



**DEMOCRATIC LEADERSHIP AND PERFORMANCE OF FEDERAL GOVERNMENT OF SOMALIA**

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### ABSTRACT

*The objective of this study was to examine the democratic Leadership style determinants performance of federal government of Somalia. The study engaged a survey research design in data collection. This research employed quantitative data collection method whereby data was gathered by the use of closed ended questionnaires which were self-administered. Dynamic analysis was used to assess the validity and Cronbach's alpha to assess reliability of the questionnaire. Multiple regression analysis (standard and step wise) were conducted to determine the relationship between the democratic leadership style and performance of the federal government of Somalia. Results confirmed that the democratic leadership style associated with performance of the federal government of Somalia. In general, Democratic leadership has significant and positive effects on performance of the federal government of Somalia. The study recommended that using Democratic leadership will improve performance of the federal government of Somalia.*

**Keywords:** Decision Making, Consultative, Subordinates Inclusion

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## INTRODUCTION

Political Federalism is a system of constitutional law. It is at present in force in a large number of countries and it is the origin of the other forms of federalism discussed below. By that one can see its importance. In France, Great Britain, Italy and some other countries, the state exercises practically all powers. All the political authority is in its hands or stems from it. It is true that for governmental convenience, these countries are divided and subdivided into administrative areas - provinces or regions, departments, communes, etc..., but the administrations of these areas, even if they are chosen by way of election and controlled by elected assemblies, still must submit to control by the state. In France a prefect named by the government can annul a mayoral decree or a decision of a council (Oyster Bay Books, 1998).

As in a federation, the sovereign power belongs to the union, but not to its components, only the union has legal personality on the level of public international law, representing its members in international relations. Only the union has the right of diplomatic representation, the right to proclaim war and the right to conclude peace, as well as the right to conclude treaties under international law, which means, that only the union holds the three attributes of external sovereignty. As a result of the sovereignty of the federation, its members neither have the right of invalidation, nor a right of secession.

The examination of federalism is currently experiencing a renaissance. There are three reasons for this: after the dissolution of the Soviet Union, a whole range of states – in Eastern Europe, in the Balkans, in Africa, Asia – where numerous confrontations and problems exist related to minorities, are on the way to democracy. At the same time, due to the growing role of the European Union, there is a fear, that the significance of national states in Europe could be limited. Globalization simultaneously requires considerations in view of the economic policy: while so far the central state has been a support and

guarantor for an economic growth, it now becomes clearer and clearer that regions and to some extent also cross-border enterprises between the regions play an important role for the economic development. A thought aimed at centralization is being substituted by considerations on a stronger and faster development of social and territorial subjects. The result: the identity and independence of ethnic minorities and the role of local authorities, regions and Member States within the scope of the federal state are becoming a front-ranking political issue. This means that a comparative examination of federalism has future. The following count among the basic terms under constitutional law: Federalism, federal state, association of (sovereign) states, unitary state, republic, centralism, decentralization, unitary, regionalism (regionalization), sovereignty and other (Bataveljić, Dec, 2012).

Starting in the 18th Century, Somalia became a magnet to the colonial powers due to its geographical location relative to the economic geo-political interests of the colonial powers. The prelude to the European colonization of Somalia was an ever-expanding European interest in the Horn of Africa based on its trade and military strategic importance. Therefore, from 1885 the Italians, French and British gradually encroached on and colonized areas of Somalia eventually dividing the Somali nation into five spheres: Italian Somaliland; British Somaliland; French Somaliland; Northern Frontier District (NFD); and Ogadenia, which the British gave to the King of Ethiopia to colonialize ((Dhollawaa), nd).

Therefore, Somalia has experienced many consecutive administrations of Transitional National Governments (TNG) since 2002, but unexpectedly it was 2012 when the international community hastily asserted that this federal government of Somalia should be recognized as permanent state. In the absence of many important and fundamental state features, some of current political and state shortcomings headed throughout period of Somalia state –building process. Power sharing and political

jealousy between the President and the Prime Minister in Somalia is often a domestic political phenomenon which Somalia had never prevailed since the post-colonial history in 1960 (Barawaani, Jan, 2015).

The current Constitution consists of 15 chapters that have 143 articles; the Somali Federal Constitution fundamentally has decentralized characteristics. Article 48 creates two levels of government, the National Federal Government level and Federal Member State level, which is comprised of the Federal Member State governments, and local governments. As noted above, currently there is only one effective federal member state in Somalia, the Puntland Government of Somalia and other emerging regional states. The Federal Constitution provided for the separation of power, an element that is very important for democracy and good governance.

Madison, one of the founding fathers of the USA wrote extensively at the time on the separation of power, which he saw as fundamental to avoiding tyranny. In his Federalism Paper No. 47 he stated that "The accumulation of all powers, legislative, executive, and judiciary, in the same hands, whether of one, a few, or many, and whether hereditary, self-appointed, or elective, may justly be pronounced the very definition of tyranny."<sup>48</sup> To avoid this, the Somali Federal Constitution separates the Federal power into Executive, Legislative and Judiciary.

This brief overview of the country's history has shown how problems have recurred since colonial times, and how attempts to resolve them have often repeated similar mistakes time and again throughout the decades. "The genuine desire by the international community to help Somalia to reconcile their political differences during the last decades of the twentieth century has been thwarted by the warlords and others assuming the role military powerful political parties, on the one hand, and, on the other, the assumed leadership of their respective clans- clans which do not accept a subordinate status to other clans" (Drysdale, 2000).

"Despite the billions of dollars that the international community devotes to state-building initiatives each year, a formula for ensuring the construction of effective state institutions remains elusive. State –building projects have become fundamental priority in the international security practice, in an effort to overcome the likelihood of conflict 'spill-over's 'from so called unstable or fragile states'. (Phillips, 2013).

The core point of this study is to examine and find out the how style leadership effects the performance of the federal government of Somalia.

### **Statement of the Problem**

Soon after independence in 1960, Somalia established its first civilian government and held successful elections. Throughout this period, Somalia was touted in the West as the model of a democracy in Africa, as peaceful successful elections had been held in the country. However, with the seizure of power by the Supreme Revolutionary Council (SRC) in 1969, the Siad Barre-led regime outlawed all extant political parties, dissolved the parliament and the Supreme Court, and suspended the constitution. After 20 years of military rule and dictatorship, Barre's Supreme Revolutionary Council was eventually forced from power in the early 1990s by a coalition of armed opposition groups. Therefore, this study is to determine and describe the leadership style and its influences to the performance of the federal government of Somalia.

"Important actors in Somalia are those who possess some form of power or influence to shape political outcomes, mobilize community or to block developments they deem undesirable. More than in most settings, Somali actors have limited ability to drive positive outcomes, but ample capacity to exercise voter power" (GSDRC, 2014). Nevertheless, the context of national and supporting conflict in Somalia outcomes a kind of supporting control which is not able and externally dynamic model.

In the consequence of the historical and political grievance in Somalia, the disintegration has become

a nationwide phenomenon by pursuing inner divisions of clans or tribes, and the chances of the retaliation seem to be inevitable. For the following regions are seeking semi- autonomous administrations under the newly federal government of Somalia, Puntland state of Somalia, Jubba Interim Administration, South West Interim Administration, Galgaduud and Mudug Interim Administration and many more were anticipated to be established. Despite, these similar attempts, the country remained in permanent (state) of chaos, turmoil and crisis rooted partly in its refusal to accept and contemplate workable internally quest for solution (Barawaani), Jan,2015).

It was late 2012, when last Somalia conference was held in Mogadishu to end the transition and created permanent Federal State of Somalia, constitutional referendum and holding multiparty elections were ambitious plans laid down by the international community in order to move forward rebuilding state institutions at minimum level. "In addition to the shortcomings of Somali actors, the international community's policies, though well meant, seem to have added to the difficult of advancing Somalia's state building endeavor" (Bryden, 2013).

However, Somalia Federal Government is very weak to control the whole country, there are so many partitions and enclaves, there is no specific territorial map that SFG is able to administer, and there are no effective government institutions that can carry on the obligatory mandate of the SFG. Despite, the huge external support to this nascent state of Somalia, the political and security crisis is yet rampant, and this socio-political and economic vulnerability became the arsenal of terrorism, , piracy, international drug trafficking, human trafficking and unacceptable political behaviors that disrupted the stability in region.

Nevertheless, it is apparently clear that there are fragile conditions limiting Somalia to meet many features of a federal system of statehood, since there is no multi-ethnic society, no regional diversity, and no separate colonial history in the

Trust Territory of Italian Somalia. Thus, attempting to form a federal government in Somalia can possibly generate another extended cycle of conflict and political disorder. "There are also some analytical internationally and locally views contending that the social structure of the people in Somalia is not compatible with the concept of federalism and building such sophisticated political decentralization system. On the other hand, there are many plausible instances proved that Somali culture is more individualistic and egalitarian which is difficult to adopt workability of such advanced type of statehood (Warah, 2014).

In the contrary to that, it is substantially found that the possibilities to establish a Unitary State of Somalia has also got minimum choice due to some reasonable failures of 31 years Unitary State of Somalia, that had failed to prevail socio-economic and political discrepancies between the Somali people united to form a greater Somali nation state (Barawaani), Jan,2015). It is one section to compare the leadership style and performance of the federal government of Somalia.

### **Objectives of the study**

The objective of this study was to determine the effect of democratic leadership style on the performance of federal government of Somalia.

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **Leadership Continuum Theory**

According to the Tannenbaum & Schmidt's Leadership Continuum, One criticism of early work on leadership styles is that they looked at styles too much in black and white terms. The autocratic and democratic styles or task-oriented and relationship-oriented styles which they described are extremes, whereas in practice the behavior of many, perhaps most, leaders in business will be somewhere between the two. Contingency theorists Tannenbaum and Schmidt suggested the idea that leadership behavior varies along a continuum and that as one moves away from the autocratic



extreme the amount of subordinate participation and involvement in decision taking increases. They also suggested that the kind of leadership represented by the democratic extreme of the continuum will be rarely encountered in formal organizations.

Four main leadership styles can be located at points along such a continuum:

**Autocratic:** The leader takes the decisions and announces them; expecting subordinates to carry them out without question (the Telling style).

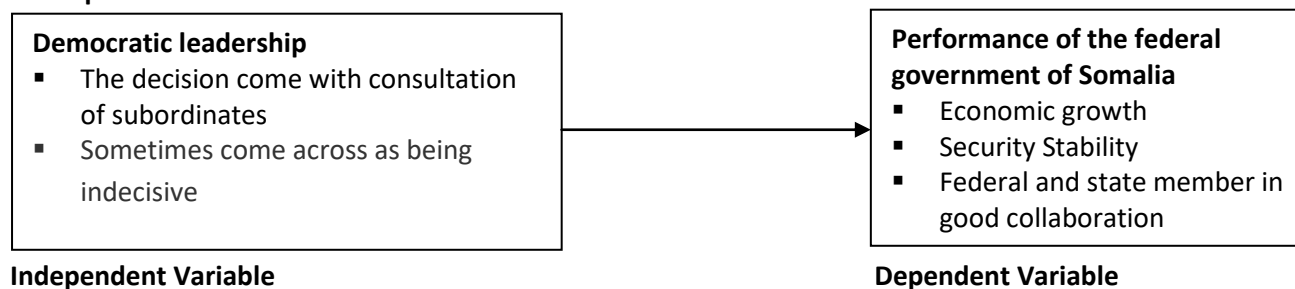
**Persuasive:** At this point on the scale the leader also takes all the decisions for the group without discussion or consultation but believes that people will be better motivated if they are persuaded that the decisions are good ones. He or she does a lot of explaining and 'selling' in order to overcome any possible resistance to what he or she wants to do. The leader also puts a lot of energy into creating enthusiasm for the goals he or she has set for the group (the Selling style).

**Consultative:** In this style the leader confers with the group members before taking decisions and, in

fact, considers their advice and their feelings when framing decisions. He or she may, of course, not always accept the subordinates' advice but they are likely to feel that they can have some influence. Under this leadership style the decision and the full responsibility for it remain with the leader but the degree of involvement by subordinates in decision taking is very much greater than telling or selling styles (the Consulting style).

**Democratic:** Using this style the leader would characteristically lay the problem before his or her subordinates and invite discussion. The leader's role is that of conference leader, or chair, rather than that of decision taker. He or she will allow the decision to emerge out of the process of group discussion, instead of imposing it on the group as its boss (the Joining style). What distinguishes this approach from previous discussions of leadership style is that there will be some situations in which each of the above styles is likely to be more appropriate than the others.

### Conceptual Framework



**Figure 1: Conceptual Framework**

### Democratic Leadership

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While the democratic process tends to focus on group equality and the free flow of ideas, the lead

of the group is still there to offer guidance and control (Martindale, 2011).

Because group members are encouraged to share their thoughts, democratic leadership can leader to better ideas and more creative solutions to problems. Group members also feel more involved and committed to projects, making them more likely to care about the end results. Research on leadership styles has also shown that democratic leadership leads to higher productivity among

group members (K., Liippit, R. and White, R.K. , 1939).

While democratic leadership has been described as the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process (Martindale, 2011).

### **Empirical Review**

In proportional research, federalism is usually associated with democracy, and considered to be incompatible with both autocratic regimes and laissez-faire. It is thought to be conducive to democratic governance, or democracy is seen as the precondition for stable federalism this empirical observation gave rise to a discussion on whether federalism can exist in leadership at all. As regards young democracies, it has been argued that federalism can destabilize transitional regimes. Federal regimes allowing political competition in the process of transition to democracy risk that a competition which is organized around regional and local interests puts a federal system's territorial integrity into jeopardy. Laissez-faire leadership need to build public campaign the promotion of unions and collective bargaining, and governmental regulation. These findings point to the fact that both relations between federalism on the one hand and democracy, autocracy or laissez-faire on the other are more complex than often expected.

### **METHODOLOGY**

This study was descriptive in nature and it utilized cross-sectional data collected through a standard questionnaire. The researcher will use a survey design method for the study. Survey design is a design in which data is collected using questionnaires. The researcher used the above design to enable him describe or present a picture of the problem under study. The study covered some target people in Mogadishu City in Somalia

geographical area of and a total population of 330. The target population of this study was the former/current Somali Government Members of Parliament, Cabinet Ministers, Educated Elders and Political Experts within Mogadishu in Somalia. The sample frame for the study included Current Somali Government Members of Parliament, Cabinet Ministers, Educated Elders and Political Experts.

A structured questionnaire was used to collect quantitative data. From the respondents it was used to supplement the qualitative data, Key Informant interviews were then conducted with member of the parliament, cabinet ministries, Educated Elders and political Expert. Whereas quantitative analysis goes further to test the theories in the theoretical framework behind the study and prove or disapprove it. For this kind of a study, there is need to go further and test hypothesis. The multiple regression analysis was used to explore the relationship between, Democratic Leadership as the independent variables and performance of the federal government of Somalia, as the dependent variable. Pearson's correlation analysis was also used and it's a powerful technique for exploring the relationship among variables. Correlation coefficient was used to analyze the strength of the relations between variables. Correlation coefficients were calculated to observe the strength of the association. A series of multiple regression analysis (standard and step wise) were used because they provide estimates of net effects and explanatory power. Analysis of variance (ANOVA) was used to test the significance of the model.

### **FINDINGS**

#### **Response rate of the study**

The researcher administered 180 questionnaires and all were returned having been full filled. The respondents were presented with the questionnaires by the researcher and were filled by the respondents spot on under the guidance of the researcher because some of the respondents did not understand English. The response rate was 100 percent which is within Mugenda and Mugenda

(2003) prescribed significant response rate for statistical analysis which they established at a minimal value of 54 percent.

### Descriptive Analysis

The following presents the findings on the various study variables.

#### Effect of Leadership on performance of federal government of Somalia

The study required to establish the effects of Leadership on performance of federal government of Somalia. In table 1 most of the respondents agreed that the State making process of the federal government in Somalia, state member should be part of the decision making process of the federal

government in Somalia with a mean of 1.74, as a rule, the state members must be given rewards or punishments in order to motivate them to achieve a good objectives increased with a mean of 2.44, another respondents resulted from the Providing guidance to federal member states without pressure is the key to being a good leadership in Somalia were mean of 1.76, most of the respondent agreed that The Somali Federal Constitution fundamentally has decentralized characteristics in a mean with 2.26, while they are less agreed that The Federal Constitution in Somalia provided for the separation of power, an element that is very important for democracy and good governance in Somalia in a mean of 1.38.

**Table of 1: Effect of Democratic Leadership on performance of federal government of Somalia**

	N	Mean	Std. Deviation
State making process of the federal government in Somalia, state member should be part of the decision making process of the federal government in Somalia	180	1.74	1.135
As a rule, the state members must be given rewards or punishments in order to motivate them to achieve a good objectives	180	2.44	1.010
Providing guidance to federal member states without pressure is the key to being a good leadership in Somalia	180	1.76	1.331
The Somali Federal Constitution fundamentally has decentralized characteristics	180	2.26	1.265
The Federal Constitution in Somalia provided for the separation of power, an element that is very important for democracy and good governance in Somalia	180	1.38	.719
Valid N (list wise)	180		

#### Performance of federal government of Somalia

The result of the study in the Performance of federal government of Somalia, in the table below shows the Performance of federal government of Somalia, the respondent has less agreed that the Finalization of the Federal Constitution and support for the establishment of the remaining Federal Member States are vitally important for the federal government in a mean of 1.74, other respondents shows that In the Democratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members in a mean of 1.58, Major

of the respondent agreed that In autocratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members in a mean of 3.88. Other respondent agreed that In Liaises fair, the federalism tends to be highly economic growth, increase security stability, and good collaborating among federal and state members in a mean of 3.21, other respondent shows that The internal power struggling between different functions of Somalia range from central to regional but it must be primarily settle down before proceeding state building arena with a mean of 2.50.



**Table 2: Performance of federal government of Somalia**

	N	Mean	Std. Deviation
Finalization of the Federal Constitution and support for the establishment of the remaining Federal Member States are vitally important for the federal government	180	1.74	1.119
In the Democratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members	180	1.58	.731
In autocratic style, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members	180	3.88	.917
In Liaises fair, the federalism tends to be highly Economic growth, increase security stability, and good collaborating among federal and state members.	180	3.21	1.778
The internal power struggling between different functions of Somalia range from central to regional but it must be primarily settle down before proceeding state building arena.	180	2.50	1.131
Valid N (list wise)	180		

**General question the relationship between leadership style and federal government of Somalia**

The study requires examining the relationship between leadership style and federal government of Somalia. in the table below indicates the analyzes of the relationship between variables and performance of the federal government of Somalia, in the respondent of the Somalia with its current situation can't implement neither unitary nor federalism smoothly by itself without the help of the international community in a mean of 2.74, other respondents results form There is a very

strong and substantial peace and political progress that is taking place in Somaliland, having political parties, two houses of parliament, and holding two one-man one-vote elections as well as local government elections. Therefore, the Federal Government should come up with an effective way to deal with Somaliland, by a mean of 1.66, other respondents from Both the International Community and the regional government can also play a significant role in convincing Somaliland to join the rest of Somalia in a federal political system that can give self-rule within its own territory in a mean of 2.51

**Table 3: the relationship between leadership style and federal government of Somalia**

	N	Mean	Std. Deviation
Somalia with its current situation can't implement neither unitary nor federalism smoothly by itself without the help of the international community.	180	2.74	1.503
There is a very strong and substantial peace and political progress that is taking place in Somaliland, having political parties, two houses of parliament, and holding two one-man one-vote elections as well as local government elections. Therefore, the Federal Government should come up with an effective way to deal with Somaliland.	180	1.66	1.139
Both the International Community and the regional government can also play a significant role in convincing Somaliland to join the rest of Somalia in a federal political system that can give self-rule within its own territory.	180	2.51	1.318
Valid N (list wise)	180		

## Regression Analysis

### Correlation Analysis

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (performance of the federal government) and the independent variables (Democratic leadership). From table 4, the results generally

indicated that except for performance of the federal government other independent variables, Democratic leadership and laissez-faire leadership were found to have positive significant correlations on at 5% level of significance. There was a strong positive and highly significant correlation between Democratic leadership and performance of federal government of Somalia ( $r = 0.348$ ,  $P < 0.05$ ).

**Table 4: Correlation Analysis**

		Effect of Democratic Leadership	Performance of federal government of Somalia.
Effect of Democratic Leadership	Pearson Correlation	1	.548**
	Sig. (2-tailed)		.000
	N	180	180
Performance of federal government of Somalia	Pearson Correlation	.548**	1
	Sig. (2-tailed)	.000	
	N	180	180

## CONCLUSIONS AND RECOMMENDATIONS

The study results confirmed the importance of the effect of democratic leadership to the performance of the federal government. In general, the results reveal that democratic leadership style and state and federal cooperation policies have significant and strong positive effects on the performance of the federal government in Somalia. Stepwise regressions revealed that democratic styles explained statistically significant portion of the variance associated with the extent of the performance of the federal government in Somalia. The study recommends that to improve the performance of the federal government in Somalia, politician and top leader in the federal government should nurture and develop democratic leadership style.

The stepwise multiple regressions indicated that among the effect of democratic leadership style on the performance of the federal government had more effects on improving the performance of the federal government in Somalia. This result was an emphasis on the role of democratic style of leadership in providing a suitable environment for

developing performance of the federal government in Somalia.

Based on the findings of this study and the conclusions, the following recommendations were prepared:

- The existing leadership styles should be modified towards modern democratic practice in order to improve the performance of federal government in Somalia.
- In modifying leadership style, the views and the public opinion must be considered as a key priority to select a fairly and fair elected leadership.
- In modifying leadership style, the politicians and top leaders of the country should incorporate modern democratic leadership styles to increase the performance of the federal government in Somalia.
- Politicians, opposition leaders and top leaders of the country should focus more on sharing ideas, opinions with followers and engaging with leaders of the federal

member states to improve the performance of the federal government.

- Politician and top leaders should find out how democratic style of leadership could be modified in order to facilitate increasing the performance of the federal government in Somalia.

### **Suggestions for areas for further research**

The general objective of this study is to determine the effect of leadership style on the performance of federal government of Somalia. Specifically, this

study investigated the effects of autocratic, democratic and Laissez-faire Leadership styles on the performance of the federal government. These styles of leadership under study are not the only ones of the all leadership styles, hence further research can be carried out to paternalistic, transformational leadership styles on the performance of the federal government. Secondly, further studies need to be carried out to compare the different leadership style of the current and former military regime of Somalia and their effect of performance.

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