**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON PEACE BUILDING IN SOMALIA**

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[*1]Masters Candidate, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya
[2]PhD., Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya

*ABSTRACT*

*The general objective of this study was to assess the influence of transformational leadership on peace building in Somalia. The study used descriptive research design to assess the influence of transformational leadership on peace building in Somalia. The study target population was the 135 traditional leaders and resident of Mogadishu. The group of traditional leaders represents respective clans in Somalia. The study sample size was 101 respondents. Stratified sampling was used since the group is non-homogenous in nature. Primary data collection procedure was done with the use of questionnaires, while secondary data was sourced from books, government reports and journals. Data was gathered by use of questionnaire was processed by editing, and computing with help of statistical software (SPSS version 23). The results of the study revealed that there was statistically significant influence of transformational leadership on peace building in Somalia. Specifically, the results revealed that there was a statistically significant influence of inspirational motivation, individual consideration, and intellectual stimulation on peace building in Somalia. The implication of the study was that there should be effective communication between management and other followers within the organization, government and policy makers should organize and initiate coaching in transformational leadership so that it could help to leaders with the necessary skills of leadership, transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall follower's morale, leaders should give a space that followers can play around and exercise their creativity, leaders should train and capacitate their followers and prepare them to be the future leaders, and teamwork among followers should be enhanced to ensure cohesiveness among the supporters and the leader should ensure and lead by example. Areas for further study was the need for future researchers to assess the influence of other leadership styles on peace building so that leaders could fully understand and appreciate the appropriate methodology that would effectively enhance on peace building in Somalia.*

*Key Terms: Appreciation of others, conflict management, Conflict resolution, Conflict settlement, Creativity, idealized behavior, Individualized Consideration, Inspirational Motivation, Intellectual Stimulation, Peace building, Recognition, Responsibility, Teaching, Team orientation, transactional Leadership, Transformational leadership*

**INTRODUCTION**

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. There are many elements of the transformational style of leadership, especially the elements of encouragement, motivation, team-orientation, honesty, respect, effective communications, reliability, trustworthiness, empathy, empowerment, inspiration, and optimism (Bloom, 2011). The transformational leadership theory is all about directing the followers into positive change where they can care of each other's interests and act in the group's interest as a whole (Warrilow, 2012). Transformational leadership is an approach of leadership that encompasses both a breadth and depth of strategies and characteristics. It primarily focused on the vision and followers, transformational leadership emphasizes follower development and their intrinsic motivation. Transformational leaders are focused on raising the followers to a higher level of performance and consciousness in order to reach the mutual goals of the team, rather than solely for self-interest. Transformational leadership has gained a great deal of attention since its development through research and evaluations from MacGregor and Burns. Transformational leadership as consisting primarily of a leader who inspires commitment to a distinct organizational vision and cause as well as a leader who guides and transforms the organization to their central mission. Because both transformational leadership and the nonprofit/social sector are deeply engrained in mission-focused work, transformational leadership theory is an ideal lens through which to lead socially minded organizations (Zhu et al., 2011).

The concept of transformational leadership was first developed by MacGregor. Burns noted that the primary strategies of a transformational leader include a clear vision for both the organization, and the way in which the followers fit into, and can facilitate that vision (Tawney, 2014). A transformational leader is focused on the development of fulfilling and facilitating connected relationships between the leader, the followers, and the team as a whole (Hughes, 2015). Furthermore, transformational leadership theory focuses on raising the level of the followers and working to develop their individual growth and potential to be leaders. The original expectation for performance is linked to an initial level of confidence or efficacy in the followers' perceived ability and motivation. Thus, followers' perceptions of self-efficacy or confidence, as well as their developmental potential, are enhanced through the transformational leadership process.

According to Burns Transformational style of leadership is a stimulating technique through which a leader can inspire and apply that ability of motivation thinking to succeed. Transformational Leadership manifests itself in four perspectives which include idealized influence, Individual consideration, Intellectual stimulation and Inspirational motivation (Farid, 2014). If an Individual is perceived to enhance transformational leadership style, it triggers radical ideas that dramatically stimulate project team initiatives and inspire unusual motivation, both of which enhance overall productivity. These four styles are often referred to as the 'Four I's' of transformational leadership.

Idealized influence encompasses behavior that instill pride in the followers for being associated with the leader and this indicates that leader will go

beyond their individual self-interest for the greater good of the other group and make personal sacrifices for other's benefit. The idealized behavior is also an aspect from the leader leading by example so that the team may emulate him, treat him with high esteem and adopt his beliefs and principles (Chu, 2011).

Inspirational motivation is the 2nd factor of transformational leadership which clearly communicate the organizational goals and vision for the future to ensure its full realization of its potential. The inspirational leaders talk about what needs to be accomplished, but express confidence that those goals will be achieved. A person who considers inspirational motivation also creates existing image of what is essential to think about. This type of motivational behavior encourages a sense of team spirit, creating general enthusiasm, especially towards difficult challenges (Tawney, 2014). This factor of transformational leadership is especially pertinent to the social sector because of the trying nature of the nonprofit world, where enthusiasm and motivation are needed in order to maintain optimism throughout all levels of the organization.

Intellectual stimulation is the 3rd of transformational leader and set of behaviors and attributes, which implies that a transformational leader seeks differing perspectives when solving problems, and gets others to look at those existing problems from a different angle. This kind of leader encourages teams ingenuity creativity and innovative thinking, urging them to keenly question the status quo in order to make discoveries and inspirational motivation that clearly communicate the organizational goals and visions subsequently inspiring the team to ensure its full realization of its potential.

Individual consideration is the 4th and final factor of transformational leadership. Those transformational leaders who display individualized consideration provides encouragement to team members in form of individual mentorship, spend time coaching and counseling their followers, and in doing so, promote self- development. They treat others as individuals, rather than simply group members, and identify the differing needs, abilities, and aspirations for those individuals. Transformational leaders using individualized consideration listen to others' concerns and help others to develop their strengths (Chu, 2011).

The ending of the armed conflict in Northern Ireland and the ongoing transition to a more peaceful society has been widely regarded as one of the more successful examples of global peace building and conflict transformation. The conflict, which began in August 1969, formally came to an end with the signing of the Belfast/Good Friday Agreement in April 1998 by the British and Irish governments, with the support of the main Northern Irish political parties (Jarman, 2016). The peace process and Agreement was one element of an important decade in relation to global peace building and which began with the transformations in Eastern Europe and the collapse of the Soviet Bloc in 1989, and which led to the end of the Cold War. This in turn led to new initiatives and developments in relation to ending conflict. At the beginning of the decade the United Nations initiated a broad review of international approaches to conflict, which led to the elaboration of the concept of peace building in the 1992 report an Agenda for Peace by Secretary General Boutros Boutros-Ghali, and at the end of the decade, the year 2000 saw the publication of the Brahimi Report on United Nations peace operations, as well as the passing of UN resolution 1325 on Women, Peace and Security. From another perspective the decade was marked by contrasting experiences in dealing with violent conflict. There was important progress in bringing to an end long running conflicts in

Lebanon, South Africa and Northern Ireland, as well as what has since proved to be misplaced optimism, on progress on the other major long running conflict between Israel and Palestine. The counterpoint to this apparent progress, however, was the failure of the international community to respond effectively to the violence in Yugoslavia and Rwanda (Jarman, 2016).

Sustainable peace eludes many African countries. Most post-conflict societies in Africa continue to be dominated by the aftermath of war, including weak health, educational, and infrastructural systems; growing slums; power and identity issues; corruption; and a legacy of violent tendencies which often do not easily fade away. When the root causes of conflict largely land disputes, inequalities, the quest for power, and ownership of natural resources are not thoroughly dealt with, violence can reoccur even after peace has been restored (Maame, 2016).

Somalia's history of conflict reveals an intriguing paradox namely, many of the factors that drive armed conflict have also played a role in managing, ending, or preventing war (Reuben, 2014). For instance, clannism and clan cleavages are a source of conflict used to divide Somalis, fuel endemic clashes over resources and power, used to mobilize militia, and make broad-based reconciliation very difficult to achieve. Most of Somalia's armed clashes since 1991 have been fought in the name of clan, often as a result of political leaders manipulating clannism for their own purposes. Yet traditional clan elders are a primary source of conflict mediation, clan-based customary law serves as the basis for negotiated settlements, and clan-based blood-payment groups serve as a deterrent to armed violence. Likewise, the central state is conventionally viewed as a potential source of rule of law and peaceful allocation of resources, but, at times in Somalia's past, it was a source of violence and predation. Economic interests, too, have had an ambiguous relationship with conflict in Somalia. In some places, war economies have emerged that perpetuate violence and lawlessness, while in other instances business interests have been a driving force for peace, stability, and rule of law (Avis & Herbert, 2016).

According to (Mbugua, 2013), the period before 1991, Significant armed conflict was absent during Somalia's first 17 years of independence (1960–77). The first 10 years of independence were marked by vibrant but corrupt and eventually dysfunctional multiparty democracy. When the military came to power in a coup in 1969, it was initially greeted with broad popular support because of public disenchantment with the clannishness and gridlock that had plagued politics under civilian rule. In the context of the cold war, the regime, led by Siyad Barre, recast the coup as a socialist revolution and with funds from international partners built up one of the largest standing armies in sub-Saharan Africa. Between 1977 and 1991, the country endured three major armed conflicts. The first was the Ogaden War with Ethiopia in 1977–78, in which Somali forces intervened in support of Somali rebel fighters in a bid to liberate the Somali-inhabited region of the Ogaden. Somalia. Those losses sowed the seeds of future internal conflict, prompting the rise of several Somali liberation movements intent on overthrowing the military regime of Siyad Barre, whom they held accountable for the debacle (Mbugua, 2013).

After Somalia got its independence by the Italian and British in 1960, the first two governments that came, traditional and indigenous methods were put in practice to manage conflicts and govern the country. In every area of Somalia elders were an important part of the community. They were respected for their wisdom and the role that they played in society. However, the military Junta used its military power for governing and weakened the traditional elders influence. The failure of this policy spread quickly and the country was once again

gripped by instability. Although many people thought the military had secured the country, they were unaware of the slight difference between peace and security (Bariagaber, 2013).

In light of the violent and bloody conflicts in Somalia which have caused the starvation and displacement of millions of Somalis, the international community has been pushing, albeit not successful as of now, the agenda of peace-building beginning from the early 1990s (Thomas S. , 2016). However, in order to have a clear sense of what is meant by peace-building, it is imperative to define the concept from its legitimate sources. In this case, former United Nations Secretary General Boutrous-Ghali defines the peace building as a process that helps establish durable peace by addressing the root causes and effects of conflict through reconciliation and institution building. As an apocalyptic form of social disaster in the twenty-first century, according to some scholars' description, the Somali State ceased to exist in 1991 in terms of the modern understanding of the apparatus or system that is recognized as the working as a mechanism for control and social organization (Thomas S. , 2016).

There has been concerted efforts enhance the peacebuilding in Somalia through transformational leadership and mainly the use of traditional leaders while they enjoy high self esteem among their respective clan. At least 24 of the 54 nations in Africa have experienced conflict and instability in one form or another ( Clionadh , 2014). A majority of these have occurred in the Horn of Africa, which has, over the years, experienced both intra and inter-state conflicts. The region includes Somalia that has experienced one of the world's most complex and protracted conflicts since the fall of Siad Barre's regime in 1991. Conflicts have become a common feature in Somalia's state building. As a result, there have been calls not to negate the effectiveness of the traditional leadership in resolving such conflicts.

## Research Objectives

- To find out the influence of idealized behavior on peace building in Somalia
- To examine the influence of inspirational motivation on peace building in Somalia
- To determine the influence of intellectual stimulation on peace building in Somalia
- To assess the influence of individual consideration on peace building in Somalia

## RELATED LITERATURE

### Theoretical Framework
### Enemy System Theory

Enemy system theory introduces the human need to dichotomize people into out groups (enemies) and in groups (allies). In this theory it is important to consider because it helps to tie together all the micro and macro levels of analysis by introducing key multi-level phenomenon. For example, we have seen that identity is a basic human need that will be pursued regardless of cost. Self and group identities are intertwined through the process of socialization. Ethnic identity is particularly salient because it represents family and kinship ties that give a sense of belonging, security and meaning (UKEssays, 2013).

When ethnic groups are victimized the sense of identity is threatened on an individual and group level. This victimization often leads to what John E. Mack calls the egoism of victimization and this concept is very important because it enables a terrorized victim to become a terrorist, with little guilt about committing violence (UKEssays, 2013).

Peter A. Olsson developed a model to explain how people become terrorist calle the person pathway model. Terrorists (motivated by ethno-nationalism not ideology), having suffered ethnic identity victimization, perceive themselves to be the personification of a victimized ethnic group's fantasized liberation; they try to regain what has

been lost. Olsson defines this model with four primary elements: Early socialization into a violent environment, narcissistic injuries (i.e.: negative identity), escalatory events (i.e.: conversion experience), and personal connections to terrorist groups (Dietrich, 2013).

It is explained how individual based on their victimized ethnic identity become involved in destructive and violent behavior. With the exception of psychopaths, most terrorists, paramilitaries, freedom fighters, whatever you choose to call them, who are motivated by ethno-nationalism, are not people who would normally choose to become involved in violent political conflict. Most of them experienced a conversion experience or a traumatic pathway that led them to violence. Most of them were normal people, placed in abnormal violent contexts and forced to survive. This is not by way of excusing their unjustifiable acts. It is by way of explaining them, so that we can learn how to deal with them and their underlying issues in a proactive, rather than reactive way (UKEssays, 2013).

## Sandole's Generic-Complex Theory

When one explores Sandole's theoretical writings, particularly capturing the complexity of Conflict, they are exposed to two important goals: (1) it is meant to derive a generic theory that can deal with conflict at all levels (pillar 2); and (2) it is meant to deal with conflict at all intensities (latent, manifest, aggressive manifest conflict process). Sandole, having taken the challenge of the former, attempts to chart the complex realm of protracted social conflicts. Subsequently, we have termed his theory 'Generic-Complex theory'. We do this in part to distinguish it from complexity theory from which it derives some of its concepts. According to Sandole, conflict as start up conditions generates conflict as process, and once process comes to characterize, it does not matter how or when the conflict started (Sandole , 2012).

## Chaos Theory

In James Gleick's popular book Chaos, he elegantly summarizes chaos and complexity by stating, "Simple systems give rise to complex behavior. Complex systems give rise to simple behavior. And most important, the laws of complexity hold universally, caring not at all for the details of a system's constituent atoms". The reason that we turn to chaos and complexity theories in conflict analysis and resolution is that it offers novel and interesting ways to analyze the behavior of dynamic systems. In human social life there are few processes (Sandole , 2012).

or systems that are as dynamic or complex as conflict systems. Chaos and complexity theories will be examined in order to borrow some conceptualizations that we can incorporate in our theory, analysis, and intervention. Chaos theory has evolved over the last hundred years but most important contributions were introduced beginning in the 1960s (Sandole , 2012).

Decisions that are made, for instance whether to call a cease-fire or continue a violent campaign, are highly important to determine the path of chaotic systems. This is one of the reasons that chaos theory is so important to conflict resolution. Whether or not someone is going to bomb a crowded pub next Saturday night is not just an abstract probability question, nor is it simply a matter for the security services. It is an important question for the society, and, more specifically, for the patrons and barmen of the pub. Such concepts of chaos theory can be readily applied to conflict system dynamics. This will be done in more detail in the sections on analysis and intervention. It is important to remember that we are treating these concepts metaphorically and not mathematically (Sandole , 2012).

## Peacebuilding Theory

Peacebuilding is difficult to define and even more difficult to achieve in practice Cousens (2001) cited in (Lambourne W. , 2014). Scholars as Stephen J. Stedman and Donald Rothchild define peace building as strategies designed to promote a secure and stable lasting peace in which the basic human needs of the population are met and violent conflicts do not recur cited in (Lambourne W. , 2014). Also, as argued by Gareth Evans (1993) that at the heart of the notion of peacebuilding is the idea of meeting needs: for security and order, for a reasonable standard of living, and for recognition of identity and worth Evans (1993:39) cited in (Benner, Mergenthaler, & Rotmann, 2011). As the process for peacebuilding strives for new attitudes and practices, there is a need for flexible, consultative and collaborative approaches that can operate from a contextual understanding of the root causes of conflict. This approach is based on terminating something undesired (violence) and the building of something desired trough the transformation of relationships and construction of the conditions of peace according to Lederach (Autesserre, 2014)

According to (Autesserre, 2014) cited in John Paul Lederach's theories on peacebuilding identify relationships as a central component. Lederach also argues that one of the most important needs is for peace builders to find ways to understand peace as a change process based on relationship building. Further, he mentions that the need of peacebuilding framework towards relationship-building and similar processes is essential rather than a heavy focus on the political and legal aspects of peace agreements, truth commissions and criminal tribunes. In the international community's past peacebuilding practices, the main focus has turned towards the political rather than the personal which has tended to mask the underlying psychosocial processes that mainly contribute to the willingness and readiness of people to choose a path of peace and reconciliation rather than engaging in further mass violence and/or abuse of human rights.

Another important factor in peacebuilding is the demobilization of armed groups. Demobilization is of great relevance when post-war societies are trying to make efforts to prevent violence. This is important because it may reduce the violence and threats for new-armed groups. The prevention of group mobilization and criminal activities is essential in the process of rebuilding a society (Lambourne & Gitau, 2013).

## Conceptual Framework



**Independent Variables          Dependent Variable**
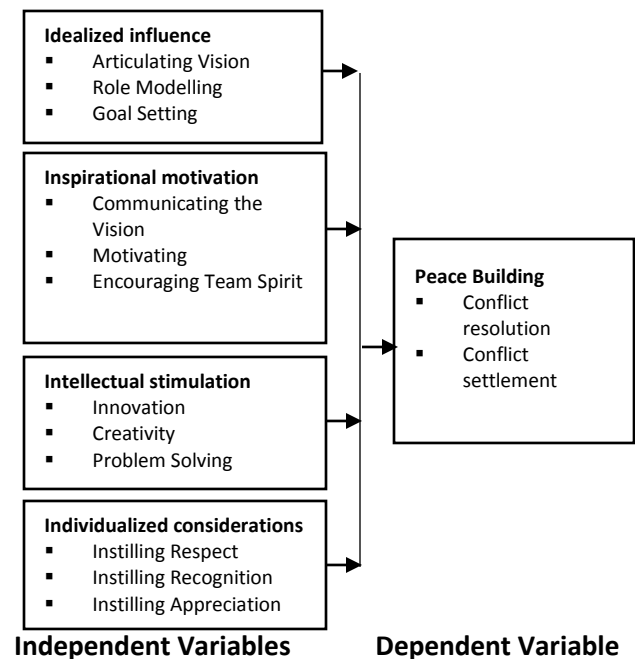
**Figure 1: Conceptual Framework**

## Idealized influence

Idealized behavior has two main components, namely idealized attributes (also called attributed charisma) and idealized behaviours (Janet, Rambo, Ndiritu, & Onyango, 2015). Idealized behavior refers t how the leaders build confidence and trust in the followers and also acts as role model to them. If the leader lacks the great confidence of his/her followers it may cause great resistance to the organizational goals. Therefore, you can lead people if you can make happy to follow you. If you perform

your job well, it is for certain that others will appreciate you and people will believe you. The idealized influence provides and instills pride, high ethical behavior, and gain respect and trust from the followers. Idealized influence is described in two types: attributed (what traits are assigned to a leader) and behavioral (what one does). Idealized influence leaders provide a role model for high ethical behavior, instills pride, gains react and trust (Chu, 2011).

DeGroot and Berney (2009) argues that charismatic leadership is an important aspect of transformational leader, which would result in higher subordinates' satisfaction. Cheung and Chuah (2009) assert that, the dimension of charisma was confirmed to be the most important factors to influence members' satisfaction with their leader among four transformational leadership style dimensions. Project managers who employ transformational leadership and, more specifically, idealized influence taking care of team members' recognition, in conjunction with recognition-oriented approach, enjoy more project Implementation as defined by Pinto and Slevin (2008). The leaders with idealized influence are honored, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Such leaders, which represent the model roles to their followers, do "the right things", demonstrating high moral and ethical behavior. They do not use their position and leaders' abilities to achieve personal interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations (Chu, 2011).

**Inspirational motivation**

Transformational leaders make the followers see an appealing future and offer them opportunities to see meaning in their work. Inspirational motivation refers to the ability of the leader to motivate the whole organization. Inspirational motivation is the degree to which the leader articulates a vision that is appealing and inspiring to followers. This characteristic reflects the extent to which a leader is also capable of being a cheerleader, so to speak, on behalf of his or her followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. The inspirational leaders demonstrate enthusiasm and optimism, and emphasize commitment to a shared goal. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. Transformational leaders should, therefore, behave in such a way, which inspires and motivates followers and these are included showing optimism, stimulating team work, pointing out positive attitudes, emphasizing aims and advantages (Febres, 2017). Keegan and Den Hartog (2009) further suggested that transformational leadership was relevant to the peacebuilding, development of new forms of leadership theories were perhaps required for transformational leaders as line leaders appeared to have more charismatic influence over followers. Their findings showed that the project managers who exercised the transformational leadership behavior of inspirational motivation enjoyed on peacebuilding. However, the variables of enthusiasm and optimism, and clarity of stimulation were not tackled.

**Intellectual stimulation**

Bass (2006) examining Intellectual stimulation and approaches to projects in USA, using expost facto design found out that intellectual stimulation works to encourage thoughtful problem solving through careful contemplation and, as a component of transformational leadership, it helps foster intrinsic motivation in project Implementation Bass & Riggio,

(2006). Intellectual stimulation is a characteristic of transformational leaders who develop competence in followers, stimulate creative thinking to generate innovative ideas, and teach how to think about a variety of things with a new alternative. Intellectual stimulation is the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas (Febres, 2017). Transformational leader has an important role in the transformation process of organization. Leaders in this style stimulates and encourage the efforts of their followers as regards innovativeness and creativity, stimulate permanent reexamination of the existent assumptions and stimulate change in the way of thinking about the problems. Transformational leaders are the nurturer and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.

**Individualized Considerations**

Individualized consideration is the degree to which leader attends to each follower's need, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. Individual consideration occurs when transformational leaders pay huge and special attention to Follower's needs for development and achievement. These kind of leaders provide needed compassion, support, empathy and guidance in order they influence their respective followers (Kelloway, 2012). A transformational leader is reduced to the ability of individual analysis of followers. Namely, inclusion of followers into the transformation process of an organization implies the need to diagnose their wishes, needs, values and abilities in the right way.

Leaders are invested in the development of their followers; they serve also as mentors and coaches, and take into account individual needs and desires within a group. This also encompasses the need for

respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self development and have intrinsic motivation for their tasks. The leader, who is aware of the difference in needs and wishes of people, has an opportunity to use all those different demands in the right way (Kelloway, 2012). However, there is no empirical evidence that individualized consideration aspects of individual analysis of followers, team orientation and recognition has been specifically linked to peacebuilding modulated with conflict resolution and conflict settlement strategies strategies.

Effective application of the list of skills of transformational leaders includes existence of certain attributes of transformational leadership and they are;

**Creativity;** is an attribute of transformational leadership it includes not only undertaking creating actions by transformational leaders, but also openness to creative enterprises of their followers.

**Team orientation;** transformational leaders reflects their awareness of the importance of teamwork and readiness to lean on the help of others. The transformational leader should approach the creation of teams within which, together with the other members, make appropriate decisions and solve problems they come across. In that sense it is important to raise functioning of the team to a level which insures complete equality.

**Appreciation of others**-is the attribute of transformational leaders with which they demonstrate that they appreciate and evaluate the attitudes and opinions of their followers. These attributes of transformational leaders reflect the need for two-way communication during the process of organizational transformation.

**Teaching**-represents an important attribute of transformational leaders, which reflects their ability to influence people in the process of change to teach, direct and correct them. Without teaching, fulfillment of transformational aims rests upon

occasional chances only, and not on the design established in advance.

**Responsibility-** it reflects readiness of transformational leaders to take the risk upon them for the success of transformational change. When they face the change, managers can act in two ways. They can "keep themselves aside", to watch and, eventually, criticized the change. Passive managers which are indifferent as regards the change or oppose it vigorously, or think that the change is something that should concerns somebody else, have such an approach to the change. Such managers are called passive managers or watchers.

**Recognition-** Recognition, as an attribute of transformational leadership, allows leaders to identify situations in which followers should be praised, i.e. give them recognition. Giving recognition by simply saying thank you for a well done job, does not cost anything, and represents a strong stimulation for the followers to give further support in the efforts to perform the change.

**Peace Building**

**Conflict Resolution**

Conflict resolution involves ways and means through which a disagreement or conflict among feuding parties is facilitated to a peaceful end. It also can be regarded as any process that resolves or ends conflict via methods which include violence or warfare (Kinnander, 2011). On the hand, it can be viewed as a non-violent process that manages conflict through compromise, or through the assistance of a third party who either facilitate or imposes settlement or resolution. There are three types of conflict; personal or relational conflict, instrumental conflicts, and conflicts of interest. For the personal or relational conflicts are usually about self-image or identity or important aspects of a relationship such as the breach of confidence or lack respect, the instrumental conflict is all about structures, procedures and means. Fairly something

tangible and structural within the institution or for an individual, while the conflict of interest concerns the ways in which the means of achieving goals are distributed, such as time, space and staff or money (Kinnander, 2011).

**Conflict Settlement**

Conflict settlement is strategies for achieving sustainable win-win solutions and or putting an end the direct violence without necessarily addressing the underlying causes of conflict. Conflict settlement also refers to an approach emphasizing the reaching of agreement between the parties through negotiation and bargaining (Locke, 2012). A settlement means agreement about the conflict issues that often involves a compromise or some concessions from both sides. Disputes are generally considered to be disagreements that involve negotiable interests. Such issues can be settled through negotiation, mediation, or adjudication. Settlement is often the quickest solution to a difficult or violent situations (Thomas, Edward, & Irfan, 2012).

**METHODOLOGY**

Research Design

The researcher used a descriptive survey design method for the study. The target population of this study was the 135 Somali traditional leaders in Mogadishu. The group of traditional leaders represents respective clans in Somalia. The group was under the ministry of interior and federal affairs, approved and supported by the federal parliament of the federal government of Somalia. (Somali Parliament, 2016).

The study selected a sample of 101 respondents. Stratified sampling was used since the group is no homogenous in nature. The sample size was obtained using the Slovin's formulae. Denoted by "n" the sample size, Slovin's formula is given by:-

$$n = \frac{N}{1 + N(e)^2}$$

Where; n=sample size, N=total population, e=Error tolerance.

The study confidence level was 95% which gave a margin error of 0.05.

Therefore, using the formula given above, the sample size was calculated as follows;

$$n = \frac{135}{1 + 135 \times (0.05)^2} = 101$$

Therefore, the study had a sample size of 135 respondents.

The regression equation assumed the following form:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where Y = **Peace Building** (dependent variable)

$\beta_0$ = **Constant of Regression**

$\beta$ = The Beta coefficients for the corresponding X (independent) terms, representing the net Influence the variable has on the dependent variable, as X's in the equation remain constant.

$X_1$ = **Idealized influence**

$X_2$ = **Inspirational motivation**

$X_3$ = **Intellectual stimulation**

$X_4$ = **Individualized considerations**

$\varepsilon$ = **Error of Regression**

**Research findings**
**Idealized behavior on peacebuilding in Somalia**
Idealized behavior is an aspect of clear behavior from the leader leading by example to his/her followers so that the team may emulate him. It was so important to the researcher to get information on Idealized behavior on peacebuilding in Somalia to ascertain if the leaders use transformational leadership style that builds confidence and trust in the followers. Idealized behavior was the first objective that study sought to achieve. The respondents were requested to respond to the statements in the Likert scale.

**Table 1: Statements of Idealized behavior on peacebuilding in Somalia**

| Idealized behavior on peacebuilding in Somalia | SA | A | NA-ND | D | SD | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| The leadership Makes others to feel good to be around | 50(51%) | 40(41%) | 0.0(0.0%) | 8(8%) | 0.0(0.0%) | 1.65 | .851 |
| Other people have complete faith in the leadership | 9(9%) | 50(51%) | 31(32%) | 8(8%) | 0.0(0.0%) | 2.39 | .768 |
| Other people are proud to be associated with the leader | 78(80%) | 20(20%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.20 | .405 |
| It's the leadership that always exemplifies qualities that followers admire | 31(32%) | 54(55%) | 13(13%) | 0.0(0.0%) | 0.0(0.0%) | 1.82 | .648 |
| Leadership never sets a personal example as far as high standards | 6(6%) | 57(58%) | 0.0(0.0%) | 35(36%) | 0.0(0.0%) | 2.65 | 1.036 |

are concerned

| | SA | A | N | D | SD | Mean | Std |
|---|---|---|---|---|---|---|---|
| Leadership often demonstrates for others how to make decisions and solve problems | 79(81%) | 19(19%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.19 | .397 |
| The leader always practices what he/she preaches | 88(90%) | 10(10%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.10 | .304 |
| The leader never asks others to do what he/she is unwilling to do | 92(94%) | 6(6%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.06 | .241 |
| Leadership models for others how to improve organizational productivity | 0.0(0.0%) | 50(51%) | 10(10%) | 38(39%) | 0.0(0.0%) | 2.88 | .944 |
| The leader invests considerable energy to champion the goals of the organization | 30(31%) | 59(60%) | 0.0(0.0%) | 9(9%) | 0.0(0.0%) | 1.88 | .816 |
| The leader communicates the organization mission and values through his/her actions | 17(17%) | 69(70%) | 0.0(0.0%) | 12(12%) | 0.0(0.0%) | 2.07 | .815 |

The study used eleven statements to measure the extent of influence of idealized behavior on peacebuilding in Somalia. Statement (1), respondents were further required to indicate whether the leadership makes others to feel good to be around, majority (51%) of the respondents indicated that they strongly agree, 41% strongly agree while those who indicated that they disagree comprised of 8%. This study shows that the majority of leaders feel good and proud when followers are around them. Statement (2), on the response whether other people have complete faith in the leadership, majority of the respondents (51%) agreed, 32% neither agree nor disagree, while 9% strongly agreed to this statement, and 8% disagreed that other people may have complete faith in the leadership. Statement (3), the respondents where required to indicate whether other people are proud to be associated with the leader. 80% of the total respondents were strongly agreed to this

statements and have shown as indicated in the table 4.6 that people feel proud to be associated with the leader followed by 20% that also have shown the sense of agreed to this statement. Statement (4), the respondents were asked whether the leadership is always exemplifying qualities that followers admire. Majority of the respondents (55%) agreed that leadership always exemplifies qualities that followers admire while 31% strongly agreed followed by 13% that neither agreed nor agreed to this statement. This study clearly indicated that that leadership exemplifies qualities that followers admire. Statement (5), the respondents were required to indicate if the leadership never sets a personal example as far as high standards are concerned. Majority of the respondents (58%) agreed to this concern followed by 6% who strongly agreed to this statement, while 36% of the total respondents disagreed to this statement. Statement (6), the respondents were

requested to answer if the leadership often demonstrates for others how to make decisions and solve problems. Majority of the respondents (81%) strongly agreed to this statement followed by 19% agreed. Statement (7), the sought to examine and interest to know if the leader always practices what he/she preaches before he/she appears before his/her followers. Majority of the respondents (90%) strongly agreed to this statement followed 10% that agreed. Statement (8), the study wanted to investigate whether the leader never asks other to do what he/she is unwilling to do. 94% out of the total respondents strongly agreed to this statement and 6% agreed. This shows that most of the leaders never asks their follower what they are unwilling to do as this also indicates that they do not consult with their followers. Statement (9), the research interested to know if the leadership models for others how to improve organizational productivity. Majority (51%) agreed to this statement followed by 39%who disagreed while 10% neither agreed nor disagreed to this statement. Statement (10), the study interested to investigate up to the extent the leader invests considerable energy to champion the goals of the organization. Majority (60%) of the respondents agreed to this statement followed by 31% who strongly agreed while 9% of the total

respondents disagreed to this statement. This study revealed that the leader strived and make great effort to champion the organizational goals and invests for this purpose a considerable energy that deserves to the expecting results. Statement (11), the study found that majority (70%) of the respondents agreed to the statement that the leader communicates the organizational values and mission through his/her actions followed by 17% that strongly agreed to this statement while 12% of the total respondents disagreed. This study shows that the leader devotes to promote the organization through his/her value and actions.

## Inspirational Motivation on peace building in Somalia

Inspirational motivation clearly communicates the organizational goals and visions subsequently inspiring and motivating the team to ensure tis full realization of the laid down goals. Therefore, this stud sought to examine the influence of Inspirational motivation on peacebuilding in Somalia to make sure that leaders use transformational leadership that stimulate creative thinking to generate innovative ideas and teach how about variety of things to capacitate organizational goals through his/her inspiration.

**Table 2: Statements of Inspirational motivation on peacebuilding in Somalia**

| Inspirational Motivation on peace building in Somalia | SA | A | NA-ND | D | SD | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| The leader express with a few simple words what he could and should do | 28(29%( | 70(71%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.71 | .454 |
| The leader provides appealing images about what he/she can do better | 10(10%) | 42(43%) | 20(20%) | 26(27%) | 0.0(0.0%) | 2.63 | .988 |
| The leader helps others find meaning in their work | 20(20%) | 78(80%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.80 | .405 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| The leader inspires others to be leaders in the future | 0.0(0.0%) | 37(38%) | 0.0(0.0%) | 61(62%) | 0.0(0.0%) | 3.24 | .975 |
| The leader often works with the best interest of others rather than self | 0.0(0.0%) | 25(26) | 0.0(0.0%) | 73(74%) | 0.0(0.0%) | 3.49 | .876 |
| The leader's models service to inspire other through his/her behavior, attitude and values | 50(51%) | 48(49%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.49 | .502 |
| The leader goes out of his/her way to meet the needs of the followers | 20(20%) | 20(20%) | 0.0(0.0%) | 58(59%) | 0.0(0.0%) | 2.98 | 1.276 |

The researcher developed seven statements to measure the extent of influence of inspirational motivation on peacebuilding in Somalia. Statement (1), the leader expressed with a few simple words what he could and should do, had a score 1.71 and a standard deviation of 0.454. This result indicated that majority of (71%) out of the 98 respondents agreed and 29% strongly agreed to the statement that leader express with a few simple words what he/she desires. Statement (2), the leader provide appealing images about what he/she can do better had a mean of 2.63 and a standard deviation of 0.988. This result indicated that majority (43%) agreed while 27% disagreed to this statement followed by 10% who are strongly agreed and 20% who have shown their neutrality to this statement. Statement (3), the leader help others find meaning in their work had a mean of 1.80 and a standard deviation of 0.405. This result have shown that the majority (80%) principally agreed to this statement and 20% strongly agreed. This study indicates that leaders inspire others and help find their work. Statement (4), the leader inspires others to be leaders in the future had a mean of 3.24 and standard deviation of 0.975. This study revealed that majority (62%) disagreed to this statement followed by 38% who principally agreed that leader inspires others to be leaders in the future. Therefore, this study discovered that most leaders do not wish and expect to inspire others to be the future leaders. Statement (5), the leader often works with the best interest of others rather than self had a mean of 3.49 and a standard deviation 0.876. The study shows that majority (74%) of the respondents disagreed to this statement while 26% out of the 98 respondents agreed to this statement. This point makes clear that majority of the leaders work their interest instead of caring the interest of others. Statement (6), the leader's models service to inspire other through his/her behavior, attitude and values had a mean of 1.49 and a standard deviation of 0.502. This statement shows that the majority (51%) strongly agreed that leader's models service inspire others followed by 49% who agreed to this statement. Therefore, this statement makes clear that leader's models service to inspire other through his/her behavior. Statement (7), the leader goes out of his/her way to meet the needs of the followers had a mean of 2.96 and a standard deviation of 1.276. This result indicated that majority (59%) disagreed to this statement, while 20% strongly agreed that leader goes out of his/her way to meet the needs of his/her team followed by 20% that agreed also principally to this statement.

**Intellectual stimulation on peacebuilding in Somalia**

This study sought to examine up to that Intellectual stimulation leader encourages teams, ingenuity, creativity, and innovative thinking urging them to keenly question the status quo in order to make discoveries. It was important to get information on Intellectual stimulation on peacebuilding in Somalia to ascertain if the leaders used this transformational leadership that stimulate creative thinking to generate innovative ideas, and to teach about variety of things. This was third objective that the study sought to achieve.

**Table 3: Statements of Intellectual stimulation on peacebuilding in Somalia**

| Statements of Intellectual stimulation on peacebuilding in Somalia | SA | A | NA-ND | D | SD | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| The leader enables others to think about old problems in new ways | 40(41%) | 58(59%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.59 | 0.494 |
| The leader provides other with new ways of looking at puzzling thing | 15(15%) | 71(72%) | 0.0(0.0%) | 12(12%) | 0.0(0.0%) | 2.09 | 0.801 |
| The leader always grants team members the opportunity to utilize their talents, skills and resources | 10(10%) | 52(53%) | 0.0(0.0%) | 36(37%) | 0.0(0.0%) | 2.63 | 1.088 |
| The leader invests considerable time and energy in equipping team members | 0.0(0.0%) | 53(54%) | 21(21%) | 24(24%) | 0.0(0.0%) | 2.7 | 0.84 |
| The leadership often encourages follower learning, growth and autonomy | 6(6%) | 31(32%) | 0.0(0.0%) | 61(62%) | 0.0(0.0%) | 3.18 | 1.078 |
| The leadership of the leader mentors team members in order to help them grow academically | 0.0(0.0%) | 28(29%) | 30(31%) | 40(41%) | 0.0(0.0%) | 3.12 | 0.828 |

Six statements were developed to measure the extent of influence of intellectual stimulation on peacebuilding in Somalia. The statement (1), were the leader enables others to think about old problems in new ways had a mean of 1.59 and a standard deviation of 0.494. This result indicated that a majority (59%) agreed followed by 41% strongly agreed to this statement. This study revealed the leader enables others to think bout old problems in new ways. Statement (2), the leader provide other with new ways of looking at puzzling thing had a mean of 2.09 and a standard deviation of 0.801. This study shows that majority (72%) of the respondents agreed followed by 15% who are strongly agreed while 12% disagreed. Statement (3), the leader always grants team members the opportunity to utilize their talents, skills and resources had a mean of 2.63 and a standard deviation of 1.088. The majority (53%) agreed to this statement followed by 10% who strongly

agreed while 37% disagreed. Statement (4), the leader invests considerable time and energy in equipping team members had a mean of 2.7 and a standard deviation of 0.84. The majority of respondents (54%) agreed to this statement followed by 21% who neither agreed nor disagreed while 24% disagreed that leader invests considerable time and energy in equipping team members. Statement (5), the leadership often encourages follower learning, growth and autonomy had a mean of 3.18 and a standard deviation of 1.078. This study revealed that a majority (62%) disagreed that leadership often encourages follower learning and development in every aspect, while 32% agreed to this statement followed by 6%. Statement (6), the leadership of the leader mentors team members in order to help

them grow academically had a mean of 3.12 and a standard deviation of 0.826. The majority (41%) disagreed to this statement while 29% agreed to the statement that leadership of the leader mentors team members in order to help them grow academically followed by 31% who neither agreed nor disagreed to the above mentioned statement.

**Individual consideration on peace building in Somalia**

This study sought to examine up to the extent to which individual consideration provides encouragement to team members in form of individual mentorship, coaching and counseling. The researcher sought important to get information on individual consideration on peacebuilding in Somalia.

**Table 4: Statements of Individual consideration on peace building in Somalia**

| Statements of Individual consideration on peace building in Somalia | SA | A | NA-ND | D | SD | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| The leader helps others develop themselves | 20(20%) | 40(41%) | 8(8%) | 30(31%) | 0.0(0.0%) | 2.49 | 1.133 |
| The leader let others know how leader think they are doing | 21(21%) | 10(10%) | 0.0(0.0%) | 67(68%) | 0.0(0.0%) | 3.15 | 1.279 |
| The leader gives personal attention to others who seem rejected | 10(10%) | 46(47%) | 0.0(0.0%) | 42(43%) | 0.0(0.0%) | 2.76 | 1.122 |
| The leader really feels as if the follower's problems are his/her own | 0.0(0.0%) | 18(18%) | 0.0(0.0%) | 80(82%) | 0.0(0.0%) | 3.63 | 0.778 |
| Team members have a deal of personal meaning for the leader | 21(21%) | 14(14%) | 0.0(0.0%) | 40(41%) | 23(23%) | 3.31 | 1.509 |

| The leader does not feel a strong sense of belonging to the organization | 0.0(0.0%) | 9(9%) | 0.0(0.0%) | 15(15%) | 74(76%) | 4.57 | 0.897 |
| --- | --- | --- | --- | --- | --- | --- | --- |

Six statements were developed to measure the extent of influence of individual consideration on peacebuilding in Somalia. Statement (1), the leader helps others develop themselves had mean of 2.49 and a standard deviation of 1.133. The majority (41%) agreed that leader helps others in order they develop others, while 31% of the total respondents disagreed to this statement followed by 20% that strongly agreed to this statement. For those who neither agreed nor disagreed to this statement made the 8%. Statement (2), the leader let others know how leader think they are doing had a mean of 3.15 and a standard deviation of 1.279. The majority (68%) disagreed that leader let others know how leader think they are doing, while 21% strongly agreed to this statement and 10% agreed. Statement (3), the leader gives personal attention to others who seem rejected had a mean of 2.76 and a standard deviation of 1.122. The majority (47%) agreed to this statement while 43% of the total respondents disagreed to this statement and 10% strongly agreed that leader gives personal attention to others who seem rejected. Statement (4), the leader really feels as if the follower's problems are his/her own had a mean of 3.63 and a standard deviation of 0.778. The result indicates

that a majority (82%) disagreed to this statement and have shown the concern that leader doesn't feels as if the follower's problems are his/her own problems too. 18% of the total respondents agreed that leader feels the problem of his/her followers. Statement (5), team members have a deal of personal meaning for the leader had a mean of 3.31 and standard deviation of 1.509. Majority (41%) disagreed to this statement followed by 23% that strongly disagreed. 21% are strongly agreed that team members have a deal of personal meaning for the leader followed by 14% that principally agreed. Statement (6), the leader does not feel a strong sense of belonging to the organization had mean of 4.57 and a standard deviation of 0.897. The study revealed a majority (76%) strongly disagreed that leader does not feel a strong sense of belonging to the organization followed by 15% that disagreed. Those who agreed to this statement are 9%. This study made clear that most leaders feel sense of ownership for the organizations they are managing.

**Peacebuilding**

The researcher sought to examine to the extent to which transformational leaders influence on peacebuilding using conflict resolution and conflict settlement strategies.

**Table 5: Statements of Peacebuilding in Somalia**

| Statements of Peacebuilding in Somalia | SA | A | NA-ND | D | SD | Mean | Std. Deviation |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Conflict resolution management practices can help realize peace in a society | 80(82%) | 0.0(0.0%) | 3(3%) | 15(15%) | 0.0(0.0%) | 1.52 | 1.114 |
| Conflict resolution | 40(41%) | 58(59%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.59 | .494 |

| Statement | | | | | | Mean | Std |
|---|---|---|---|---|---|---|---|
| leadership skills are required during peace process | | | | | | | |
| With conflict resolution, warring parties need to work together in order to realize peace | 60(61%) | 38(39%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.39 | .490 |
| Conflict resolution skill are essential to any leader in pursue of peace | 20(20%) | 60(61%) | 18(18%) | 0.0(0.0%) | 0.0(0.0%) | 1.98 | .626 |
| Conflict resolution practices are a good remedy for peace in a society | 15(15%) | 83(85%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.85 | .362 |
| Conflict settlement practices are a good remedy for peace in a society | 50(51%) | 48(49%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.49 | .502 |
| Conflict settlement practices helps while realizing the peacebuilding process | 30(31%) | 68%(69%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.69 | .463 |
| Mediation process can be used as conflict settlement process for peacebuilding | 45(46%) | 53(54%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.54 | .501 |
| Conflict settlement process con not guarantee permanent peace process | 90(92%) | 8(8%) | 0.0(0.0%) | 0.0(0.0%) | 0.0(0.0%) | 1.08 | .275 |
| With conflict settlement, recognition and acceptance of members can help reduce conflict in a society | 50(51%) | 8(8%) | 0.0(0.0%) | 40(41%) | 0.0(0.0%) | 2.31 | 1.439 |

The researcher used ten statements to measure how conflict resolution and conflict settlement skills are so important to build peace and restore stabilities in conflicting parties. Statement (1),

Conflict resolution management practices can help realize peace in a society had a mean of 1.52 and a standard deviation of 1.114. The majority (82%) strongly agreed that conflict resolution management practices can help realize peace in a society followed by 15% that disagreed while 3% neither agreed nor disagreed to this statement. Statement (2), Conflict resolution leadership skills are required during peace process had a mean of 1.59 and a standard deviation of 0.494. The result indicates that a majority (59%) agreed to this statement followed by 41% that strongly agreed. This study revealed that conflict resolution leadership skills are required during peace process and bringing together conflicting parties. Statement (3), with conflict resolution, warring parties need to work together in order to realize peace had a mean of 1.39 and a standard deviation of 0.494. This study shows that a majority (61%) strongly agreed to this statement followed by 39% agreed that warring parties need to work together in order to realize peace. Statement (4), Conflict resolution skill are essential to any leader in pursue of peace had a mean of 1.98 and standard deviation of 0.626. This research shows that a majority (61%) agreed that conflict resolution skills are essential to any leader in pursue of peace followed by 20% that strongly agreed to this statement while only 18% were neutral to provide answer. Statement (5), Conflict resolution practices are a good remedy for peace in a society had a mean of 1.85 and standard deviation of 0.362. The study revealed that a majority (85%) agreed this statement followed by 15% of the total respondents that strongly agree to this statement. Therefore, this study clarified that conflict resolution practices are a good remedy for peace in a society. Statement (6), conflict settlement practices are a good remedy for peace in a society had a 1.49 and a standard deviation of 0.502. The study indicated that a majority (51%) strongly agreed to this statement while 49% agreed that conflict settlement practices are a good remedy for

peace in a society. Statement (7), conflict settlement practices helps while realizing the peacebuilding process had a mean 1.69 and a standard deviation of 0.463. The study indicated that a majority (69%) agreed to this statement followed by 31% that strongly agreed for the statement of conflict settlement practices help while realizing the peacebuilding process in conflicting societies. Statement (8), mediation process can be used as conflict settlement process for peacebuilding had a mean of 1.54 and standard deviation of 0.501. The study showed that a majority of (54%) of the total respondents agreed to this statement followed by 46% that agreed to this statement. Under this statement, the respondents stated that mediation process can be used as conflict settlement process for peacebuilding and has it's paramount important to consider effective mediation process to end the conflicts. Statement (9), conflict settlement process con not guarantee permanent peace process had a mean of 1.08 and standard deviation of 0.275. The study revealed that a majority (92%) stated that conflict settlement process can not guarantee permanent peace process followed by 8% that agreed to this statement also. According to the respondent's response on this statement, no one can guarantee durable peace after the settlement of the conflicts and at any time violence can erupt. Statement (10), with conflict settlement, recognition and acceptance of members can help reduce conflict in a society had a mean of 2.31 and a standard deviation of 1.439. According to the majority (51%) that strongly agree followed by 8% that agreed that recognition and acceptance can reduce conflict in society. While 41% of the total respondents disagreed.

**Correlation Analysis**

Having described the study variables using descriptive statistics, the study sought to establish the influence of idealized behavior, intellectual

stimulation, inspirational motivation and individual consideration on peace building in Somalia. The study sought to establish the bivariate nature of both dependent and independent variables.

To evaluate the strength of the relationship, a bivariate correlation analysis was used. Linear multiple regression analysis was further used to establish the nature of the relationship. The 5% level of significance was taken as the p-value was less than 0.05. Peace building in selected Somali Traditional Elders (Y) was calculated as an aggregate of all the parameters measuring conflict resolution and conflict settlement in the research instrument.

**Bi-variate Linear Relationship Between Study Variables**

Before running the regression analysis, the researcher run the correlation matrix in order to check whether there was association between variables and also checked whether there was multi-collinearity within the variables. Pearson product moment correlation coefficient (r) was used to aid in establishing correlation between the study variables of interest. Correlation coefficient shows the magnitude and direction of the relationship between the study variables. The correlation coefficient varies over a range of +1 through 0 to -1. When r is positive, the regression line has a positive slope and when r is negative, the regression line has a negative slope. Table 6 shows bivariate linear relationship between the study variables. The findings of the correlation analysis indicated that there is a significant strong positive correlation between Idealized behavior and peacebuilding in Somalia ($r=0.941$, p-value=0.000). Therefore, an increase of idealized behavior led to an increase in peace building in Somalia. Regarding of Inspirational motivation, the correlation coefficient was also positive ($r = 0.827$, p-value =0.000). This means that an increase in inspirational motivation in selected Somali traditional elders led to an increase in the peace building in selected Somali traditional elders in Somalia.

Results of the study also showed that there is a significant positive correlation between Intellectual stimulation and peace building in Somalia ($r=0.975$, p-value =0.000) implying that an increase in use of Intellectual stimulation enhanced the the progress of peace building in Somalia. Also regarding of Individual consideration, the correlation coefficient was also positive ($r = 0.891$, p-value =0.000). This means that an increase of the use of individual consideration led to an increase in the peace building in Somalia. This means that the variables could be selected for statistical analysis like regression analysis. Thus, the results suggest that the higher influence of transformational leadership, the higher the level of peace building.

**Table 6: Bi-variate linear relationship between study variables**

|  |  | Idealized Behavior | Inspirational Motivation | Intellectual Stimulation | Individual Consideration | Peacebuilding |
|---|---|---|---|---|---|---|
| Idealized Behavior | Pearson Correlation | 1 |  |  |  |  |
|  | Sig. (2-tailed) |  |  |  |  |  |
|  | N | 98 |  |  |  |  |

| | | | | | |
|---|---|---|---|---|---|
| **Inspirational Motivation** | Pearson Correlation | .723** | 1 | | |
| | Sig. (2-tailed) | 0 | | | |
| | N | 98 | 98 | | |
| **Intellectual Stimulation** | Pearson Correlation | .929** | .866** | 1 | |
| | Sig. (2-tailed) | 0 | 0 | | |
| | N | 98 | 98 | 98 | |
| **Individual Consideration** | Pearson Correlation | .823** | .956** | .935** | 1 |
| | Sig. (2-tailed) | 0 | 0 | 0 | |
| | N | 98 | 98 | 98 | 98 |
| **Peacebuilding** | Pearson Correlation | .941** | .827** | .975** | .891** | 1 |
| | Sig. (2-tailed) | 0 | 0 | 0 | 0 | |
| | N | 98 | 98 | 98 | 98 | 98 |

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

**Regression Analysis**

In order to answer the research questions, a standard multiple regression analysis was conducted using peace building as the dependent variable, and the four investigations factors influence of idealized behavior on peace building, influence of inspiration motivation on peace building, influence of intellectual stimulation on peace building, and influence of individual consideration on peace building. Table 7 presents the model regression results. From the model summary it is clear that the adjusted $R^2$ was 0.934 indicating that combinations of idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration of 93.4% of the variations in the peace building in Somalia.

**Model Summary**
**Table 7: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .981[a] | 0.962 | 0.961 | 1.0081 |

a. Predictors: (Constant), Idealized Behavior, Inspiration Motivation, Intellectual Stimulation, and Individual Consideration.

### ANOVA

From the ANOVA table 8, it is clear that the overall standard multiple regressions model (the model involving constant, Idealized Behavior, Inspiration Motivation, Intellectual Stimulation, Individual Consideration, and peace building in selected Somali Traditional Elders, Somalia. The regression model achieves a high degree of fit as reflected by an $R^2$ of 0.981 (F = 594.234; P = 0.000 < 0.05).

**Table 8: ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| | Regression | 2415.619 | 4 | 603.905 | 594.234 | .000[b] |
| 1 | Residual | 94.514 | 93 | 1.016 | | |
| | Total | 2510.133 | 97 | | | |

a. Dependent Variable: Peacebuilding

b. Predictors: (Constant), Idealized Behavior, Inspiration Motivation, Intellectual Stimulation, and Individual Consideration.

### Regression Coefficient

Table 9 presents the regression results on how Idealized Behavior, Inspiration Motivation, Intellectual Stimulation, Individual Consideration, and peace building, Somalia. The multiple regression equation was that Y= β0+β1X1+β2X2+ β3X3 + ε and the multiple regression equation become Y = 0.274X$_1$ +0.184X$_2$ + 0.824X$_3$+0.280X$_4$. As depicted, there was positive and significant influence of peace building (β = 0.184; t = 2.458; p < 0.16). There was positive and significant influence of inspirational motivation (β = 0.274; t = 4.541; p < 0.05). There was positive and significant influence of individual consideration (β = 0.824; t = 8.874; p < 0.05). There was positive and significant influence of intellectual stimulation (β = -0.280; t = -0.2766; p < 0.05).

**Table 9: Coefficients Table**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| | (Constant) | -2.136 | 0.583 | | -3.663 | .000 |
| 1 | Idealized_Behavior | 2.852 | 0.628 | 0.274 | 4.541 | .000 |
| | Ispirational_Motivation | 1.539 | 0.626 | 0.184 | 2.458 | 0.016 |

| | | | | | |
|---|---|---|---|---|---|
| Intellectual_Stimulation | 5.613 | 0.633 | 0.824 | 8.874 | .000 |
| Individual_Consideration | -1.428 | 0.516 | -0.28 | -2.766 | 0.007 |

a. Dependent Variable: Peacebuilding

**Hypotheses Testing**

The researcher used Pearson's correlation coefficient to determine the relationship between the two variables which are transformational leadership and peace building. The relationship between transformational leadership and peace building was determined using a multiple linear regression models as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$Y = -2.136 + 0.274X_1 + 0.184X_2 + 0.824X_3 - 0.28X_4$

Where Y = **Peace Building** (dependent variable)

$\beta_0$ = **Constant of Regression**

$\beta$ = The Beta coefficients for the corresponding X (independent) terms, representing the net

Influence the variable has on the dependent variable, as X's in the equation remain constant.

$X_1$ = **Idealized influence**

$X_2$ = **Inspirational motivation**

$X_3$ = **Intellectual stimulation**

$X_4$ = **Individualized considerations**

$\varepsilon$ = **Error of Regression**

**CONCLUSIONS**

The study analyzed the effect of transformational leadership on Somalia's peacebuilding. From the analysis of the findings, it was concluded that motivation, appreciation, and the presence affected the follower's performance. It was also concluded that inspirational motivation and recognition of individual effort has been due to the result of transformational leadership. The study also concluded that leaders intervene on their follower's spirit and morale to increase their satisfaction on the way of leadership style shown by the leaders.

Further, the results of correlation analysis concluded that there exist a strong and positive significant relationship between transformational leadership and peacebuilding.

**RECOMMENDATIONS**

With the regards to transformational leadership revealed by study, there was huge need to motivate followers so as to improve their productivity. This should be done in accordance with the follower's morale and make sure that all other stakeholders were happy. This study ensured that that there was leadership coherence between followers and leaders. This therefore calls for establishing strategies that meet follower's motivation. Furthermore, the study recommends;

First, there should be effective communication between management and other followers within the organization

Second, government and policy makers should organize and initiate coaching in transformational leadership so that it could help to leaders with the necessary skills of leadership.

Third, transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall follower's morale.

Fourth, leaders should give a space that followers can play around and exercise their creativity.

Sixth, leaders should train and capacitate their followers and prepare them to be the future leaders.

Seventh, teamwork among followers should be enhanced to ensure cohesiveness among the supporters and the leader should ensure and lead by example.

**Suggestion for Further Research**

In this study outcomes of leaders were not included in the scope of this research and these factors may also have a relationship on the influence of peacebuilding. Therefore, further study recommended using other leadership styles so that leaders can fully understand and appreciate the appropriate methodology that will effectively enhance on peacebuilding in Somalia. In addition, it was recommended that similar studies could be carried out in the peacebuilding sector and the influence of transformational leadership. A study can still be done to investigate the influence of other factors like transformational and transactional leadership, communication management, leader culture an conflict resolution and conflict settlement on peace building in Somalia.

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