Social integration in post conflict Somalia: implications for a situational leadership style framework.

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Abstract

The study aims at analyzing the social integration situation in Somalia and its implication in relation to leadership style approach towards the success of social integration, as a critical aspect of the PCR in Somalia. The study was conducted on sample of thirteen subjects who were interviewed across Somali public with the objective of analyzing the social integration situation in post conflict Somalia. The research questions were drawn from literature gaps from Previous PCR frameworks that have failed to translate the Somali post conflict situation into a well-integrated and functional society. The data from the interviews were analyzed using a combination of leadership and social integration theories. The results show a significance relationship between the current social integration situation in Somalia and the need for a situational leadership style. The study suggests a framework of leadership style that integrates with the social process.

Key words: Situational Leadership, Social Integration, Post-Conflict Somalia.

1. NTRODUCTION

Every post-conflict country represents a unique situation which in turn determines the challenges to be addressed by the post-conflict framework (Eriksson &Arnold, 2000; Kreimer, Muscat, Elwan &Arnold, 2000; Waters, Garrett & Burnham, 2009). A new study may contribute a better understanding of the potential prospect of situational leadership approach towards the success of social integration, as a critical aspect of the Post Conflict Reconstruction in Somalia. The need for a study that addresses situational factors becomes more critical when we consider the flaws in previous approaches that justify the need for a renewed leadership approach for a successful PCR in Somalia. Previous Post Conflict Reconstruction frameworks that employed by both national and international actors only incurred heavy expenditure in terms of resources, money, time and diplomacy, without meaningful and significant transformation towards a functional Somali society.

As Kaplan (2010) noted, since 1991, a minimum of fourteen peace interventions were launched in Somalia. The expenditure incurred in this regard may be well over US$8 billion (Rucas, Gurven,

Kaplan & Winking, 2010). Yet, such laudable expenditure has not translated into the successful transformation of the PCR situation into a Somali society that is well integrated, and to a larger extent conflict free. A new study on leadership style is significant and timely as it will add to the existing scholarship on empirical understanding, of why and how both adoption and adaptation of a situational leadership style can contribute in the success of the PCR in Somalia.

2. A REVIEW OF PREVIOUS APPROACHES TO POST CONFLICT RECONSTRUCTION AND LEADERSHIP STYLE

Previous approaches include the commonly accepted models driven by foreign or external aid being supplied based on the typical liberal market model, especially as part of peace agreements and assistance from external sources. International agencies tend to offer top to bottom advice and experts to assist but will likely operate within certain parameters that promotes an accepted form of governance (Paris, 2000). Such reconstruction efforts in line with the international agencies requirements and dictates may not in the long run become sustainable since the situational variable related to rebuilding the elements of social relationships and networks ravaged by the conflict may be far from the transformative needs of the donors as it in most cases (Paris, 2004).

It is important when determining how reconstruction takes place to consider the local people's needs and socially constructed meanings. Previously, the more tangible part of post conflict developmental phase considers the rebuilding of physical systems such as transportation networks, banking, education and agriculture while social improvements is often neglected (Jeong, 2005). The long-term benefits of such PCR might not transcend immediate problems because of omissions in relevance to the local content during both framework design and implementation (Jeong, 2005). For example, on 16 June 2016, the EU announced new funding for Somalia totaling €25M, for building resilience and enhancing youth employment for rural communities and urban households.

The project is expected to focus on the most vulnerable population of Somalia, including internally displaced persons (European Commission, 2016b). For its part, USAID is currently running the Transition Initiatives for Stabilization (TIS) program, which aims at increasing Somalia's stability through fostering good governance, promoting economic recovery and reducing conflict (USAID, 2016; Jeong, 2005).

The African Post-Conflict Reconstruction Policy Framework drafted by the NEPAD Secretariat in 2005, sets out an African strategy for post-conflict reconstruction. The document outlines and defines several terms including "peacebuilding" and "reconstruction". Peacebuilding is defined as an "action to identify and support measures and structures that will strengthen and solidify peace in order to avoid relapse into conflict". Reconstruction signifies "a long-term process of rebuilding the political, security, social and economic dimensions of a society emerging from conflict by addressing the root causes of the conflict" (NEPAD Secretariat 2005).

Overall, the NEPAD framework for post-conflict reconstruction was seen as comprehensive. However, Murithi (2006) identifies a few shortcomings, including lack of gender mainstreaming in addition to an unclear position on the role of civil society in the post-conflict reconstruction process. Both gender and civil society activities are vital to social integration (Murithi, 2006).

The AU framework for post-conflict reconstruction and development (PCRD), which is geared towards developing policy and implementation guidelines for actors involved in post-conflict reconstruction makes use of six elements, one of which is socio-economic reconstruction and development (African Union, 2006: 3–4). However, the approach is more in line with market liberalism at the expense of social justice and liberalization of marginalized. Similarly, according to the 2005 NEPAD Secretariat policy framework, these dimensions should include security, political transition, socio-economic development, human rights and resource mobilization (NEPAD Secretariat 2005: iv–v). It can be argued here that, Post-conflict reconstruction should be a holistic strategy that includes several dimensions with stronger emphasis on the critical role of social integration.

The 'New Deal' is a new approach to support fragile states that are trying to recover from conflict and rebuild their societies, their institutions, and their government. The New Deal for Somalia was endorsed at the Brussels Conference on 16 September 2013. At the heart of Somalia's New Deal is the Compact, which lays the foundation for building reliable, transparent, accountable and functioning state institutions, respectful of the fundamental rights, freedoms and equality of its citizens. It revolves around five Peacebuilding and State building Goals (PSGs) designed to deliver inclusive politics, improved security, greater justice, strong foundations for economic recovery, and long-term systems to generate Somali revenue and services (Ellison, 2016; Mutahi & Ruteere, 2017). However, the new deal is more on institutional capacity building and lacks a serious consideration for rebuilding society (Murithi, 2008).

Generally available literature indicates that a major problem of post conflict reconstruction framework is over emphasis on economic liberalization. Such approach or Wilsonian modelling of transformation in a post conflict state only emphasized the interest of donor nations and investors. As such, the process is dictated from donors against the actual needs of the societies that needed transformation. Further, literature in this regard is discussed based on the international community's focus on reconstructing the institutional infrastructure of rationalized bureaucracy and electoral democracy as a peacebuilding strategy (Colin & Roelfsema, 2008; Rubin, 2006). From the fore analysis, it should be seen that despite the concept of post-conflict reconstruction steadily broadening in scope since the 1990s, the role of local acceptance seems to be neglected area in most frameworks, therefore previous reconstruction efforts were not directed towards transforming wider social dynamics and the growth of individual welfare.

Most of the frameworks were not encompassed of psychotherapeutic' approaches that focus on repairing relationships and individual perceptions of better alternative in social relation than pre-reconstruction era (Jeong, 2005). However, transformation of social relationships is vital to long term stability of the transformed society. The need for alternative leadership approach is based on evidence from a significant body of literature. In addition, previous studies on Somali Post Conflict Reconstruction have noted situational features depicting a highly disintegrated post conflict society.

These features include; a devastated social system "social disintegration" poor institutional capacity, insecurity including the threat of Al-Shabaab terrorism , intergroup social mistrust arising from the war which has resulted into disruptions in the social process and collapse of institutions, clan

politics and above all leadership failure (Brinkerhoff, 2005; Buwa & Vuori, 2007; Farah & Handa, 2016; Gure, Dahir, Yusuf & Foster, 2016; Mutahi & Ruteere, 2017; Pugh, Cooper & Turner, 2016).

3. THEORETICAL ORIENTATION

The theoretical orientation of this study is based on the integration of three theories namely Situational Leadership theory by (Hersey & Blanchard, 1969) Structural Functionalist theory of social integration by (Durkheim, 1895) and the Leadership Failure theory by (Rotberg, 2002).

3.1 Rotberg's Leadership Failure Theory

The theory of leadership failure by Rotberg supports situational leadership theory by exposing the flaws of previous leaders as the basis for performance-based analysis and the lens through which the style to be adopted by the situational leader in a post conflict situation can be determined (Rotberg, 2002). Leadership failure in this theory manifest when leaders can no longer deliver public goods to their citizens, as a result they gradually lose control over and legitimacy of people. Therefore, using Rotberg (2002), the situational leadership style can be guided through the post conflict situation by reviewing the role played by several indicators of leadership failure. In addition, the presentation of both human and structural factors in the framework makes the contribution of Rotberg's theory relevant (Rotberg, 2002).

3.2 Structural Functionalist Social Integration Theory

Durkheim's (1895) functionalist theory explains the way people interact, connect and validate each other within a community. As People experience mental, emotional and physical benefits, they believe they are a contributing and are an accepted part of a collective. Without that sense of connection, they can experience depression, isolation and physical illness that could limit them from experiencing productive, happy lives (Wethington, Moen, Glasgow, & Pillemer, 2000). Leaders integrate the social process based on people's norms, beliefs, and values to make up a collective consciousness, or a shared way of understanding and behaving within a given situation. As such, the objective of leadership in relation to social integration, should aim at a social organization that will be based on collective solidarity and consciousness (Haynes, 2015).

3.3 Situational leadership theory (SLT)

The situational theory of leadership holds that, group effectiveness depends on an appropriate match between a leader's style, and the demands of the situation. As noted by Fiedler, situational control refers to the extent to which a leader can determine what the followers are going to do, to be the primary contingency factor in determining the effectiveness of leader behavior (McCleskey, 2014). For this reason, a new approach can be a dynamic Post Conflict approach where the personal characteristics and motivation of the leader can interact with specific post conflict situations.

Thus, situational leadership theory explains the role of personality and the prospects personality on situational factors. Therefore, there is the need to shift away from the tendency of relying on the attribute leadership effectiveness to personality alone (Schedlitzki & Edwards, 2017).

Generally, the advantages of the situational theory lie in the ability of the theory to enable us develop leadership models that guides leaders on the way to handle social integration situation, during the PCR. It also stands to offer a practical approach that is easy to understand and apply across a variety of settings. In this framework, leadership effectiveness is achieved by emphasizing leader flexibility in adopting more than one style of leadership depending on the requirements of the situation. The application of the situational leadership also has the potential of availing the post conflict situation with potential leaders, whose situational control might convey loyalty across all segments of society. The failure of previous approaches might also be due to the lack of control over the group situational factors and could not secure the obedience.

The role of situational leadership theory can enable us to further conceive the actuality of the leader follower paradigm factor impact on social integration within a post conflict society. This can be done by breaking down the relationship into three major components namely: leader-member relations, task structure, and position power (McCleskey, 2014). Moreover, since there is no ideal leadership style, leaders can be effective if their leadership orientation fits the situation. The prospect in this regard allows predictions of the situational characteristics and a deeper analysis via the three situational components that determine the favorableness of situational control:

I. Leader-Member Relations, referring to the degree of mutual trust, respect and confidence between the leader and the citizenry. This can address the problems associated with other approaches in which leader-member relations are poor and hence the issues of political loyalty

become difficult to regulate for national integration to be carried out in minimal conflict.

II. Situational leadership theory also stands the advantage of building a Task Structure based on clearly conceived and structured tasks of social integration. Previous approaches were problematic mainly because of poor conception and analysis of the social integration situation, resulting to tasks that are ambiguous with no clear solution or correct approach towards social integration.

III. Situational leadership theory also stands the advantage of properly conceiving the best way to utilize Leader Position Power, referring to the power inherent in the leader's position itself. This is because Leadership needs to utilize both power and resources at their disposal properly to allow the situational leaders the ability to avoid political marginalization and conflict. In most post conflict approaches, Leaders fail to control resources to the extent that affords them proper degree of situational control.

In addition to controlling the contingencies arising from three factors namely the relationship between the leaders and followers, the degree of the task structure and the leaders' authority, position or power, situational leadership theory might enable the development of more effective situational leadership since no leadership style is best for post conflict situations. Regarding the desire for social integration of the Somali society, situational leadership theory implies the need for leadership flexibility which allows adaptation to situational factors that are peculiar to Somalia (McCleskey, 2014). Therefore, we integrate constructs from the theory by (Hersey & Blanchard, 1969) to be applied within the Somalia context.

4. PROBLEM STATEMENT

Most of previous literature on post conflict reconstruction models in Somalia tend to prescribe a Universalist approach to PCR based on the failed state analysis. However, such models tend to be narrow in focus with more emphasis on stabilization of peace, guided merely by a framework of governance and rule of law, to be carried out in a fixture of phases. Thus, a more public oriented leadership style that results to social integration as a component of PCR tends to be neglected. The central argument of this study

assumes that an effective leadership for the PCR success in Somalia largely depends on public support and cooperation, towards integrating the existent weakness in the Somali social structure. Again, since leadership style is a public manifestation of a leader's quality, it is clear that public perception of how leadership failure created a context which favored social dis-integration, can play an important role in understanding and shaping the success of appropriate leadership style for social integration, and eventual success of the Post Conflict Reconstruction in Somalia.

5. RESEARCH OBJECTIVES

I. To observe the social integration situation in post conflict Somalia and analyze how the adaptation situational leadership style can improve the social integration situation for the success of the Post Conflict Reconstruction in Somalia.

6. METHODS

Study Design and Data Collection Instrument

I. **Qualitative Research Design**

This study used qualitative research methodology to explore the situation of social Integration in Somalia and the potentialities of Situational Leadership Style in aiding the Social integration efforts during Post Conflict Reconstruction process in Somalia. The role of the researcher was that of an Interviewer and analyzer; in other words, the researcher interviewed the selected members and took his time to analyze the phenomenon.

II. **Techniques of Data Collection**

The techniques of data collection were, interviews for which notes were taken and recorded based on the responses of the interviewees. Therefore, the study utilized face-to-face interview to ensure that questions in the interview guides were meaningful and easily understood by the respondents.

III. **Population of the Study**

The respondent in the study comprise of public figures. For the purpose of this study, thirteen (13) respondents were interviewed to explore the information needed in order to achieve the research objective. Interview settings were convenient to members participating. A high sense of confidentiality was observed. The interviews were guided by semi-structured questions to explore the needed response.

IV. Methods of Data Analysis

The methods of analysis for the data generated by this study involves the thematic analysis. Because thematic analysis offers an avenue for both interpretation and involvement of the researcher in the analysis. The focuses were on identification of codes and themes (Joffe, 2012; Li Ping 2008; Rabiee, 2017).

Table 1.

Demographic and characteristics of the informants

Informant	Data	Coding
Member of Parliament	Male, 43 years, MSc & Public Servant.	R 1
Current Governor of Central Bank of Somalia	Male, 72 years, PhD& Public Servant	R2
Somali Ambassador to Malaysia	Male,65 years, MSc, Diplomat, Public Servant	R3
Researcher, Inter-peace.	Male, 62 years, MSc, Former Advisor to Hassan Sheik, Administration.	R4
Vice Chancellor of Mogadishu University.	Male, 47 years, PhD Academic, Public Figure	R5
Senior Researcher; The Heritage Institute for Policy Studies	Male, 35 years, PhD, Academic, Civil Society	R6
Rector of Institutional Development at Simad University	Male, 58 years, MSc & Public Servant.	R7
Clan chief and Businessman	Male,77 years, Primary School, Clan Chief	R8
Former Interior Minister Former Official from the Union of Islamic Courts	Male, 51 years, Bachelor Degree& Religious Scholar	R9
Member of parliament,	Female, 57 years, Bachelor Degree	R10
Former official of union of Islamic courts	Male, 69 years, MSc	R11
Religious scholar and business man	Male, 59 years, MSc & Religious Affairs expert	R12
Former advisor to president Sharif Sheikh Ahmad,	Female, 53 years MSc& Public Servant	R 13

7. Results and Themes on Social Integration Situation in Somalia

7.1 Influence of Ethnicity and Clan Structure

The respondents were generally assertive on the influence of the commonness in origin and single culture that forms the basis for Somali society. Therefore, they see both sources of social dis-integration arising from internal group dynamics or intra ethnic in nature. As pointed by a respondent on the structure and composition of the Somali society. From the information by R11, R9and R7, it was clear that the Somali nation is composed of a single ethnic group while the information by R4, R5, R10 and R13 indicates the clan structure as the basis of the Somali social system. The inference that can be made from these accounts points the relevance of the clan

system in terms of the functional interface with other social institutions in stabilizing and integrating the Somali society. Further, based on the critical role of clans in the social system, lack of stability and inter clan feud can lead to dysfunctions in the entire system resulting to further disintegration of the social fabric.

This implies the need to uphold the clan system as an important situational factor for the leadership style. Interestingly however, ethnicity seem to be an inactive factor in social disintegration because in Somalia, it does not serve as means to political end. This finding goes contrary to most studies from reviewed literature. In summary, ethnicity seem to be a minor issue in the context of Somali politics while the clan system has more relevance in terms of influence on the system, implying the need to see clan as an important situational factor in the PCR and successful integration of the Somali society.

7.2 Emerging Peace and New Government

There was overwhelming optimism and hope for the new leadership as indicated by respondents R3 and R7, the Somali society is already a victim of war where the sense of brotherhood and togetherness has been destroyed by years of conflict. Suspicion and disharmony that resulted from long years of war has led to mistrust among clans and neighbors. However, respondents R6, R2 and R8 are more optimistic that eventually in most parts of the country, the clan-based feud is given way to peace except for the Al-Shabaab led violence. Further optimism was also expressed by respondents that the Farmajo led Administration has created hope of reintegration across all segments of society despite the threat of Al-Shabaab cantered violence.

Importantly the finding shows that, the overall improvement in social relations calls for concerted steps to be taken to set foot on the path for recovering the social cohesion lost nearly three decades ago. In addition, the new government led by Farmajo tends to be slowly wining the hearts and minds of the young people who have started to be politically aware of the overall situation of Somalia's progress during the Post Conflict Reconstruction. Further, although the clan rivalry still exists, it seems to be extremely slowing down since Somalia organized two orderly elections in 2012 and 2017

respectively, both experiences and the peaceful transfer of power indicates the country's recovery. In addition, Hassan Sheikh Mohamud and Farmajo administrations both encouraged local businesses to invest domestically and lobby donor countries to provide more foreign aid to support restoration of crucial infrastructure including hospitals, schools and the repair of Aden Abdulle Airport, all these activities warm the hearts and minds of Somalis and restore confidence.

The accounts by R2 indicates that the nature of current social integration situation in Somalia, shows that people are now trying to forget the past by upholding the belief that a government now exists for everyone irrespective of clan since all clans have representatives in the government, therefore, they see a bright future. Also, from the interviews, the result is very clear that both acts and speeches of the past two administrations, the wounds of the civil war can be healed to help the country become a peaceful and prosperous nation once again.

Moreover, R2 and R8 indicates that more respondents were optimistic about the current government with regards to social integration, because the current leadership in Somalia looks promising despite massive obstacles which hinder proper leadership. Therefore, they see the "Modern" leadership in Somalia as getting better and more people oriented, especially in the past 10 years with a successful democratic election and peaceful transfer of power. What this implies is the need to be more democratic so as to restore the confidence of the Somali public in the leadership. Some responses like R7 and R12 were pessimistic by indicating lack of confidence in the current government and its policies. However, the best way to heal the scars of the civil war can best be achieved through a more situational approach. In summary, social integration exists the context of an emerging peace and a democratic government that seem to have positive impact on public attitudes, despite a few reservations. This implies the gradual return of confidence on the government and an opportunity for the leadership to re-integrate the society.

7.3 Insecurity

From the interviews with R1, R3, R6 R7 and R12, insecurity is a major challenge that hinders the society in Somalia to move forward in the post conflict era. Some

interviewees have positive view of the current effort while others have a negative perception. However, there is general optimism for the future of security in Somalia based on the effort of previous and present administration. Most of the reason being include rebuilding of the justice system into a functional one and the current President's neutrality on clan issues since most of the respondent's indicate President Farmajo's clan has zero influence on him. This enables him to secure the confidence of most Somalis and many respondents believe he has a chance to attain social integration in Somalia. However, the leadership needs to focus more on providing security by establishing judicial institutions that improve the effectiveness of the judiciary and eradicate corruption by removing corrupt officials from government. It's important to note that weak and corrupt judiciary contributes more instability and insecurity in Somalia.

Most respondents were hopeful that establishing fair and accessible judiciary, eradicating corruption and creating a secure environment for all Somalis could defuse clan based feuds that usually thrive an unjust and insecure environment thereby fostering peace and stability in the Somalia. Importantly this finding shows that, the overall improvement in social relations calls for concerted steps to be taken to set foot on the path for recovering the social cohesion lost nearly three decades ago. Further, respondents indicate that the wide spread clan conflicts in the 90s are disappearing due to the infant democratic basis of the previous and current government. Therefore strengthening current fragile democratic institutions and promoting inclusive and tolerance politics could further prevent renewed clan conflicts that derail efforts of reconstruction and aid leadership efforts to bring peace and prosperity in Somalia. The result of the interviews are very clear, wounds of the civil war can be healed if leadership manages to establish just and safe environment for all Somalia because most respondents were optimistic that people in Somalia are happy to forget the past move forward as long as their welfare is taken care of.

Insecurity was a measure shared across the respondents that is critical towards addressing various issues related to social integration of the Somali society. There was also optimism in relation to the steps taken by Farmajo administration in improving security as noted

by some respondents. Finally, thematic analysis of the context influencing social integration situation of Somalia included a significant influences of clan system and insecurity on one hand and the new democratic governments that has restored hope and confidence. However, social integration is still a major issue that is yet to be attained in Somalia as generally indicated by the data in relation to leadership style, this leads us to the next issue to be analyzed and discussed.

8. DISCUSSION

This search threw up three major sub-themes– influence of ethnicity and clan system, emerging peace and new government, and insecurity that were having impact on the social integration situation in Somalia. This discussion elaborates the findings with regard to the role of each sub-theme in the study.

The data indicates that as the Somali society emerges into Post Conflict Reconstruction era, there are number of challenges in relation to social integration issues born out of the context created by leadership failure notably, persistent mistrust, suspicion, and deep divisions in the society. The belief in the new national government revealed by the data implies a promising future for the social integration of Somalia thus, the task of social integration in Somalia is realizable depending on an appropriate match between a leadership style and the demands of the situation.

The situational control should include the factors noted to be critical to the needs of the social integration situation as the major driver determining the effectiveness of leader behavior. In consensus with the contingency model, the personal characteristics and motivation of leadership should be adapted to suit the current situation of social dis-integration faced by the Somali society. Although the personality of the current leadership is important towards an effective social integration, effectiveness of the leadership approach should include other notable factors in the environment.

Further, good governance tends to be difficult without a functional social integration mechanism in place thus, functional integration among the various parts of a social system is a critical necessity for any system to function competently.

The first factor to be considered as influential to the context of social integration in Somalia is the influence of ethnicity and the clan structure. This is pertinent because historically, the Somali speaking people form one of the largest ethnic groups in Africa, dispersed throughout the Horn of Africa, from the Awash Valley, through the Ethiopian Ogaden. The ethnic group is also found in northern Kenya as far as the Tana River. The Somalis belong to the Hamitic group of people – the Oromo, Saho and Beja people from the Horn of Africa (Bradbury, 1994; Lewis, 2005) with a common ancestry, a single language and belonging to the Islamic faith. However, Somalis are currently existing in a context created by leadership failure as one of the most divided people along clan lineage and patronage. The clans divide the Somalis into four major clan families namely Darod, Hawiye, Dir, and Digil & Mirifle which are further divided into sub-sub clans. Social life is highly influenced by clan membership, thus, although the sources of the Somali conflict date back to the imperial partitioning of the country in 1897, the modern-day Somali conflict is driven by a plethora of issues and it remains mostly intra Somali in character.

The second factor that influences the context of social integration situation in Somalia relates to the extent of peace and legitimacy of the new leadership. This is because countries emerging from civil war like Somalia transit into post conflict situation with very poor socio-cultural structures and institutions. This implies the need for actors in the PCR to act more towards strengthening both institutional and human capacity of the state (Samai, Edem-Hotah & Witter, 2014). However, this may be hindered if lessons from a history of leadership failure is not attended to thus in Somalia, it is clear that, the role leadership style in the transformation of current state of post conflict integration is crucial. Importantly, most of the respondents in this study are of the belief that, the current situation and post conflict status of the Somali society, implies that it is possible to reintegrate the society once again due to favorable factors emerging from new leadership.

A third influential situational factor is the insecurity characterized by lawlessness. Insecurity was a measure shared across the respondents that is critical towards addressing various issues related to social integration of the Somali society. It's important to understand the link between insecurity and social disintegration in Somalia. After the fall of General Mohamed Siad Barre's military rule in 1991, war lords and other non-state actors filled the vacuum and as a result of this, the country became more insecure. This made many people in Somalia to seek protection from non- state actors including war lords due to the absence of an organized authority that has the ability to create a secure environment for all. Therefore, establishing security institutions that create a secure environment for all Somalis could weaken the relevance of clan based entities that claim to seek the rights of their clan members which in the end removes clan suspicions that in the past contributed to the division within the society.

9. CONCLUSION AND RECOMMENDATIONS

The desire for social integration of the Somali society implies leadership flexibility which allows adaptation to situational factors that are peculiar to Somalia in addition to controlling the contingencies arising from three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders' authority, position or power (McCleskey, 2014). Therefore, in relation to the data and theoretical orientation of the study, constructs from the theory of Situational Leadership by Heresy and Blanchard's (1969) can be applied within the Somali context to help in evaluating the effectiveness of leadership in social integration within the overall Post Conflict Reconstruction process.

The model can be further extended to how situational transformation of individual behavior will help in achieving success during PCR. Further, restoration and bolstering of social order in post conflict Somalia should be non-invasive, rather a new order should be allowed to emerge from the interactions of citizens based on a framework developed and internalize at different levels of the social structure based of experiences of emotions and beliefs. This approach implies that, the role of the leadership in social integration of Somali society depends on the extent to which social relationships, and interrelationships among units or groups, are regulated (Sayed & Novelli, 2016).

More still, the implication of this perspective on social integration means there is the need to coordinate, adjust, and regulate relationships among various clans as well as minorities

within the social system (Wallace & Wolf, 1995). The aim should be to address post conflict situation at both individual and societal levels. At the level of society as a whole, the role of the leader is to mobilize variety of institutions towards social integration. These includes religion, education, the media, the legal structures, police and courts all play a role (Ritzer, 2000). In the context of Somalia, the scheme implies the need for institutions that help disseminate, share culture, and reinforce values of unity at both individual and societal levels. For example, sporting events could be seen in this light. Where strains are great, there may be a need for social control, formal and informal sanctions, or discipline to enforce order.

In general, effective leadership should sustain the inter-link among subsystems, such that social integration can be based on interactions in and across these subsystems. This might be achieved by distinguishing between different subsystems and emphasizing the correlations between them. This theory addresses to what extent integration of the clan system relies on involvement in other domains like leadership style and role of both old and new institutions required. As a result, Parsons' concept of societal subsystems can be linked to questions of dynamics of social inequality in general and spillover effects and compensation opportunities in particular within post conflict Somali society. Thus, the basic argument in this work remains that, without addressing the situational variables related to social integration through situational leadership style, social integration cannot be attained as a necessity for the Post Conflict Reconstruction success.

Since every post-conflict society represents a unique situation, so also the characteristics that determined the situational factors to be addressed and leadership style to be adopted in the Post Conflict Reconstruction framework. In Somalia, what is needed for a successful Post Conflict Reconstruction is a leadership style framework that can restore the social system to the next best equilibrium, and pave the way for a stable, peaceful and prosperous future based on a well-integrated Somali society.

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