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ABSTRACT

The primary purpose of this quantitative non experimental correlational study was to assess the effect of conscious leadership on peace building in Mogadishu, Somalia. Specifically, the study sought to assess the effect of administrative conscious leadership, enabling conscious leadership, adaptive conscious leadership and transformational conscious leadership on peace building in Mogadishu, Somalia. A stratified random sampling technique was applied to select a sample size of 153 from the target population of 248 respondents and a sample size of 153 traditional leaders and civil society group leaders. Primary data collection methods used closed ended questionnaires and a cross-sectional survey data collection technique to generate quantitative data. The data was entered into Statistical Package for Social Science (SPSS) software version 22.0 for Windows. Multiple regression analysis model was selected for this study because the correlative relationship conscious leadership and peace building was being investigated from a quantitative perspective to test the research hypotheses. The findings from the study revealed that conscious leadership had statistically significant effect on peace building in Mogadishu, Somalia. Specifically, the results indicated that administrative conscious leadership, enabling conscious leadership, adaptive conscious leadership and transformational conscious leadership had statistically significant effect on peace building in Mogadishu, Somalia. Implications for positive social change included the governments and the Somali government to adopt conscious leadership in order to foster peace building and restore permanent peace in Somalia. This research had some important limitations that need to be taken into consideration: the study used a correlation cross-sectional survey design with only quantitative measures which can be improved upon by longitudinal studies with mixed quantitative and quantitative measures. The practical implications of this study are essential for future researchers and practitioners as it provides new literature and new insight into conscious leadership and peace building.

Key terms: Adaptive Leadership, Administrative Leadership, Enabling Leadership, Conflict Resolution, Conflict Settlement, Conscious Leadership, Peace Building, Transformational Leadership

INTRODUCTION

Peace building could be traced to the field of peace studies more than thirty years ago, and peace building has undergone series of changes across the globe, most times with special interest on the third world countries (Oyedele, 2019). Peace building involves peace keeping and peace enforcement. Nonetheless, peacekeeping efforts precede peace enforcement (Agbo, Lenshie, & Boye, 2018). Peace keeping has been acknowledged as the mutual observance of the rights and freedom of the people while working to help make sure the lasting peaceful relations in war-ravaged countries are returned and or sustained (de Coning, 2017; de Coning, Aoi, & Karlsrud, 2017). However, peace enforcement entails the use of a range of coercion methods, including the military force, particularly when there is a threat or a breach of peace or aggression (de Coning *et al.*, 2017).

Nevertheless, the nature of the conflict from these states rendered peace keeping operations inadequate, leading to the adoption of peace enforcement as a new mechanism for mitigating intractable conflicts (Agbo *et al.*, 2018). Therefore, the unrelenting quest for peace building in developing countries, including Somalia still remains a requisite action because interactions among the people, groups and communities are, more often, flawed by numerous social vices. Ultimately, the imperativeness of peace building becomes very essential so as to establish resolution strategies, thereby thwarting the menace of vengeance in the societies (Oyedele, 2019). Therefore, peace building refers to the initiatives implemented aimed at preventing conflicts from getting started or resumed (Lambongang, 2017). Peace building involves conflict settlement and conflict resolution. Conflict settlement involves all outcome oriented strategies for achieving sustainable win-win solutions and/or putting an end to direct violence, without necessarily addressing the underlying causes of conflict, while

conflict resolution refers ways and means through which a disagreement or conflict among feuding parties is facilitated to a peaceful end. It therefore goes beyond settlement to address the root causes of the conflict and the strategies are normally non-coercive (Lambongang, 2017).

Conscious leadership has been conceptualized as a value-based philosophy borrowed from the business world, a transformative learning paradigm that emphasizes contextual understanding and critical reflection, while concurrently validating meaning and developing reason (Brazdau, 2015; Brazdau & Mihai, 2011; Jones, 2012; Jones & Brazdau, 2015; Poultney & Fordham, 2018). As a result, conscious leaders are described as being self-aware and self-governed and can infer a universal standard for adequate leadership functioning that perceive patterns in the environment, see the interconnectivity of multiple events, and subscribe to a participatory leadership style, which incorporates shared responsibility and collective problem solving. Conscious leadership, a leadership, which is grounded in the sociocultural knowledge of reciprocity, which allows leaders to perceive patterns in the environment, see the interconnectivity of multiple problems, and subscribe to a participatory leadership style, which incorporates the idea of shared responsibility and problem solving (Brazdau, 2015; Jones, 2012; Jones & Brazdau, 2015). Conscious leadership is becoming an important criterion for moving peace leaders' consciousness towards a leadership practice that is accountable, responsible cooperative, collective, adaptive, and transformational for peace building. The Consciousness Quotient inventory (CQ-i) has been developed to encourage leaders to be more conscious of their ability to be accountable and responsible for their leadership practice (Brazdau, 2015; Chauhan, Sharma, & Satsangee, 2013; Poultney & Fordham, 2018). As conscious leadership theory is acknowledged as a theory grounded in the sociocultural knowledge of reciprocity, which allows

leaders to perceive patterns in the environment, see the interconnectivity of multiple problems, and subscribe to a participatory leadership style, which incorporates the idea of shared responsibility and problem solving (Brazdau, 2015; Jones, 2012; Jones & Brazdau, 2015; Poultney & Fordham, 2018), building peace leadership development programs that incorporate a conscious leadership framework may aid in appropriately preparing peace leaders for complex and rapidly changing environments for peace building in developing countries in order to establish resolution strategies, thereby thwarting the menace of vengeance in the societies.

Ward (2016) found out that conscious leaders play a great role in creating personal and professional life experiences using specific tools such as mindfulness context and the observer self in delivering the required set objectives, goals and responsibilities in different aspects. This therefore implies that conscious leaders are able to provide peace building that is valid in solving conflicts that they may encounter in relation to different context. A study carried out by (Barawani, 2017) on peace building in developing countries found out that the peace building process encountered deep levels of insecurity which compelled the international interventions by the peace makers to be conscious of the time required for peace building. The peace building process was also identified to be affected by dramatic shift of the international politics from bipolar to multipolar politics, international persistent violent conflicts in Iraq, Afghanistan, Libya, Syria, Yemen, South Sudan, Somalia and many other events created the international security dilemma at the global political system.

In Ghana, peace building is greatly enhanced mostly by The National Peace Council of Ghana that has a consciously developed infrastructure for peace that comprises of developed institutional mechanisms that contain co-operative problem solving approach that is meant to solve conflicts involving dialogue and non –violence, therefore Ghana ranked the first official national level program on promoting peace in Africa continent (Van, 2018).In Rwanda, the effect of conscious leadership is identified with the leaders who greatly supported the peace building process after the long period of genocide that resulted in instability in the political, social and economic progress of the country. The audios and creative thinking of the leaders in Rwanda who adopted appropriated measures to ensure elimination of bloodshed as a result of ethnicity led to peace building in Rwanda and this was coupled with ensuring safety, security, zero-tolerance to corruption and elimination of foreign aid to promote self-sufficiency in the country (Crisafulli, 2016)The peace building in Rwanda through the role played by conscious leaders resulted in its economic growth , for instance nineteen years after genocide , Rwanda was listed ninth in the fastest growing economy with a projected 7.8 gross domestic product growth in 2013 (Saunders, 2013).

Somalia has been grappling with a three-decade-long peace-building and state-building process, there have been several attempts to restore peace and political stability in this Horn of Africa nation, however, the peace-building process has been based more on the perspective of external actors, with little participation by Somali political elites and warlords, if any, leaving the ordinary populace whose effect has been an elusive peace process angered on the notion of the Western-style democracy that has made the federalization process which is also itself a foreign concept that further fragment the country since the early 2017 indirect elections and nonetheless, there seems to be a glimmer of hope, despite the shortcomings in the peace-building process which renders their mediation or assistance efforts inexpert and even detrimental to the situation (Farah & Toure, 2017). The Civil War raging in Somalia has conflicts stemming from decades upon decades of internal

turmoil and distress, ensuring a civil war that is so deeply ingrained in the political and social sphere of the country that countless interventions from outside sources have not successfully put an end to the war (Sørensen, Lindbjerg, & Christensen, 2018). In Somalia, a study on Somaliland and Somali peace building process was conducted and found out that the Somaliland peace building and state building would be successful and contribute to the peace, stability, security and regional economic integration across the greater horn of Africa, on condition that a two state solution was reached by the African Union on a holistic perspective for the purpose of restoring peace (Barawani, 2017). The review from the above studies in different countries, indicate the conscious leadership on a very narrow concept on different perception, this study therefore aims to addresses the gap identified on the effect of conscious leadership on peace building in Mogadishu, Somalia.

There is a problem of ethnic conflicts that persist in Somalia despite the efforts of governments to resolve them. The Civil War raging in Somalia has conflicts stemming from decades upon decades of internal turmoil and distress, ensuring a civil war that is so deeply ingrained in the political and social sphere of the country that countless interventions from outside sources have not successfully put an end to the war (Sørensen, Lindbjerg, & Christensen, 2018). During the period in which Somalia has been grappling with a three-decade-long peace-building and state-building process, there have been several attempts to restore peace and political stability in this Horn of Africa nation, however, the peace-building process has been based more on the perspective of external actors, with little participation by Somali political elites and warlords, if any, leaving the ordinary populace whose effect has been an elusive peace process angered on the notion of the Western-style democracy that has made the federalization process which is also itself a foreign concept that further fragment the country since the early 2017 indirect

elections and nonetheless, there seems to be a glimmer of hope, despite the shortcomings in the peace-building process which renders their mediation or assistance efforts inexpert and even detrimental to the situation (Farah & Toure, 2017). Olsen (2018) concluded that the decision to invade Somalia was made because of the institutional and 'bureaucratic' interests of the Kenyan Defense Forces (KDF) advanced by a limited number of men of Somali-Kenyan origin who pursued their own interests and the that Western theories may contribute to explaining the launch of Linda Nchi while Africa-focused theories like neo-patrimonialism seem less helpful in this particular context. Sørensen *et al.* (2018) assessed the power relations in the Somali civil war framed from a realist perspective on internal and external actors in interventions, observed that the more than 1 million internally displaced persons, more than 1 million refugees, and a span of more than thirty years are a few of the numbers that characterize the Somali civil war despite the numerous interventions that have not solved the conflict and concluded that a better way to approach the conflict can be achieved by taking into account three key aspects: a realistic assessment of the situation in Somalia, allocating enough resources to the mission, and looking beyond self-interests.

Despite Somaliland and Somalia peace-building process, with the lack of a functioning government in the newly declared secessionist state (Barawani, 2017), community leadership was dispersed and highly effective in negotiating peace, but worked over a much longer timeframe than international agencies normally consider and leaders rejected aid in the peace negotiations, as they wanted peace through consensus rather than an externally imposed negotiation and modern Somaliland is an emergent state born out of war (Mackie, Brown, Dickenson, Ahmed, Hassan, & Barawani, 2017). While Somaliland and Somalia had shared conditions of restoring peace, stability and reviving the hope of the people

(Barawani, 2017), much has been written about Somaliland's traditional peace process, through which the breakaway nation emerged from civil war in the late 1980s, yet modern Somaliland is an emergent state born out of war for instance, the Somali civil war of the 1980s was brutal and protracted that civil war led to widespread death and destruction throughout Somaliland and in the 1988 bombing, Hargeisa was 80 per cent demolished (Mackie *et al.*, (2017). Although, Somaliland and Somalia peace-building process has had some divergent experiences, actors and interventions, the reconciliation efforts in the peace-building initiatives in Somaliland, for instance, did not commence at the time Mohamed Siyad Barre's regime was defeated and it was the agenda of the Somali National Movement to reconcile the clans which have been engaged in a long period of fighting since 1988-1990 which subsequently facilitated the restoration of peace and stability in Somaliland, regrettably the Somaliland and Somalia peace-building process has not been successful, because in the contrary the United Somali Congress in Mogadishu Somalia had immediately faced the new cycle of violent conflict, destruction and retaliations among clans and new bloody civil wars were blamed on the United Somali Congress which were split into two wings one was leading by General Mohamed Farah Aided and other led by Ali Mahid Mohamed curtailing the aspiration of all international interventions and competing interests (Barawani, 2017; Mackie *et al.*, (2017). Governments are increasingly concerned not only about the conflicts' massive human rights abuses and wide scale destruction of property, but also the difficulty of resolving them and restoring permanent peace in Somalia.

Research Objectives
The specific objectives of the study were:
- To determine the effect of administrative conscious leadership on peace building in Mogadishu, Somalia

- To examine the effect of enabling conscious leadership on peace building in Mogadishu, Somalia
- To find out effect of adaptive conscious leadership on peace building in Mogadishu, Somalia
- To assess the effect of transformational conscious leadership on peace building in Mogadishu, Somalia

Research Hypotheses
- **$H_0$1:** Administrative conscious leadership has no significant effect on peace building in Mogadishu, Somalia
- **$H_0$2:** Enabling conscious leadership has no significant effect on peace building in Mogadishu, Somalia
- **$H_0$3:** Adaptive conscious leadership has no significant effect on peace building in Mogadishu, Somalia
- **$H_0$4:** Transformational conscious leadership has no significant effect on peace building in Mogadishu, Somalia

RELATED LITERATURE
Theoretical Framework
System Theory
The theory provided a powerful framework for integrating and structuring things when faced with processes relating to a particular situation. The theory was also designed to engage change that was intellectual and complex in engagement. The principles relating to this theory are foundational building blocks for systematic thinking and leadership , therefore it is of great value to conscious leadership since it provides basic principles that help in restoring peace in a scenario of conflicts and instability in certain conditions in the affected country (Kruschwitz, 2017) this theory plays a great role in peace building since it comprises of unifying principles that unites the involved persons to follow

basic rules within a particular organization to achieve a common objective, this is normally of great substance to the peace making organizations and individuals in Mogadishu, Somalia (Smith, 2014). The system theory is very important in enhancing and promoting peace in Somalia since its outcome is based on reciprocal interaction of a group of persons operating within an organized and integrated social system, this is identified with peace makers integrating with the Somali citizens to ensure the peace building process is successful (Hutchison, 2015).

Conscious Leadership Theory

Conscious Leadership theory is acknowledged as a theory grounded in the sociocultural knowledge of reciprocity, which allows leaders to perceive patterns in the environment, see the interconnectivity of multiple problems, and subscribe to a participatory leadership style, which incorporates the idea of shared responsibility and problem solving (Jones, 2012; Jones & Brazdau, 2015). Conscious quotient was defined as the level of consciousness that is experienced in the morning; 1/2-2 hour after an individual wakes up, without being exposed to a stimulus like radio, TV, coffee talking among others (Brazdau & Mihai, 2016). Conscious leadership theory implies that the consciousness of the peace makers need to assessed for the purpose of identifying their conscious experience to enable a particular organization or individuals to build confidence on their work.

Peace Building Theory

Peace building is difficult to define and even more difficult to achieve in practice (Lambourne, 2014). However, peace building may be defined 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, 2014). Moreover, at the heart of the notion of peace building is the idea of meeting needs: for security and order, for a reasonable standard of living, and for recognition of identity and worth (Benner, Mergenthaler, & Rotmann, 2016). The peace building process strives for new attitudes and practices, and flexible, consultative and collaborative approaches are needed that can operate from a contextual understanding of the root causes of conflict. Autesserre (2017) opines that the flexible, consultative and collaborative approach to peace building 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. Nevertheless, one of the most important needs is for peace builders to find ways to understand peace as a change process based on relationship building (Autesserre, 2017; Autesserre, 2014a; Autesserre, 2014b).
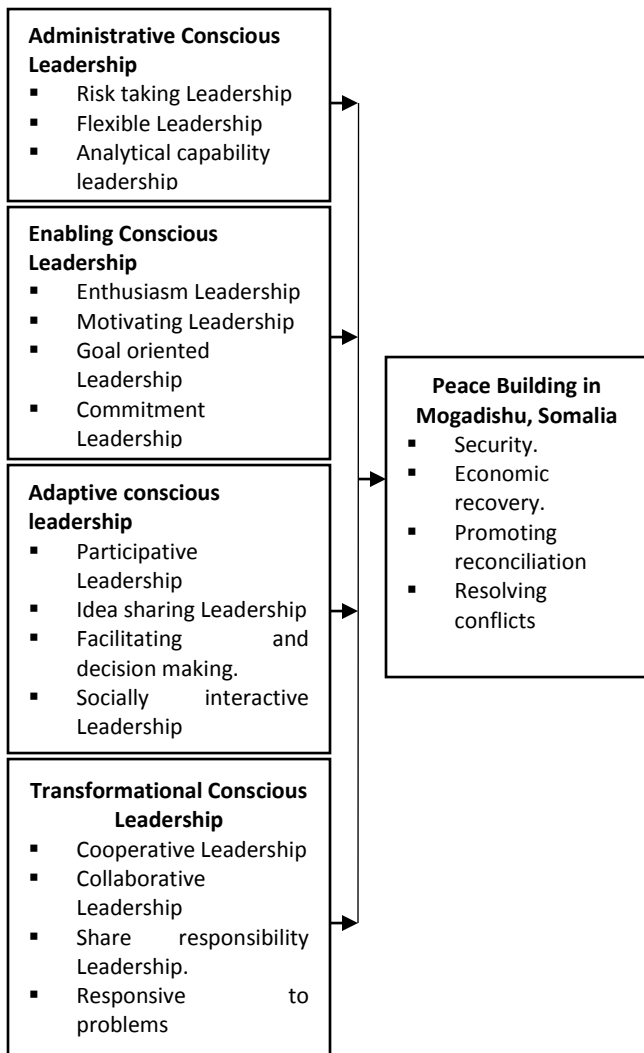
Contingency Theory

The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables (Bass & Avolio, 2017; Geenleaf, 2017). The contingency theory holds that there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation (Greenleaf, 2017). However, in most cases, leaders do not change only the dynamics and environment, employees within the organization change (Bass & Avolio, 2017; Geenleaf, 2017). Therefore, the contingency theory is a behavioral theory which challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 2017).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis

mostly upon the leader, it creates the significance of the focus into group dynamic. "These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership". The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass & Avolio, 2017; Geenleaf, 2017).

Conceptual Framework

Administrative Conscious Leadership
- Risk taking Leadership
- Flexible Leadership
- Analytical capability leadership

Enabling Conscious Leadership
- Enthusiasm Leadership
- Motivating Leadership
- Goal oriented Leadership
- Commitment Leadership

Adaptive conscious leadership
- Participative Leadership
- Idea sharing Leadership
- Facilitating and decision making.
- Socially interactive Leadership

Transformational Conscious Leadership
- Cooperative Leadership
- Collaborative Leadership
- Share responsibility Leadership.
- Responsive to problems

Peace Building in Mogadishu, Somalia
- Security.
- Economic recovery.
- Promoting reconciliation
- Resolving conflicts

Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Administrative Conscious Leadership

The primary purpose of this research was to identify administrators who are practicing what can be thought of as conscious leadership (Hayden, 2016) Consciousness is becoming an important criterion for moving leaders towards a leadership practice that is accountable, responsible cooperative and collective. Unfortunately, accountability, responsibility, cooperation and collaboration have become a lost art form, as primary principles for leading well, especially as it relates to leading in institution of higher education (Anderson, 2018).

Enabling Conscious Leadership

Enabling others to act is the behavior of a confident leader. Leaders who understand the strengths of their employees and their potential for more responsibility feel confident in enabling others to take control and initiative (Jama, 2016; Karen, 2014). Somali women have been engaged in peace building albeit through informal and unrecognized processes. In the context of African traditional societies, Somalia included, a mother is the first and most valuable school in life and peace as educators to children (Jama, 2016). There have been studies done on the role of Somali women notably by (Karen, 2014). The two studies noted that women in Somalia have made immense contribution in galvanizing peace building and recovery, but they remain marginalized from formal peace processes where important decisions are made (Jama, 2016; Karen, 2014).

Adaptive Conscious Leadership

Adaptive leadership is a robust leadership practice that uses an integral coaching approach with the goal of creating *conscious* leaders: developing an awareness in the leader that is based in presence, and includes a conscious awareness of their own inner self and outer selves, helping them understand the effect of the language they use, and helping them learn to act with intention and mindful awareness (Lentenbrink, 2017). Consequently, adaptive leadership builds leaders by starting with who they

are as a person, and from there, growing their awareness and skills (Geer-Frazier, 2014; Malloch & Melnyk, 2013). Contemporary crises have become increasingly complex and the methods of leading through them have failed to keep pace (Lentenbrink, 2017; Geer-Frazier, 2014; Malloch & Melnyk, 2013). If it is assumed that leadership matters or that it has a legitimate effect on the outcome of a crisis, then leaders have a duty to respond to that adaptation with modifications of their own.

Transformational Conscious Leadership

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 (Bloom, 2017). 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, 2016).

Transformational leadership has been suggested to be relevant to the Peace building, development of new forms of leadership theories were perhaps required for transformational leaders as line leaders appeared to have more charismatic influence over followers (Keegan, Den, & Hartog, 2015). Their findings showed that the administrators who exercised the transformational leadership behavior of inspirational motivation enjoyed on peace building. However, the variables of enthusiasm and optimism, and clarity of stimulation were not tackled. Transformational leadership is a stimulating leadership 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).

Peace Building in Mogadishu, Somalia

Peace building refers to the process of bringing parties in conflict to an agreement through peaceful means coupled with deployment of international personnel who are responsible in ensuring security and peace (United Nation Security Council, 2016)To ensure peace building in Somaliland the Academy for Peace and Development (APD) in collaboration with interspaces focused on peace building using Participatory Research Action methodology. This academy has been instrumental in facilitating dialogue on issues such as peace building, state building human rights, democracy and good governance Research and Evidence Facility (Research Exclusive Foundation, 2017).

METHODOLOGY

This study adopted a quantitative non experimental correlational research design in conjunction with statistical analysis to interpret survey data to assess the effect of conscious leadership on peace building in Mogadishu, Somalia. The collected data was analyzed quantitatively and qualitatively. Descriptive and inferential statistics was done using SPSS version 23 and specifically multiple regression model was applied. The researcher used a multiple regression analysis to show the influence of the independent variables on the dependent variables.

The multiple regression equation was specified as:

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

Y = Peace Building in Mogadishu Somalia (dependent variable),

β_0 = Intercept of regression line

β_1 - β_4 = Partial regression coefficient of the Independent Variables

X_1 = Administrative Conscious Leadership

X_2 = Enabling Conscious Leadership

X_3 = Adaptive Conscious Leadership

$X_4 =$ Transformational Conscious Leadership

ε = error term or stochastic term.

To test the stated hypotheses, the p-value was used to test the significance of each independent variable to the dependent variable. Table 1 outlined the relevant two-tail hypotheses tests and the respective regression models.

Table 1: Hypotheses Testing

Hypothesis Statement	Hypothesis Test	Decision Rule
H$_0$1: Administrative conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia.	-Karl Pearson (Beta test) product moment. H0 : $\beta1 = 0$ HA: $\beta1 \neq 0$ -To conduct an F - test (ANOVA test) to assess overall robustness and significance of the regression model.	Reject H$_0$1 if P- value ≤ 0.05 otherwise fail to reject H$_0$1 if P- value is > 0.05 Peace Building = $\beta_0 + \beta_1X_1 + \varepsilon$ Where: Peace Building = aggregate mean score of Administrative Conscious Leadership $\beta_0 = Y - $ Intercept. β_1= Regression coefficient (beta) Administrative Conscious Leadership = aggregate mean score of Peace Building ε = error term- random variation due to other unmeasured factors
Hypothesis Statement	Hypothesis Test	Decision Rule
H$_0$2: Enabling conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia.	-Karl Pearson (Beta test) product moment. H0 : $\beta2 = 0$ HA: $\beta2 \neq 0$ -To conduct an F - test (ANOVA test) to assess overall robustness and significance of the regression model.	Reject H$_0$2 if P- value ≤ 0.05 otherwise fail to reject H$_0$2 if P- value is > 0.05 Peace Building = $\beta_0 + \beta_2X_2 + \varepsilon$ Where: Peace Building = aggregate mean score of Enabling Conscious Leadership $\beta_0 = Y - $ Intercept. β_2= Regression coefficient(beta) Enabling Conscious Leadership = aggregate mean score of Peace Building ε = error term- random variation due to other unmeasured factors
H$_0$3: Adaptive conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia.	-Karl Pearson (Beta test) product moment. H0 : $\beta3 = 0$ HA: $\beta3 \neq 0$ -To conduct an F - test (ANOVA test) to assess overall robustness and significance of the regression model.	Reject H$_0$3 if P- value ≤ 0.05 otherwise fail to reject H$_0$3 if P- value is > 0.05 Peace Building = $\beta_0 + \beta_3X_3 + \varepsilon$ Where: Peace Building = aggregate mean score of Adaptive Conscious Leadership $\beta_0 = Y - $ Intercept. B_3= Regression coefficient(beta) Adaptive Conscious Leadership = aggregate mean score of Peace Building ε = error term, due to other unmeasured factors
Hypothesis Statement	Hypothesis Test	Decision Rule
H$_0$4: Transformational conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia.	-Karl Pearson (Beta test) product moment. H0 : $\beta4 = 0$ HA: $\beta4 \neq 0$ -To conduct an F - test (ANOVA test) to assess overall robustness and significance of the regression model.	Reject H$_0$4 if P- value ≤ 0.05 otherwise fail to reject H$_0$4 if P- value is > 0.05 Peace Building = $\beta_0 + \beta_4X_4 + \varepsilon$ Where: Peace Building = aggregate mean score of Transformational Conscious Leadership $\beta_0 = y - $ Intercept. β_4= Regression coefficient(beta) Transformational Conscious Leadership = aggregate mean score of Peace Building ε = error term- random variation due to other unmeasured factors

FINDINGS

Administrative Conscious Leadership

The findings revealed that majority of the respondents were for the opinion that it was important to have new experiences that challenge how they think about them and the peace building, followed by that they were quick to notice changes in my their own attitudes toward them, followed by that conscious leadership fosters peace and stability, followed by that generally were conscious about the changes in peace and stability, followed by that generally they were aware of their effects that their friends had upon them, and the least were that they were quick to notice when some changes appear in their relationships with their colleagues. Table 2 showed the descriptive analysis results on administrative conscious leadership in Mogadishu, Somalia.

Table 2: Administrative Conscious Leadership

Administrative Conscious Leadership	N	Mean	Std. Deviation
Generally I am conscious about the changes in peace and stability	95	3.85	1.229
I think it is important to have new experiences that challenge how I think about myself and the peace building	95	4.03	1.189
Generally I am aware of my effects my friends have upon me	95	3.76	1.335
I am quick to notice when some changes appear in my relationships with my colleagues	95	3.63	1.264
I am quick to notice changes in my own attitudes toward myself	95	3.97	1.076
Conscious leadership fosters peace and stability	95	3.93	1.257

Enabling Conscious Leadership

The findings revealed that majority of the respondents were for the opinion that they judged themself by what they thought was important, not by the others' value, or by what others think was important, followed by that conscious leadership had an effect peace building in Mogadishu, Somalia, followed by that it was easy for them to talk openly about themself, even if they were with persons they did not know very well or they did not trust, followed by that they had confidence in their opinions, even if they were different from the way most people thought, followed by that they often daydream about myself, about how they wished to be and how they would like to account themself, and the least were that enabling conscious leadership fosters peace and stability. Table 3 showed the descriptive analysis results on enabling leadership in Mogadishu, Somalia.

Table 3: Enabling Conscious Leadership

Enabling Conscious Leadership	N	Mean	Std. Deviation
It is easy for me to talk openly about myself, even if I am with persons I do not know very well or I do not trust	95	3.89	1.198
I often daydream about myself, about how I wish to be and how I would like to account myself	95	3.76	1.335
The conscious leadership has an effect peace building in Mogadishu, Somalia	95	3.91	1.305
I have confidence in my opinions, even if they are different from the way most people think	95	3.85	1.391
I judge myself by what I think is important, not by the others' value, or by what others think is important	95	3.98	1.246
Enabling conscious leadership fosters peace and stability	95	3.66	1.434

Page: - 790 -

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Adaptive Conscious Leadership

The findings revealed that majority of the respondents were for the opinion it was easy for them to ask about their thoughts and ideas, generally they easily expressed their thoughts, followed by that they judged themself by what they thought was important, not by the others' value, or by what others thought was important, and adaptive conscious leadership fosters peace and stability, followed by that conscious leadership had an effect peace building in Mogadishu, Somalia, followed by that they often had moments of insights, when all of a sudden their minds became clear and they saw the solution, and the least were that life has been a continuous process of learning, changing and growth. Table 4 showed the descriptive analysis results on adaptive leadership in Mogadishu, Somalia.

Table 4: Adaptive Conscious Leadership

Adaptive Conscious Leadership	N	Mean	Std. Deviation
For me, life has been a continuous process of learning, changing and growth	95	3.64	1.328
I often have moments of insights, when all of a sudden my mind become clear and I see the solution	95	3.78	1.370
The conscious leadership has an effect peace building in Mogadishu, Somalia	95	3.91	1.092
It is easy for me to ask about my thoughts and ideas, generally I easily express my thoughts.	95	4.12	1.184
I judge myself by what I think is important, not by the others' value, or by what others think is important	95	3.79	1.219
Adaptive conscious leadership fosters peace and stability	95	3.79	1.344

Transformational Conscious Leadership

The findings revealed that majority of the respondents were for the opinion transformational conscious leader sought different prospective when solving problem, followed by that transformational conscious leader talks optimistically about a future, followed by that transformational conscious leader spend time teaching and coaching, followed by that transformational conscious leadership fosters peace and stability, and the least were that transformational conscious leader specifies the importance of having strong sense of purpose. Table 5 showed the descriptive analysis results on transformational leadership in Mogadishu, Somalia.

Table 5: Transformational Conscious Leadership

Transformational Conscious Leadership	N	Mean	Std. Deviation
transformational conscious leader seek different prospective when solving problem	95	4.06	1.219
transformational conscious leader talks optimistically about a future	95	3.91	1.377
transformational conscious leader specifies the importance of having strong sense of purpose	95	3.37	1.495
transformational conscious leader talks enthusiastically about what needs to accomplished	95	3.63	1.384
transformational conscious leader spend time teaching and coaching	95	3.82	1.337
Transformational conscious leadership fosters peace and stability	95	3.51	1.465

Peace Building

The findings revealed that majority of the respondents were for the opinion administrative conscious leadership fosters peace and stability, followed by that transformational conscious leader spend time teaching and coaching, followed by that transformational conscious leader spends time teaching and coaching, followed by that enabling conscious leadership fosters peace and stability, and the least were that adaptive conscious leadership

fosters peace and stability. Table 6 showed the descriptive analysis results on peace building in Mogadishu, Somalia.

Table 6: Peace Building

Peace Building	N	Mean	Std. Deviation
Adaptive conscious leadership fosters peace and stability	95	3.57	1.419
Enabling conscious leadership fosters peace and stability	95	3.59	1.418
Administrative conscious leadership fosters peace and stability	95	3.99	1.357
transformational conscious leader talks enthusiastically about what needs to accomplished	95	3.79	1.312
transformational conscious leader spend time teaching and coaching	95	3.87	1.323
Transformational conscious leadership fosters peace and stability	95	3.91	1.313

Correlation Analysis

Table 7: Pearson Correlation Correlations

	Y	X_1	X_2	X_3	X_4
Peace Building (Y)	1				
	95				
Administrative Conscious Leadership (X_1)	.572**	1			
	.003				
	95	95			
Enabling Conscious Leadership (X_2)	.595**	.146	1		
	.000	.158			
	95	95	95		
Adaptive Conscious Leadership (X_3)	.585**	.188	.588**	1	
	.000	.068	.000		
	95	95	95	95	
Transformational Conscious Leadership (X_4)	.551**	.168	.137	.430**	1
	.000	.103	.186	.000	
	95	95	95	95	95

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773[a]	.597	.579	2.69822

a. Dependent variable: Peace Building
b. Predictors: (Constant), Transformational Conscious Leadership, Adaptive Conscious Leadership, Enabling Conscious Leadership and Administrative Conscious Leadership

Table 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	970.090	4	242.523	33.312	.000[b]
	Residual	655.236	90	7.280		
	Total	1625.326	94			

a. Dependent Variable: Peace Building

Multiple Regression Coefficients

The regression equation was:

$$Y = 5.659 + 0.156X_1 + 0.489X_2 + 0.109X_3 + 0.493X_4$$

Where;

Y = the dependent variable (Peace Building)

X_1 = Administrative Conscious Leadership

X_2 = Enabling Conscious Leadership

X_3 = Adaptive Conscious Leadership

X_4= Transformational Conscious Leadership

The regression equation above established that taking all factors into account (peace building as a result of administrative conscious leadership, enabling conscious leadership, adaptive conscious leadership and transformational conscious leadership) constant at zero peace building was 5.659. The findings presented also showed that taking all other independent variables at zero, a unit increase in administrative conscious leadership led to a 0.156 increase in the scores of peace building; a unit increase in enabling conscious leadership led to a 0.489 increase in peace building; a unit increase in adaptive conscious leadership led to a 0.109 increase in the scores of peace building; a unit increase in transformational conscious leadership led to a 0.493 increase in the score of peace building. This therefore implied that all the four variables had a positive relationship with enabling conscious leadership contributing most to the dependent variable. From the regression coefficients' table we can see that the predictor variables of peace building as a result of namely administrative conscious leadership, enabling conscious leadership, adaptive conscious leadership and transformational conscious leadershipgot variable coefficients statistically significant since their p-values are less than the common alpha level of 0.05.

Table 10: Multiple Regression Coefficients

	Coefficients[a]				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.659	3.213		2.761	.002
Administrative Conscious Leadership	.156	.105	.105	2.486	.004
Enabling Conscious Leadership	.489	.089	.460	5.488	.000
Adaptive Conscious Leadership	.109	.109	.095	2.998	.003
Transformational Conscious Leadership	.493	.083	.465	5.947	.000

a. Dependent Variable: Peace Building

Results of Hypotheses Testing

The first research hypothesis, H_01: Administrative conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia (β = 0.105; t = 2.486; p ≤ 0.05) was rejected and conclusion made that there was a statistically significant effect of administrative conscious leadership on peace building in Mogadishu, Somalia. This is consistent with Valita and Ovidiu, (2015) conducted a study of the Conscious leadership, a reciprocal practice. They used secondary and primary data gathered from Postsecondary education, library such as books, articles. The result of their study indicated that Conscious Leadership has positive effects on all perspectives of society including peace building.

The second research hypothesis, H_02: Enabling conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia (β =

0.460; t = 5.488; p ≤ 0.05) was rejected and conclusion made that there was a statistically significant effect of enabling conscious leadership on peace building in Mogadishu, Somalia. This is consistent with Valita and Ovidiu, (2015) conducted a study of the Conscious leadership, a reciprocal practice. They used secondary and primary data gathered from Postsecondary education, library such as books, articles. The result of their study indicated that Conscious Leadership has positive effects on all perspectives of society including peace building.

The third research hypothesis, **H$_0$3**: Adaptive conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia (β = 0.095; t = 2.998; p ≤ 0.05) was rejected and conclusion made that there was a statistically significant effect of adaptive conscious leadership on peace building in Mogadishu, Somalia. This is consistent with Valita and Ovidiu, (2015) conducted a study of the Conscious leadership, a reciprocal practice. They used secondary and primary data gathered from Postsecondary education, library such

as books, articles. The result of their study indicated that Conscious Leadership has positive effects on all perspectives of society including peace building.

The fourth research hypothesis, **H$_0$4**: Transformational conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia (β = 0.465; t = 5.947; p ≤ 0.05) was rejected and conclusion made that there was a statistically significant effect of transformational conscious leadership on peace building in Mogadishu, Somalia. This is consistent with Valita and Ovidiu (2015) conducted a study of the conscious leadership, a reciprocal practice. They used secondary and primary data gathered from Postsecondary education, library such as books, articles. The result of their study indicated that Conscious Leadership has positive effects on all perspectives of society including peace building. Table 11 showed the hypotheses testing results of the standard multiple regression analysis on the effect of conscious leadership on peace building in Mogadishu, Somalia.

Table 11: Hypotheses Testing

Research Hypothesis	β	t	Sig.	Comments
H$_0$1: Administrative conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia	.105	2.486	.004	Reject H$_0$1
H$_0$2: Enabling conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia	.460	5.488	.000	Reject H$_0$2
H$_0$3: Adaptive conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia	.095	2.998	.003	Reject H$_0$3
H$_0$4: Transformational conscious leadership has no statistically significant effect on peace building in Mogadishu, Somalia	.465	5.947	.000	Reject H$_0$4

CONCLUSIONS

From the research findings, the study concluded that administrative conscious leadership had an effect on peace building in Mogadishu, Somalia. The conclusion was that majority of the respondents found risk taking leadership, flexible leadership and analytical capability leadership as key determinants of administrative conscious leadership and thus helping

attract peace building in Mogadishu, Somalia. The findings concluded that risk taking leadership, flexible leadership and analytical capability leadership had a very strong effect on peace building in Mogadishu, Somalia. Thus from the study results it was generally concluded that there was a high degree of positive significance on effect of administrative conscious leadership on peace building in Mogadishu. Somalia. Administrative conscious leadership has a statistically

significant effect on peace building in Mogadishu, Somalia.

The study concluded that enabling conscious leadership had an effect on peace building in Mogadishu, Somalia. The conclusion was that majority of the respondents found enthusiasm leadership, motivating leadership, goal oriented leadership and commitment leadership as key determinants of enabling conscious leadership and thus helping attract peace building in Mogadishu, Somalia. The findings concluded that enthusiasm leadership, motivating leadership, goal oriented leadership and commitment leadership had a very strong effect on peace building in Mogadishu, Somalia. Thus from the study results it was generally concluded that there was a high degree of positive significance on effect of enabling conscious leadership on peace building in Mogadishu. Somalia. Enabling conscious leadership has a statistically significant effect on peace building in Mogadishu, Somalia.

The study concluded that adaptive conscious leadership had an effect on peace building in Mogadishu, Somalia. The conclusion was that majority of the respondents found participative leadership, idea sharing leadership, facilitating and decision making and socially interactive leadership as key determinants of adaptive conscious leadership and thus helping attract peace building in Mogadishu, Somalia. The findings concluded that participative leadership, idea sharing leadership, facilitating and decision making and socially interactive leadership had a very strong effect on peace building in Mogadishu, Somalia. Thus from the study results it was generally concluded that there was a high degree of positive significance on effect of adaptive conscious leadership on peace building in Mogadishu. Somalia. Adaptive conscious leadership has a statistically significant effect on peace building in Mogadishu, Somalia.

The study concluded that transformational conscious leadership had an effect on peace building in Mogadishu, Somalia. The conclusion was that majority of the respondents found cooperative leadership, collaborative leadership, share responsibility leadership and response to problems as key determinants of transformational conscious leadership and thus helping attract peace building in Mogadishu, Somalia. The findings concluded that cooperative leadership, collaborative leadership, share responsibility leadership and response to problems had a very strong effect on peace building in Mogadishu, Somalia. Thus from the study results it was generally concluded that there was a high degree of positive significance on effect of transformational conscious leadership on peace building in Mogadishu. Somalia. Transformational conscious leadership has a statistically significant effect on peace building in Mogadishu, Somalia.

RECOMMENDATIONS

Somalia leaders should adopt administrative conscious leadership such as risk taking leadership, flexible leadership and analytical capability leadership in order to enhance proper peace building in Mogadishu, Somalia. Somalia leaders should adopt enabling conscious leadership such as enthusiasm leadership, motivating leadership, goal oriented leadership and commitment leadership in order to enhance proper peace building in Mogadishu, Somalia. Somalia leaders should adopt adaptive conscious leadership such as participative leadership, idea sharing leadership, facilitating and decision making and socially interactive leadership in order to enhance proper peace building in Mogadishu, Somalia. Somalia leaders should adopt transformational conscious leadership such as cooperative leadership, collaborative leadership, share responsibility leadership and responsive leadership in order to enhance proper peace building in Mogadishu, Somalia.

Areas for Further Studies

This study focused on effect of conscious leadership on peace building in Mogadishu, Somalia. Since only 57% of results were explained by the independent variables in this study, it was recommended that a study be carried out on other factors on peace building in another country. The research should also be done in other government corporation or private sector and the results compared so as to ascertain whether there is consistency on peace building initiatives.

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Page: - 796 -

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