Distribution	Frequency	Percent
Gender	male	103	68.7
	female	47	31.3
Age	Less than 30 yrs	43	28.7
	31-40yrs	73	48.7
	41-50yrs	30	20
	51 above	4	2.7
Education level	Secondary	47	31.3
	Bachelor	76	50.7
	Master	27	18
Experience	less than one year	14	9.3
	1-5years	51	34
	more than 5years	85	56.7
Marital status	Single	35	23.3
	Married	95	63.3
	Divorced	19	12.7
	Widow	1	0.7

Measurement Model

Convergent Validity

Convergent validity pertains to an internal reliability measure that evaluates the extent to which a scale's items demonstrate a satisfactory correlation to identify a common underlying construct (Agyabeng-Mensah et al., 2021). This study determines various statistical measurements, including the average variance extracted, factor loading, Cronbach's alpha, composite reliability, Dijkstra-rho Henseler's, and Jöreskog's rho. As shown in Table 2, the results obtained during this study showed that item loading was above .70. According to Table 2, the Average Variance Extracted is above the threshold of .50. The values for Dijkstra-rho Henseler's and Jöreskog's rho were above .70. Cronbach's Alpha values (AL = .90, DL = .90, EP = .85, TL = .83) all make a case for good internal consistency. Further, composite reliability values of AL = .92, DL = .92, EP = .89, and TL = .88 confirm the high reliability of these constructs.

Table 2

Convergent Validity

Construct	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
AL	.90	.92	.64
DL	.90	.92	.72
EP	.85	.89	.56
TL	.83	.88	.60

Discriminant Validity

Following the test for convergent validity, the next step was to check for discriminant validity. The approach used in this study is the very commonly adopted Fornell-Larcker criterion among research populations. According to [Table 3](#), the constructs have adequate discriminant validity if the AVE square root is greater than the correlation between all the reflective constructs.

Table 3

Fornell–Larcker Criterion

Items	AL	DL	EP	TL
AL	.80			
DL	.69	.85		
EP	.69	.99	.75	
TL	.72	.76	.79	.77

This study assessed the appropriateness of a Partial Least Squares Structural Equation Modeling (PLS-SEM) model fit by analyzing goodness-of-fit statistics, which are presented in [Table 3](#). The SRMR, ULS, d_G, and NFI metrics were employed to compare the observed and expected correlation matrices (Hair & Alamer, 2022). The suggested values for these parameters are SRMR (less than .10), d_ULS (more than .05), d_G (greater than .05), and NFI (greater than .90). The model's fit was deemed satisfactory since it met the acceptable standards, as indicated by the analysis presented in [Table 4](#).

Table 4

Model Fit

Findings	Saturated model
SRMR	0.08
d_ULS	2.15
d_G	0.19
NFI	0.91

Structural Model

The present study employed Partial Least Squares (PLS) regression, a modified version of the multiple linear regression model. According to (Agyabeng-Mensah et al., 2021), the structural model assessment should be done using several statistical measures such as the standard beta (β), R-squared (R^2), and t-values (t). They propose that the estimation is done using a bootstrapping procedure with a resample size of 5000 for reliable results. During the structural model assessment, they also propose that effect size— f^2 —should be considered, together with predictive relevance, Q^2 . As shown in [Table 5](#), the R^2 coefficient is .98, indicating that including all three variables together explains around 98.4% of the variation observed in employee performance. Moreover, the value of Q^2 should be higher than zero (Sarstedt et al., 2021).

Table 5

Saturated Model Results

Construct	R^2	R^2 adjusted	Q^2	F^2
EP	.97	.97	.98	
AL -> EP				0.02
DL -> EP				20.51
TL -> EP				0.22

The findings manifested an outcome of the study: Autocratic Leadership AL did not significantly affect Employee Performance EP, evidenced by a non-significant sample mean M of -.02 with a t-value of 1.79 and a p-value of .07, so H1 is not supported. In contrast, Democratic Leadership (DL) had a significant influence on Employee Performance (EP), with

a rather high sample mean (M) value of .93 and a t-value of 36.01, along with a p-value of 0.000, thus supporting hypothesis H2. On this line, Transformational Leadership (TL) positively influenced Employee Performance (EP) with a sample mean (M) of .10, a t-value of 3.32, and a p-value of .001, thus substantiating hypothesis H3.

The findings suggest that Democratic and Transformational Leadership contribute to Employee Performance at Hormuud Telecom. On the other hand, Autocratic Leadership does not affect employee performance at all. The findings give insights into how different leadership styles impact employee performance. The results of the examination of each matrix and parameter are shown in Table 6, together with Figure 2.

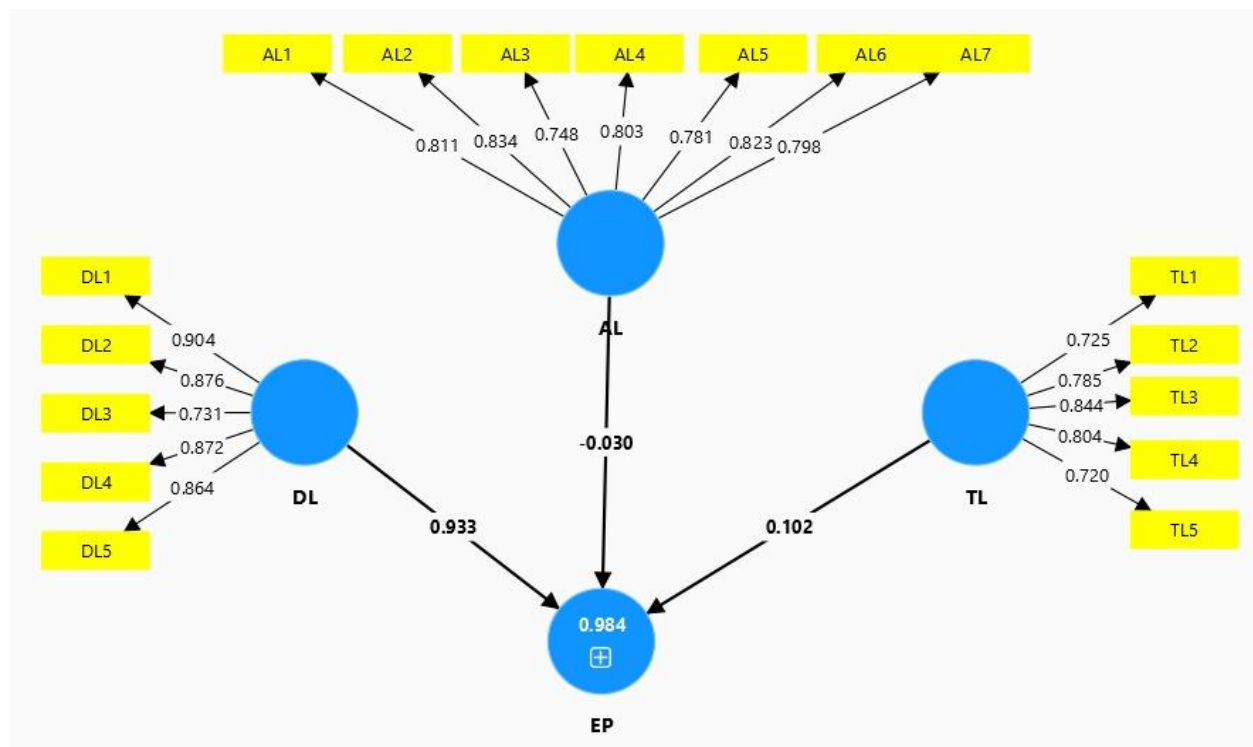
Table 6

Structural Model-Hypothesis Testing

Items	M	STDEV	t	p	Decision
AL -> EP	-.02	.01	1.79	.07	Not Supported
DL -> EP	.93	.02	36.01	.000	Supported
TL -> EP	.10	.03	3.32	.001	Supported

Figure 2

Structural Model



Discussion

The primary purpose of this study is to discover the impact of different leadership styles on the performance of employees at Hormuud Telecom, Mogadishu, Somalia, and shed some light on the complex dynamic between leadership approaches and employee outcomes. This view complements academia's on how DL positively contributes to better employee performance. This is in coherence with it stating that "the enhancement approach of participatory decision-making would increase employees' zeal to work harder and perform better" (Mohammad et al., 2023; Iqbal et al., 2015). Saleem (2015) contributed to this by stating that "democratic leaders would contribute to the enhancement of the motivation and therefore performance of workers

through inclusive and participatory practices." Similarly, the positive effect of TL on employee performance echoes the finding by Hasan et al. (2018), which claims that TL inspires and motivates employees by creating a vision and providing an environment with trust and empowerment.

In contrast, the study also found that autocratic leadership does not affect employee performance significantly, a finding supported by existing literature that is critical of the autocratic style for possibly stifling creativity and reducing employee morale (De Hoogh & Den Hartog, 2008; Fiaz et al., 2017). On the other hand, the organizational culture at Hormuud Telecom may attach much value to independence and participative engagement, hence the inability of AL employees to play a significant role in influencing employee performance. For example, in studies carried out in the past, it has been demonstrated that in such environments where participation is cherished and expected by employees, the use of autocratic leadership can make the employees disengage and lower their performance (Yahaya & Ebrahim, 2016). By that, I mean that cultural contexts and organizational norms influence how well alternative leadership styles can work.

From a theoretical viewpoint, one can explain the insignificant influence of autocratic leadership on the performance of employees using self-determination theory (Ryan et al., 2021), which focuses on the roles of autonomy, competence, and relatedness in motivation and performance. Based on this theory, environments that dent the employee's autonomy, such as an autocratic leadership environment, reduce intrinsic motivation and, therefore, performance. Additionally, the kind of leadership found in the study is consistent with transformational leadership theory supported by Bass and Riggio (2005), whereby leaders who provide direction, inspire, and intellectually stimulate their subordinates to achieve better results because of encouragement and creativity instilled in them outperform expected outcomes. This theory is specifically helpful in volatile and competitive organizational fields, such as telecommunications industries, due to its emphasis on agility and learning. The positive effects of democratic leadership can also be attributed to the participative leadership theory, where employees' involvement in decision-making motivates them to work harder due to the satisfaction of their need for relatedness and competence (Huang et al., 2010).

Moreover, the substantial relationship between TL and employee performance underpins another facet of leadership: the importance of visionary leadership in dynamic and competitive industries, just like the case of the telecommunications sector. As noted, transformational leaders who can articulate an evident vision and, therefore, support and encourage have been found to significantly enhance the performance of employees (Ng, 2017). More specifically, since the nature of the telecom sector has changed rapidly, innovation and adaptability have become imperative for survival in this kind of sector (Al-Ali et al., 2017). The findings indicate that the leadership development programs in Hormuud Telecom emphasize transformational leadership to enhance organizational performance. Evidence from this study, as supported by a good amount of literature, shows that leadership styles must agree with employees' expectations and organizational culture to register desired performance outcomes.

Conclusion

This research has provided essential insight into the effect of different leadership styles on the performance of employees in Hormuud Telecom, Mogadishu, Somalia. The findings

demonstrated that democratic and transformational leadership strongly influence employee performance. Contrasting this is the fact that autocratic leadership does not have a significant effect on employee performance. These findings underline the value of leadership approaches that provide participative, inclusive, and vision-driven guidance in eliciting employee productivity and engagement.

Therefore, the implications of these findings are profound for theory and practice. The study recommends that organizations, especially those in rapidly growing segments like the telecommunications industry, should encourage democratic and transformational to bring out the best performances from their employees and improve organizational performance. Thus, this research advances the literature by presenting data on leadership from the telecommunication industry in Somalia. This country needs to be better researched, and leadership literature must be reviewed. As a result of this study, the existing literature on leadership, especially within the developing region and country, especially within Hormuud Telecom, will be enriched by the current study since it reveals the cultural and organizational enabler or inhibitor to leadership within such companies.

Furthermore, it isolates leadership patterns that fit the expectations and culture of the employees, which can help leadership development programs in similar environments. Moreover, as this research shows the cross-cultural differences concerning the effects of leadership behavior, it can be concluded that some leadership theories cannot be applied universally. This contribution is especially significant for enriching knowledge about how leadership operates in non-Western environments since contextual factors may define the efficacy of various kinds of leadership. Such studies can serve as the basis for future research to learn how these types of leadership affect organizations in the long run and how various other factors within the framework of the organizational environment interact with leadership to determine the level of performance of employees.

It will also be necessary to gain a more comprehensive knowledge of leadership dynamics within the context of the telecommunications sector in Somalia. The empirical evidence developed on the effectiveness of DL and TL in bringing about better employee performance serves as practical advice for leaders and managers on achieving a better organizational outcome. Thus, these findings are especially relevant for firms that compete in dynamic competitive markets, in which effective leadership would play a key role in keeping the Workforce motivated and performing well.

Further studies can expand the findings of this research into a long-term perspective on the effects of different leadership styles on employee performance and organizational success. Factors in the organization's culture, the external environment, and sector problems that may affect leadership effectiveness more broadly will be relevant to consider in such research. The generalization of results can be obtained by opening up the investigation toward various sectors and increasing the sample size, which might help organizations develop appropriate leadership styles to yield high performance and innovation continuously.

Declarations

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Ethics Approval

Not applicable.

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