



THE IMPACT OF LEADERSHIP STYLES ON COMMUNITY DEVELOPMENT IN MOGADISHU, SOMALIA

Omar Nuh Hassan

Faculty of Arts and Social Sciences

Somali International University SIU

ABSTRACT

This study investigated —the impact of Leadership styles on Community development. The three major objectives of the research were to identify relationship between transformational leadership style and community development in Mogadishu –Somalia, to assess the role of charismatic leadership and community development in Mogadishu –Somalia, to examine the effect of transactional leadership style and community development in Mogadishu –Somalia. The study based its objectives on its problem statement that demand a solution for the current in effective as well as poor community development. The study took two private institutions in Mogadishu as its target population. To achieve its prior objectives the study employed a descriptive and explanatory design for sampling techniques and the primary data has been collected through questionnaire instrument. The study used statistical package for social science (SPSS) to analyze the results obtained from the research respondents.

After analyzing the answers of the respondent from the questions asked in the questionnaire, the study found that leadership style has a strong impact on community development. The researchers focus on pressure three styles of leadership, transformational, charismatic and transactional leadership with compared two important developments in the community, political and economic development.

The study not only revealed, but it also suggested some recommendations that can be the way out of these problems. The research recommends that there is need to use charismatic leadership, to let the community participate in decision making and common issues that affect them. Finally, further research should be made to fill the research gap and Etc.

Keywords: leadership style, community development, transformational, charismatic and transactional leadership.

INTRODUCTION

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This definition is similar to Northouse's definition Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.(Northouse 2007).

Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is

called Trait Leadership, in that it was once common to believe that leaders were born rather than made. (Jago, 1982).

James Macgregor Burns pioneered study in transformational leadership and wrote the seminal work, *Leadership*. He indicates that leadership is exercised when people with varying motives and purposes mobilize as a result of competition or conflict with others. At some point institutional, political, psychological, and other resources are integral to the process. Such issues tend to arouse and engage people in an effort to satisfy their. Followers and leaders must realize their goals are mutually held and both leaders and followers benefit from their interdependent relationship. Applying the transformational approach, theory supports the idea that leaders must effect a change of the organization through what they contribute to it and their followers. (Macgregor 1978).

The concept of the ‘charismatic leader’, although introduced earlier and became popular in the nineteen eighties and nineties when charisma was viewed as an antidote to the demoralizing effects of organizational restructuring, competition and redundancies dominant at the time. The charismatic leader was seen as someone who could rebuild morale and offer a positive vision for the future. (Weber, 1947; House, 1976).

Transactional leadership for many years’ people subscribed to the traditional transactional leader approach. Transactional leaders complete transactions through a focus on administrative work and giving rewards for good performance. (Durbin, 1995).

Community development is a process where people are united with those of governmental authorities to improve the economic, social and cultural conditions of communities and communities are integrated into the life of the nation enabling them to contribute fully to national progress. (United Nations, from Biggs, 1999).

Economic development involves many of the elements of community development, such as participation, rethinking, action learning etc. However, it specifically aims to improve the relative economic position of the community. (Flora 1992).

Political Participatory development, where local people are engaged in some active way in development planning and implementation, has a long history and a respected place among development intellectuals, policymakers, and practitioners throughout the “first” and “third” worlds.

Participatory development, however, means very different things to different people: from “local people doing what planners wanted to the “education for participation” approach of Paulo Freire where “men and women will analyze and critically interpret their world and their problems, and will be able to acquire the skills necessary to respond to them in a cooperative and democratic way (OEF 1986 in McDonald 1995).

In Somalia belonging to the greater nation its leadership was based autocratic and military regime but when the civil war hatched Somali’s leadership changed to be based on democratic through the foreign interventions and Somali’s Diaspora, in generally Somalia has no more full information about leadership literature but as indicating many empirical evidence the leadership is almost based on clanship and individual interest oriented, However colonial agents from who colonized the country from Great Britain and Italy respectively British Somali land and Italian Somali land institutionalized “Clan and chiefs as vessels of their administration” and the function of each chief was to act as middle men between the colonial state and the members of his clans (Samatar, 1997).

Theoretically, there are various leadership theories that explain how well leaders can influence others. Some scholars identified four major groups of theories – the traits, behaviors, situational and the integrative theory. (Abu Daud Silong 2009).

This research examined leadership roles, which is one of the theories classified under the behavior theory. In the context of community leadership, it examines some of the roles performed by leaders in order to accomplish the desired goals and categorized into ten roles of managers when they are conducting their daily activities. These roles include as a figurehead, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance handler, resource allocator and negotiator. (Mintzberg 1973).

RESEARCH DESIGN

This study will conduct through cross-sectional strategy to collect information for research variables. Survey is research strategy that is used to present oriented methodology used to investigate population by selected samples to analyses and discover occurrence (Saunders, 2009).

The study will be descriptive and explanatory design; it will describe leadership styles and community development in some selected institutions in Mogadishu-Somalia.

However this study uses quantitative approach; Quantitative is any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data (Saunders, 2009). The populations of this study will be 160 it will select from various private intuitions as to ensure the consequences of leadership on community development. The sample size will be 114 out of 160 of the target population.

SAMPLING PROCEDURE

This study will use only simple random sampling technique to select the sample size. The researchers of this study will use this technique, so researchers will prefer simple random sampling to verify the objectives the study. Also these techniques save time and money ton researchers.

DATA GATHERING PROCEDURE

During the research the researchers will follow the data gathering procedure that says before the questionnaire fill the researchers will submit and convey the institutions a request letter from the faculty, during the data gathering the researchers will give respondents hand to hand the questionnaire and explain where they don't understand. At lastly after the questionnaire answered the researchers will take back and record in statistical package for the social science.

DATA ANALYSIS

Data from questionnaires will be compiled and coded into a coding sheet and will be analyzed using a computerized data analysis package known as Statistical Package for Social Science (SPSS) 14.0. To analyzing objectives the researcher will use Descriptive statistics that include range, quartile deviation, standard deviation and variance to describe a group of subjects in the questionnaire each selected one to four scale where 1 = strongly disagree, 2 = disagree, 3 = neutral 4= agree 5= strongly agree.

FINDINGS

The findings show that most of the respondents were eager a charismatic leadership rather then transformational and transactional.

The first objective of this study was to identify relationship between transformational leadership style and community development in Mogadishu –Somalia. Data analysis and interpretation of the questionnaires revealed that majority of the respondents agreed that the transformational

leadership has a negative relationship rather than positive because transformational leaders are mostly focusing the pressure to the vision instead of community needs arise.

The findings also revealed that majority of the respondents agreed on the absence on forum participation when the transformational set the vision. So the researchers established the five first questions to ensure the relationship between transformational leadership and community development and the result from those questions became negative relationship based on the answers of respondents.

The second objective examined in the study was to assess the role of charismatic leadership and community development in Mogadishu –Somalia. Belonging to the answers got from the respondents about this second objective, the findings and results indicate that charismatic leaders has a wide and large range role in their community to start at the grass root level up to higher level. So the finding revealed that majority of respondents agreed that charismatic leaders are playing a super role on their followers based on to respond the needs or requires from the community.

Finally the objective three of the study sought to examine the effect of transactional leadership style and community development in Mogadishu –Somalia. This is the kind of leadership that is follow how actions being occurred, So the five questions established to make sure this objective have found a findings those revealed that majority of respondents agreed together that transactional leaders have negative actions sometimes while somehow are treating positive actions and this is based on the circumstance. So transactional leaders sometimes may became authoritarian if the follower became rude or undesired.

CONCLUSIONS

Generally the chapter explored the findings from the chapter four, this chapter also indicated all the finding found the overall questions of the respondents those were based on the three objectives of the study. The researchers revealed in this last chapter the finding from the questions those prepared to classify and describe which style of leadership is suitable in all circumstances and which one is impact the community positively.

Hence, based on the study concludes that all of the findings from the various styles were important because every style may have a negative side but there can be more other styles rather than the three styles those this study focused and they were transformational, charisma and transactional.

RECOMMENDATIONS

As a result of findings from this research, it is recommended that:

1. To enhance the charismatic leadership style among those involved in the Community.
2. To develop studies to compare charismatic leadership style and extra other styles of leadership.
3. To be aware to avoid any style of leadership can arise authoritarian such as transactional leadership.
4. To explore many studies to investigate the impacts of leadership styles on social development rather the two developments this research investigated political and economic development.

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