
**LEADERSHIP STYLE AND TEACHER WORK MOTIVATION: EMPIRICIRICAL INVESTIGATION FROM
SECONDARY SCHOOLS IN MOGADISHU-SOMALIA****1 Abdulkadir Mohamud Dahie****2 Mohamed Omar Mohamed****3 Mohamed Mire Jim'ale****Graduate students, Collage of Education, School of Social Science, University of Somalia****Abstract**

The current study investigated the impact of transaction leadership style, transformational and laissez-faire on teacher job motivation; the study utilized explanatory and descriptive deign to analyze 200 respondents from secondary school teachers in Mogadishu, Somalia. The study developed three hypotheses to test the impact of independent variables on dependent variable; to test the hypothesis the researchers utilized regression analysis and checked the outliers and co linearity and no violation were found. The research found that the three dimensions of leadership style had significant and positive impact on teacher satisfaction in Secondary school in Mogadishu, Somalia. This study can contribute to assist the school leaders to carry out leadership activities and give space to teachers to take their own decision while they are running their teaching work to maintain and enhance the job satisfaction of the teachers in their workplace.

Keywords: transactional, transformational, laissez-faire, Teacher motivation, secondary schools, Somalia

1. INTRODUCTION

Before the state collapse in 1991, education in Somalia was free and compulsory for children between the ages of six to thirteen. Mass education programs undertaken by the military government in the 70's received widespread public support throughout the nation and new primary and secondary schools were opened in every corner of the nation. As a result literacy rates in the nation increased from five percent of the adult population in the early 1970's to sixty five percent in 1990 following an intensive government-sponsored literacy campaign for youth and adults in both rural and urban areas. As a result of the prolonged civil war, the educational system collapsed and most public schools closed.

Since the collapse of the regime in 1991, private education has been the only organized form of education available in Somalia. Even though most of them began as small schools funded by personal, private donations and International non-profit support, they formed consortiums (umbrellas) to strengthen their efforts. These umbrella organizations have member schools throughout the country irrespective of political boundaries or social divisions to lay the legitimate claim that education, like health, has no borders.

From public leadership to private ownership of Somali education, the leadership style of business oriented schools differ than publics schools; the current study investigates the impact of leadership style on Teacher job satisfaction.

Leaders of any organization are anticipated to conduct responsibilities with restricted resource to the highest level in order to sustain the competitive edge and maintain profitability position of the organization (Raiz, &Haider, 2010). The consequences of previous studies from diverse countries demonstrate that different styles of leadership do not have the same impact on job satisfaction (Stogdill, 1970; Walder, 1995). Based on the Stogdill's (1970) initiating structure, leadership style is more probable to offer greater commitment and job satisfaction with in Asian firms, whereby in Western context considerate before the state collapse in 1991, education in Somalia was free and compulsory for children between the ages of six to thirteen. Mass education programs undertaken by the military government in the 70's received widespread public support throughout the nation and new primary and secondary schools were opened in every corner of the nation. As a result literacy rates in the nation increased from five percent of the adult population in the early 1970's to sixty five percent in 1990 following an intensive government-sponsored literacy campaign for youth and adults in both rural and urban areas. As a result of the prolonged civil war, the educational system collapsed and most public schools closed.

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Leadership is the capability to augment a group toward the get the vision or set of goals. It is one of the managerial Qualities of the company or the organization which interaction with the workers of the organization and has a large impact on the turnover rate of the organization. Leadership is the very big toll or the weapon of the organization to accomplish its goals and its necessary objectives and without it; it is impracticable for the organization to attain its main target. Without the leadership the implementation of tasks and their achievements are impossible. (Quinn Mills, 2005). Our study is based on what is the result of Transformational, transactional and Laissez faire Leadership on Motivation and examines the correct Leadership and methods used by Schools in Mogadishu-Somalia. To find out which method of Leadership is favorable in the global Business.

Motivation is the internal and external stimulants that determine the behavior and the Priority of a person (Munn, 1968). It is the basic meaning for the cause and explanation of a behavior. The effects that provide motivation is related to needs which have not been met (Covey, 2004). Motivation is the force that causes an individual to act in a certain manner or to be oriented towards it (Gibson, Ivancevich and Donnelly, 1988).

The needs and requests which make up the foundation of the concept of motivation are mainly shaped by the culture, social justice and structure in which the individual is in, as well as the emotional and spiritual make up of the person. The motivation of human beings is closely related to all the objects that the person establishes relations with (Bingol, 2006).

Motivated workers are more dedicated to the organization. They have job satisfaction and as a result of this, they work more productively (Osterloh, Bruno and Frost, 2001). For this reason, managers motivate their employees to use their knowledge and skills towards organizational aims (Lindner, 1998). School principals have to keep in mind that teacher who do not have job satisfaction and are demotivated may weaken educational programs (Snowden and Gorton, 2002). For this reason, they have to use different approaches to motivate teachers (Lunenburg and Ornstein, 2004).

Many researchers discuss the environment factors that increase the employee's motivation. Reis and Pena (2001) has objective to introduce the environment in employees can work friendly. Different famous theories of writers and the Surveys are used to collect the data. It concerns with management history. Findings show that in nowadays cooperative work environment is great effect on motivation. It's confirmed that working style and method has been changed.

1.2 PROBLEM STATEMENT

To identify the dominate Leadership style in public and private schools as perceived by the employees and to determined its relationship with Motivation level of employees. The study will help in identifying how transformational, transactional and laissez faire leadership style is more signified relationship with the employee motivation.

1.3. OBJECTIVES OF THE STUDY

Our Objective of study is to find out the result of transformational, Transactional and laissez faire leadership with the motivation. Hypothetical study has been used for understanding the Relationships and to observe the effects and extents of Leadership styles practices over motivation. So, the main objective is that to find out that which leadership style is beneficial for secondary schools in Mogadishu-Somalia.

1.4. SIGNIFICANCE OF THE STUDY

Leadership is the main stick of the organization through improved leadership managers can get their organizational goals and can boost their productivity also of the organization. Positive leadership influences a big impact on the workers and the turnover the organization. Motivation will lead the productivity of the organization. The study will help in recommending a leadership framework for the secondary schools that how this leadership style will be more effective in committed employee for the organization.

2. LITERATURE REVIEW

This section highlights review articles about Leadership Style and Employee Motivation that were published in different international journals. This report also compares the findings of the articles since these studies were conducted in disparate situations according to the environment.

This study was conducted to find out the association of transformational and transactional Leadership with the motivation of employees. The study uses a data consisted of the employees of all private and public banking sector of Pakistan. These banking employees have been randomly selected for ensuring the involvement of various demographic variables. The results of the study show positive and significant relationship between the independent variables transformational and transactional leadership with the dependent variable motivation. (Chaudhry & Husnain, 2012)

Same study examined the relationship between dimensions of transformational leadership and employee motivation in public sector organizations in Libya. The dimensions are idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. A quantitative approach and a correlation research design were used in this study. Four hypotheses were proposed to test the relationship between the transformational leadership style dimensions and employee motivation. The research instrument was a structured questionnaire. The Multifactor Leadership Questionnaire (MLQ) was adapted to measure the different dimensions of transformational leadership style while motivation was measured using items drawn from preexisting questionnaires. Five public sector organizations in Libya were selected for the study. A total of 128 employees constituted the sample. A convenience sampling technique was used to select the sample for this study. Multiple regression analysis was used to determine the relationship between transformational Leadership dimensions and employee motivation. Intellectual stimulation, inspirational motivation and Individualized consideration was found to be significantly related to motivation. Together they Contributed 73.7% to the variation in motivation. Intellectual stimulation was found. The relationship between idealized influence of managers and employee motivation was found to be not significant (Abu Baker Akeel & Subramaniam, 2013)

This research determined determine the impact of the managers' leadership styles on the employees' job motivation based on the Vroom-Yetton model. This study was a descriptive analytical one and the research environment included the managers of health-care centers in Shiraz, Iran. The study data were collected through two questionnaires which were developed by the researchers, and the statistical analyses were performed using the SPSS statistical software.

The results showed a significant relationship between the employees' motivational needs and the type of service as well as age. A significant relationship was also found between the employees' provocative motivational needs and the type of service; however, no significant relationship was observed between the employees' motivational needs and the demographic variables. No significant relationship was found between the managers' leadership style and demographic variables, either. Given that the majority of the managers of the research society have the leadership style of consultative and cooperative, this matter can improve the employees' provocative and maintenance motivational needs in health-care centers. (Goorak, Norooz, & Marhamat, 2013)

Same study investigated the relationship between different leadership styles and employee motivation and commitment after a merger in a retail bank operating in an economically volatile environment. Data were collected from 121 employees (17 managers and 104 non-managerial) using three closed-ended questionnaires. The Multifactor Leadership Questionnaire Form 5X was used to measure leadership styles and the Organizational Commitment Questionnaire was used to measure employees' commitment. Employee Motivation Questionnaire developed from Herzberg's Two-Factor Theory and from the Job Design measured employees' motivation. Using measures of central tendency and correlation analyses, results indicated weak but significantly positive relationship between different Leadership styles and employee motivation and commitment. The advantage of this study is that it can provide a practical framework for designing management systems that can be used by other financial Institutions in depressed economies in the future. (Crispen, Samuel, & Tendai, 2011)

This study was conducted to explore how at the western region of a leading oil and refinery Company, leadership styles (the independent variable) influence employee motivation (the dependent variable), Data of both types, primary and secondary, have been used for the study. Secondary data has been collected through published data in public domain. For primary data, using random sampling, 75 questionnaires were distributed, out of which 50 were completed. Data was collected from these 50 respondents belonging to different age groups, educational background, occupational status, job tenure, gender. The questionnaire contains different elements drawn from a) The Full Range Leadership development Model, developed by Bass and Avolio (1994) and b) Work Motivation Scale. The instrument employs 29 questions on Leadership style and 10 questions on Motivation, on a 5-point and 7-point scale respectively. The survey was administered between Jan and March 2014. The researcher found that the dominant leadership styles were transformational and transactional and employees were moderately motivated. The results show that different leadership style factors will have different impacts on employee motivation components. (Gopal & Chowdury, 2014)

Same study determined whether there is a significant effect of leadership style and work motivation on employee job satisfaction in the Village District of Greater Citangkil Cilegon. Three hypotheses were tested in this study. The study population was all employees and all the RT and RW in the district area Citangkil as many as 185 people, whereas samples taken amounted to 185 people. First there is a positive effect of leadership style and motivation work together on employee job satisfaction village. Both positive influence leadership styles on job satisfaction pengawai Village, The third positive effect apparatus work motivation on job satisfaction employee village. (Suminto, 2014)

This study was held the study sought to assess how leadership style affects the motivation of employees and the achievement of Organizational goals in the hospitality industry in the Bolgatanga Municipality. Specifically the research explored various leadership styles in the industry, examined related problems associated with these styles and possible solutions in addressing these problems. Posited on a triangulation of positivistic and phenomenological philosophies, the study was exploratory and descriptive by nature. Using a blend of case study and survey methods, the researchers employed questionnaires and interviews as the data collection techniques. SPSS/Excel was used to analyze the data. The study found out that the

prevailing leadership style in the hospitality industry in the Bolgatanga Municipality is the democratic style. However, the findings seem to be at variance with the results of similar studies that were carried out in the hospitality sector elsewhere. Also, the study found out that majority of the employees referred the democratic style of leadership rather than the autocratic and laissez faire styles of leadership (Akanpaadgi, Valogo, & Akaligang, 2014)

Same study explored the relationship between leadership styles and engagement in the workplace. Survey questionnaire was used. Data was analyzed using SPSS. The findings showed that there is positive relationship between leadership style and employee job motivation. (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009)

Another study was conducted to prove a relationship between applied leadership style of branch managers and productiveness of bank sales clerks and room for their productiveness improvement applicable in the banking sector in Slovakia. One part of the objective was to examine the continuity between applied leadership style of branch managers and their time in control functions held. Dependencies between the individual productiveness of bank sales clerks and the level of their loyalty and satisfaction were investigated. Opinions of branch managers about the applicable leadership style and room for sales clerks' productiveness improvement were examined through two questionnaire surveys (conducted in 2008 and 2012). The questionnaire survey has been conducted for the first time in 2008 (before the financial crisis has started) and then in 2012. Our respondents were branch managers and bank's sales clerks who work in banks in Slovakia. The investigated research has been consisted of two questionnaires in 2008 and two questionnaires in 2012. Survey results from 2012 have been verified through structured and informal interviews. The research results confirmed that the directive style of leadership is the mandatory style in the banking sector in Slovakia whereas the intensity of its implementation during the analysis period was increased. The research has also shown that there is a direct connection between the dominant style of leadership and room for improvement of sales clerks' productiveness, because the growth of the intensity of directive style in this case led to lower productiveness of the average bank sales clerks. (Jaroslav, 2013)

This research investigated relationship between transformations, transaction, and situational leadership between employee motivations. Data was collected using questionnaire and it was analyzed SPSS. The result indicated that there is significant positive relationship between leadership style and employee motivation. (Almansour, 2012)

This research is based on phenomenon of a work motivation of higher education administration employee in Manado State University. It's interesting to study the effect of leadership on the work motivation of higher education administration employee. These researches were conducted in Manado State University in Tondano City. This research uses quantitative method applying a survey approach. Respondents are education administration employees in Manado State University with 55 respondents. This research result the hypothesis, can be said according to the hypothesis leadership had a significant effect on work motivation. It can be seen in α below 0, 05 or below 5%. That indicates that hypothesis one accepted or relationship between leadership and work motivation is significant in this research. Leadership affects employee work motivation. That is, leadership to work motivation in higher education employee especially

in Manado State University Tondano, North Sulawesi Indonesia. Leadership is useful to motivate employee work in the organization especially in higher education or university organization. (Rawung, 2013)

Another research investigated the effect of leadership styles of science teachers on the learning Motivation of elementary school students. In this study, 165 primary school Teachers and 2800 students were randomly selected. Leadership styles and learning motivation questionnaires were designed for research instruments. In the data analysis, descriptive statistics analysis, Pearson correlation Analysis, multiple regression analysis was adopted. The results showed that: 1) both the transformational and Transactional leadership styles have been employed by elementary school teachers in this study. 2) The correlations between the above two leadership styles and the learning motivation of students are both “moderate to good relationship”. 3) The transformational and the transactional leadership styles can explain 52.60% of variance for the learning motivation of students. 4) Multiple regression analysis can be used to infer causal relationships between the leadership styles of teachers and the learning motivation of students. (Lin & Chuang, 2014)

This study was held to know the styles of leadership and motivation dominant in the third Sector. This was employed using character quantitative, exploratory and correlation, using as an Instrument of data collection, a questionnaire, to assess motivation and leadership in the hospitality industry. As main conclusions obtained that the characteristics are different from the current leader of the characteristics of effective leaders and the motivations depending on several factors may be intrinsic or extrinsic. Regarding work motivation, this is significantly correlated with the generality of the items of the current leadership, however, the characteristics of the current leader does not show significant correlation with the leader's role in Motivating the respondents. (Neves, Nascimento, & Galvao, 2011)

This research investigated Relationships between leaders' motivation and their use of charismatic, transactional, and / or transformational leadership were examined in this study. One hundred eighty-six leaders and 759 direct reports from a variety of Organizations were sampled. Leaders were administered the Motivation Sources Inventory (MSO while followers reported leaders' full range leadership behaviors using the Multifactor Leadership Questionnaire (MLQ-rater Version). Leaders were also administered the self-rating version of the Multi-factor Leadership Questionnaire (MLQ-rater version. The Motivation Sources Inventory subscales. subsequently correlated with leader self-reports of inspirational motivation, idealized influence (behavior) and individualized consideration as well as with raters' perceptions of inspirational motivation, idealized influence (Behavior) and individualized consideration. The Motivation Sources Inventory subscales significantly correlated with leaders' self-reports of charisma, transactional and laissez-faire leadership. (Jr., 2005)

Same research was conducted to examine the role of transformational style on employee motivation. Survey questionnaire was used to collect the data and SPSS was analyzed the data. The result of this research indicated there is positive relationship between transformation style and employee job motivation. (Savareikiene, 2013)

Another research provided a comprehensive examination of the full range of transformational, transactional, and laissez-faire leadership. The study was employed meta-analytic method using questionnaire. The study showed positive significant relationship between transformation, transaction, laissez-fair styles and employee motivation (Judge & Piccolo, 2004)

This study identified to draw from the autocratic and transformational leadership styles to advance further understanding on the underlying mechanisms that enable leaders to behave in an autocratic or transformational manner; and to affect employee motivation, their behavior and consequently, their organizational oriented ventures. The paper intends to establish the role of leadership style in motivating the teaching staff to be committed to their work. a Multifactor Leadership Questionnaire (MLQ) was used. The researchers administered the questionnaires with the assistance of schools' Administrative clerks and the completed questionnaires were collected by the research support group. Data were analyzed by descriptive statistics, such as percentages, frequency and the Cronbach-alpha coefficient to test among other things, the reliability of describing the impact and the leadership style in these schools. The study reveals that there strong relationship between transformational leadership behaviors and commitment (affective commitment; continuance commitment; and normative commitment). The findings further highlighted the relationship trust, inspiring a shared vision, encouraging creativity and emphasizing development as positive aspect that motivates staff. While it can be argued that transformational leadership cannot raise job satisfaction, however the commitment of teachers to their job can raise job satisfaction and ultimately improve the school's academic performance. (Naile & Selesho, 2014)

Same study investigated the relationship between leadership style, organizational commitment and employee performance. The leadership style of organizational outcomes is differentiated into transformational and transactional leadership. The influences of transformational and transactional leadership on the organizational commitment and employee performance variables, that are organizational commitment and employee performance, are typified in our conceptual model. The study was employed by survey and it was analyzed by SPSS. The study showed good transformational and transactional leadership styles can increase the organizational commitment and employees' performance. Mediation effect of organizational commitment toward the relationship between antecedent of leadership style (transformational and transactional) and employees' performance is that the high increase of employees' performance is not only influenced by transactional and transformational leadership style but employees' performance can also be increase through the high organizational commitment of the employees. (Toban, Gani, Gani, & Zakaria, 2014)

Another study was held to investigate and identify factors those make IT Operation employees at PT. Indosat Tbk motivated while doing their job, and their impact to employee's performance. This writing talk about relationship between, job design, and employee's expectation, leadership styles and motivational level of employees to employee's performance, This writing based on study that conducted in 2011 at IT Operations Organization at PT Indosat Tbk. This writing comes up in response on intensive telecommunication industry competition in Indonesia, the low performance of Indosat compared with the other competitor in last 3 years, and the major roles of IT Operations in daily operation of Indonesia. Leadership styles considered the most effective related to employee motivation and employee

performance are coaching style (0.91) and authoritative style (0.90), which are leadership style that in a sense helps build individual capability in the medium to long term, provide feedback for employee development, concerning about development rather than short-term results. In addition a leader who is able to show enthusiasm in work, communicate a clear vision of the future, able to influencing people by explaining, exploring and describing the vision (Rudito & Bangun, 2012)

This research investigated the relationship between educational leadership and teacher's motivation. The research described here was anchored in the convergence of two fundamental theories of leadership and motivation: the full range model of leadership and self-determination theory. Questionnaires assessing the variables of interest were completed by 122 Israeli teachers. The central hypotheses were that transformational leadership would predict autonomous motivation among teachers, whereas transactional leadership would predict controlled motivation. The authors further predicted that autonomous motivation would mediate the relations between transformational leadership and teachers' burnout and that controlled motivation would mediate the relations between transactional leadership and burnout. (Eyal & Roth, 2010)

The purpose of this study was to determine the relationships between leadership style and organizational commitment, job satisfaction, job involvement and organizational citizenship behavior and whether these relationships were stronger for transformational than for transactional leaders. A sample of 52 leaders and 276 raters from a world class engineering company participated. The results of a canonical correlation analysis using the rater data indicated that the most prominent relationship was that between transactional leadership and affective commitment. Furthermore, transformational and transactional leadership did not correlate significantly with the constructs of job involvement and job satisfaction. (Mester, Visser, & Roodt, 2003)

Same study was conducted with the aim of evaluating the effect of leadership style and demographic variables on job motivation of employees of Oil Products Distribution National Company of Uremia. The research methodology is correlation descriptive and is applicable in terms of objectives. In this study, data were collected using a standard questionnaire. The questionnaires used in this study were the leadership style questionnaire of (Jeffrey and et al., 2002) and the job motivation questionnaire of (Rezaei, 2003). The statistical population of the study consisted of 350 employees of Oil Products Distribution National Company of Uremia and the statistical population of the present sample is 180 people who have been calculated using Cochran test. Statistical methods used in this study were the Kolmogorov - Smirnov test and regression analysis. The findings suggest that all three enabling, structure-oriented and self-management approaches of leadership have significant effect on employees' motivation and none of the demographic variables have significant effect on employee motivation. (Rahmanpour & Yazdanseta, 2015)

Another study was conducted to explore leadership approach on employee motivation in Haramaya University. Primary and secondary data have been used for the study. Secondary data has been collected through published data in public domain. For primary data, using stratified sampling and simple random sampling techniques, 230 questionnaires were distributed, out of which 210 were completed and used for analysis. Data was collected from these 210 respondents belonging to different age groups, educational

background, occupational status, job tenure, gender. The instrument employs 29 questions on Leadership approach and 10 questions on Motivation, on a 5-point and 7-point scale respectively. The survey was administered between September, 2014 and January, 2015. The researcher found that the dominant leadership approaches were transformational and transactional and employees were moderately motivated. The results of survey shows that adequate incorporation of transformational elements, such as idealized influence, inspirational motivation, and intellectual stimulation, individualized consideration, and other ingredients such as creativity, team orientation, appreciation of others, coaching and recognition, has strong impacts on employee motivation (Mengesha, 2015)

This research investigated the role of the transformational leadership in employee empowerment in the Northern Khorasan University of Medical Sciences. For this purpose, 200 employees were selected as the statistical sample by using relative stratified sampling. To measure the variables under study, Multifactor Leadership Questionnaire and psychological empowerment standard questionnaire were used. The multiple regressions test was used to analyze the data. The results indicate that there is a positive significant correlation between transformational leadership and employee empowerment although there was not any significant relationship between some aspects of transformational leadership such as idealized influence, inspirational motivation and intellectual encouragement and empowerment. Furthermore, there is a weak significant positive correlation between the individual and employees empowering consideration. The results of this study emphasize the necessity of education and use of transformational leadership styles so that managers can empower their employees to the extent possible. (Mohammadnia, Khorami, & Teymourzadeh, 2013)

Another research assessed leadership and motivation among staff in hotels and lodges in Mzuzu City. This is a qualitative and quantitative study. The sample was drawn from three hospitality institutions in Mzuzu City. Data was collected through questionnaires from 20 participants and was analyzed using Statistical Package for Social Sciences (SPSS). The findings of the study showed that many participants were motivated to their work. Training, job security and promotions were the major motivational factors for staff members. Conversely, scarcity of jobs, having a friend or a relative working at the workplace or workplace being close to home were identified as non motivational factors. In regards to supervision, participants had no major concerns except that they could not notice any change after the appraisal if they had performed well. In conclusion, managers are encouraged to ensure that staff members are well motivated. They have to find means of supporting their staff in trainings in order to improve their knowledge and skills as well as for their professional development. It is also recommended that promotions in the hospitality industry should be based on performance if there are such developments. (Chilembwe & Baluti, 2014)

Same research determined the associations between servant leadership style and employees' work performance which is mediating by the employees' motivation in Nongovernmental organizations, Islamabad, Pakistan. 7 nongovernmental organizations in Islamabad selected at randomly for survey and collected data through structured and close ended questionnaire. 200 questionnaires were distributed among the employees who were working in these organizations and 158 employees responded out of 200 employees. The results show, the employees' work motivation played full mediation role between servant leadership and employees' work performance in NGOs. So servant leaders can increase the employees'

work performance mediating by employees' motivation and all study's hypothesizes were significantly confirmed. The managers and leaders of the nongovernmental organizations should adopt this servant leadership style for increasing the motivation level and performance of the employees. The servant leadership style refers to the leaders who are working as servant of the employees as well as they highly concerned with the satisfaction and other needs interests of the subordinates and employees. We are sure; it would be first research which conducted in Pakistani NGOs that servant leaders can affect on employees' motivation and employees' work performance. (Awan, Qureshi, & Arif, 2012)

This study examined examine The relationship between leadership styles, which managers practice, and their motivation, which drives them in accomplishing their organizational goals, is analyzed in this paper. For this purpose, on the sample of 40 Croatian managers, it is determined which is the dominant leadership style (by using the Likert's system) and to which degree it is applied at a particular management level. When it comes to the results of the conducted research, there are some really interesting insights into motivation and leadership styles of Croatian managers, as well as into the mutual relationship between these two constructs. In a still quite a conservative society such as the Croatian one, in general men still dominantly hold managerial positions, especially those at the higher levels of management (Buble, Juras, & Matic, 2014)

Another study was conducted to synthesize existing research in the agricultural discipline concerning leadership behaviors of principal investigators in interdisciplinary research teams. For this study research is defined as an endeavor scholars intentionally set out on to enhance the understanding of a phenomenon and as a result they expect to communicate what they discover to the at large scientific community. A synthesis of research approach was used for this study. There were 32 articles used to gather data to meet the objectives of this study. The result indicated positive relationship between leadership and employee work motivation (M.S., Cain, Vivana, & Stedman, 2012)

Same study identified Existent leadership theories, such transactional and transformational leadership, based on the assumption of stability and certainty, can't effectively motive employee in the quickly changing environment. Transcendental leadership which transcends and extends existing leadership theories is more effective in motivating followers extrinsically, intrinsically, and transcendently, compared to transactional leadership and transformational leadership. Moreover, based on theories, this paper further tests existing spiritual leadership scale and creates a new transcendental leadership scale (Liu, 2007) Most of the studies examined the effects of leadership styles on teachers' job motivation in Primary and Secondary Schools in various places in the world and they found that leadership styles had positive influence on teachers' job motivation thus the researchers generated the following hypothesis to investigated after the reviewing the existing literature:

H1: there is significance relationship between transformational leadership and teacher job motivation at secondary School in Mogadishu.

H2: there is significance relationship between transactional leadership and teacher job motivation at secondary schools in Mogadishu.

H3: there is significant relationship between laissez-faire leadership and teacher job motivation at secondary schools in Mogadishu.

3. METHODOLOGY

This study conducted through survey method to investigate the relationship between leadership style and employee motivation; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers' utilized convenient sampling to collect 200 respondents from twelve secondary schools in Mogadishu, employees of these schools provided a questionnaire with four main construct which measuring transformational, transactional, laissez-faire and employee motivation. The researchers' utilized Cronbach alpha to investigate the internal consistency of the questionnaires collected from the respondents.

4. FINDINGS AND DISCUSSIONS

4.1: Demographic profile

As shown in table 1. The age of respondents, 34.8% of the respondents were between 18-25 years old, 71.0% were between 26-35 years, 80.5 were between 36-45 years old whereas 95.2 are above 46 years old. In terms of marital status majority of the teachers participated the survey are married (88.1%) percentages of singles are (31.9). In terms of educational background, 15.7% of the respondents had Diploma, 88.6% had University degree and 90.5 master degrees. As well as gender, 86.2% were male and 9.5% were female.

Based on the gathered questionnaires, majority of the respondents are composed male, while a small number of respondents were female. This result shows that the more secondary schools operate in Mogadishu involves the male teachers.

Table 1: Demographic Characteristics

No	Characteristics	Frequency	Percentage
1.	Gender	181	86.2
	Male		
	Female	20	9.5
2.	Age	73	34.8
	18-25		
	26-35	76	71.0
	36-45	20	80.5
	46 and above	31	95.2
3.	Marital Status	67	31.9
	Single		
	Married	118	88.1

4.	Highest level of Education		
	Diploma degree		
	Bachelor degree	33	15.7
	Master degree	153	88.6
		4	90.5

Source, primary Data, 2015

4.2 CORRELATION ANALYSIS BETWEEN THE VARIABLES

The first objective of this study was to identify the relationship between Transformation and work motivation secondary school teachers in Mogadishu. Table 2 shows the result of correlation analyzes of the relationships among transformation, transaction, and laissez-faire and work motivation. Hence transaction has positive relationship with job motivation ($r=.388$ and $p<0.01$). Besides teachers actively satisfy their jobs and leadership styles improve teachers' job motivation, then principles with transactional leadership style tend to enhance teachers' motivation. In addition, the second objective of this study was to identify the relationship between transformational leadership style and teachers' job motivation secondary schools in Mogadishu, Somalia. Transformational has positive influence with teachers' job motivation ($r=.375$ and $p<0.10$).

The third objective was to identify the relationship between laissez-faire leadership style and teacher job motivation at secondary schools in Mogadishu ($r=.687$ and $p>0.10$).

Table 2: Correlations analyzes

No	Variable	1	2	3	4
1	Transaction style	1			
2	Transformational style	.813**	1		
3	Laissez-faire style	.347**	.353**	1	
4	Teacher Job motivation	.388**	.375**	.687**	1

4.3: Hypothesis test

The current study wished to investigate the impact of leadership style dimension on teacher motivation in secondary schools in Mogadishu, Somalia, three hypotheses were developed after reviewing the literature, to test the research hypothesis we employed the linear regression analysis, The researchers checked regression assumptions before taking place to further analysis. The dependent variable teacher

motivation was normally distributed across all independent variable. No violation was observed after checking the outliers, linearity and co linearity.

The result of the regression analysis suggested three significant models; Laissez-faire style managed to explain 47% of variance of teacher motivation followed by Transaction style which explained 15% while transformational leadership style explained 14% of dependent variable.

Three hypothesis were developed after reviewing the existing literature; **H1** asserted that there is significance relationship between transformational leadership and teacher job motivation at secondary School in Mogadishu, **H2** was claim that there is significance relationship between transactional leadership and teacher job motivation at secondary schools in Mogadishu while **H3**: there is significant relationship between laissez-faire leadership and teacher job motivation at secondary schools in Mogadishu.

The result of regression analysis shown in below table shows that leadership style (transformational leadership, transactional leadership and laissez-faire) had significant and positive relationship with teacher job motivation.

Table 3: Regression Analysis

No	Variables	Teacher satisfaction			Remarks
		Transaction style	Transformational style	Laissez-faire style	
1	Beta	.388	.375	.687	H1:supported
2	T	6.075	5.837	13.650	H2:supported
3	Sig	.000	.000	.000	H3:supported
4	R	.388	.375	.687a	
5	R Square	.151	.141	.473	
6	Adjusted R Square	.147	.137	.470	

5. Discussion

The current study investigated the effect of leadership style on teacher job motivation in secondary schools in Mogadishu-Somalia; the paper had three main objectives which are: 1) To identify the relationship between transaction style and teacher job motivation at secondary school in Mogadishu-Somalia; 2) to examine the relationship between transformational style and teacher job motivation at secondary schools in Mogadishu-Somalia; 3) to explore the relationship between laissez-faire style and teacher job motivation at secondary schools in Mogadishu-Somalia.

The researchers employed convenient sampling to collect 200 respondents from twelve secondary schools in Mogadishu, employees of these schools provided a questionnaire with four main construct which measuring transaction, transformation, laissez-faire and teacher job motivation.

The result of correlation coefficient revealed that employee motivation (Dependent variable) had significant positive influence with three independent variables namely; transaction, transformation and laissez-faire. The result of regression analysis found that three constructs had statistically significant, positive, and direct effects on the employee motivation.

Regarding the three hypotheses; this study supported; the most indicator of employee motivation was laissez-faire style; the employees like the managers who motivate them in the workforce.

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