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The Legacy of Mwalimu Nyerere in Leadership and Socio-Economic Development in a New Era of Industrialization

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Leaders with Milestones: China's Leadership Role in National Development and Strategic Insights for Tanzania Considering Behavioural Leadership Theory

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Abstract

China's transformation from a poor developing nation into an economic giant today offers a great lesson for Tanzania. In this paper, the authors put the discourse on leadership for Tanzania in the context of lessons from Chinese leadership styles since 1949, when China became a republic. This scoping literature review examines the behavioural theory of leadership as it relates to China's political environment. This study examines six crucial behavioural theories of leadership dimensions: observable actions and decision-making, policy implementation and influence, leadership styles and interpersonal skills, public display of support and legitimacy, informal leadership channels, and historical impact and legacy on China leadership to provide insights for Tanzanian leaders. A thorough examination of seventy-three primary sources yields insights into China's historical legacy, decision-making procedures, and leadership structure. Tanzania's political environment and China's leadership dynamics are compared, providing insightful insights into Tanzania's leadership development. Prioritizing accountability, inclusivity, and transparency; creating open lines of communication; putting policies into action with quantifiable results; encouraging public participation; utilising unofficial networks for efficient governance; and taking historical significance into account when making decisions. Tanzanian leaders can improve governance efficacy and promote sustainable development by implementing these insights.

Keywords: Leadership, Behavioural theory, China, Tanzania, Africa, Development, Decisions

1. Introduction

China saw tremendous changes in the modern age, struggled through the Chinese Civil War, and finally formed the People's Republic of China in 1949

(Jintao, 2012). From the early 1980s, China's GDP grew at an annual rate of 10% for more than thirty years. No other nation in contemporary history has experienced such remarkable growth over such a long period (Yang, 2020). China's economy has expanded quickly, bringing hundreds of millions out of poverty and making it the second-largest economy in the world (Chan et al., 2015). As a leader on a global scale, it has also excelled in fields such as technology, space exploration, and infrastructure development. These historical eras show how China has consistently innovated, adapted, and emerged as a worldwide force despite adversity throughout its long history. China's incredible progress can be attributed to several factors, but one of the most important is the country's political and leadership structures since the 1949 revolution (Xi, 2017). The trajectory of the country has been significantly influenced by the succession of leaders, from Mao Zedong to Deng Xiaoping, Hu Jintao, Jiang Zemin, and the current leader, Xi Jinping (Bijian, 2005; Guo, 2019).

This paper unveils the behavioural theory of leadership and its dynamics in shaping China's remarkable economic growth from the 1940s to the present (Sitkin & Lind, 2006). It focuses on providing strategic insights into Tanzania's context of development. The paper emphasises how important China's leadership has been in overcoming obstacles, putting policies into place that work, and promoting economic growth (Banerjee et al., 2020). Examining how China's leadership practices match the tenets of behavioural theory, this paper seeks to offer practical advice to Tanzanian leaders facing comparable developmental challenges (Yukl et al., 2019). Tanzania's path to economic growth was characterized by a slightly similar set of obstacles found in China's case before the revolution in 1949 and in the early years after the revolution, including political instability, resource limitations, and institutional weaknesses (Demir, 2019). However, Tanzania can learn a lot from these disparate experiences. Through an analysis of the relationships that exist between leadership styles, policy choices, and economic results in China, this paper provides Tanzanian leaders with a roadmap for more skilfully navigating their nation's developmental path. It highlights how crucial long-term planning, flexible governance, and strategic decision-making is to promoting sustainable economic growth (Chan et al., 2015). This paper attempts to provide Tanzanian leaders with the knowledge necessary to confront the nation's development obstacles and take advantage of its opportunities. Tanzanian policymakers can create strategies that are tailored to the specific socioeconomic context of the country by using lessons learned from China's leadership successes (Jinping, 2022). This will pave the way for inclusive and resilient growth in Tanzania.

Henceforth, the paper is arranged into 5 sections; the first part presents behavioural leadership theory and how it is reflected in China's leadership, and the second part is the literature review focussing on the context of national leaders on development, China's social economic development, and China's leadership structure. The third part is the methodology, followed by discussions and findings, insights into Tanzania leadership, and a conclusion.

This paper applies the *behavioural theory of leadership* to investigate Chinese leadership behaviour and examines how the country's ability to adapt, make strategic decisions and see the big picture have all contributed to its economic success (Bijian, 2005). The behavioural theory of leadership emerged in the mid-20th century as a reaction to trait-based approaches (Derue *et al.*, 2011). This conceptual framework seeks to elucidate the details of leadership by delineating key elements integral to the observable actions and decision-making processes of leaders (Sethuraman & Suresh, 2014). This theoretical construct operates on the premise that leadership is not only based on inherent traits but is also a product of discernible behaviours and responses exhibited by individuals in positions of authority (Verawati & Hartono, 2020). The important elements drawn from the behavioural leadership model are as follows: Observable actions and decision-making, policy implementation and influence, leadership styles and interpersonal skills, public display of support and legitimacy, informal leadership channels, and historical impact and legacy (Sitkin & Lind, 2006)

Observable actions and decision-making represent the cardinal constituents of this theoretical framework, encapsulating the outward manifestations of ethical leadership prowess (Caviglia-Harris *et al.*, 2021). Leaders are scrutinised through the lens of their actions encompass strategic decision-making, adaptive responses to dynamic challenges, and the cultivation of an environment conducive to organisational goals. Policy implementation and influence epitomise the strategic deployment of leadership skills in influencing organisational policies (Bekker & Heyningen, 2011). The effective translation of strategic intent into real policies demands an understanding of the mechanisms of influence, as leaders navigate the interplay of organisational dynamics to engender a climate amenable to the assimilation and implementation of policies (Muhammad, 2014)

2. Literature Review

2.1 Context of National Leadership in Development

A nation's development trajectory is greatly influenced by the role of national leadership, which shapes its fundamental principles and propels it forward (Jones, 2011; Leadership, 2012). While each country, including China, has its

own distinct historical and contextual trajectory, there are similarities with other nations as well, as they have all produced some notable leaders who have had a lasting impact on their respective development paths. The historical paths of the United States of America (USA), Japan, Germany, and early African leaders during liberation struggles serve as prime examples of this phenomenon (Hackenesch & Bader, 2020; Milani *et al.*, 2017). From laying the groundwork for the country to overcoming the difficulties posed by the Civil War and the Great Depression, notable Americans such as George Washington, Alexander Hamilton, Abraham Lincoln, and Franklin D. Roosevelt contributed to the development of the political system, economy, and social progress in the nation.

The history of Germany shows the dynamic influence of the statesmen. Otto von Bismarck (1871–1890) was a key figure in the unification of Germany and the execution of creative social reforms that laid the groundwork for the current German state (Bishop, 2019). As the leader of Nazi Germany from 1933 to 1945, Adolf Hitler shaped domestic policies and guided his country into World War II (Papers & Vlasov, 2018; Vaibhav, 2017). As West Germany's first post-war Chancellor from 1949 to 1963, Konrad Adenauer effectively rebuilt the country's economy and forged important alliances. Finally, while serving as Chancellor from 2005 to 2021, Angela Merkel oversaw difficult economic issues and was a major figure in European politics, having a long-lasting effect on Germany and the larger European Union (Bishop, 2019).

Similarly, the leadership of visionary individuals who fought against colonial rule and oppression has been linked to the early development of Southern African countries (Nzemeka, 2021). These leaders were instrumental in establishing the foundation for growth and advancement and reshaping the political environments of their respective countries. Agostinho Neto and Jonas Savimbi, among others, played a crucial role in Angola's struggle against Portuguese colonial rule and the subsequent civil war that ensued after the country gained independence (Tvedten, 1989; UNS, 2023). Despite enormous obstacles, Neto, the first President of Angola, worked assiduously to lay the groundwork for his country, emphasising infrastructure development, healthcare, and education (Forum, 2015). Despite his controversial reputation, Savimbi was a key player in the independence movement and later in opposition to the MPLA government, pushing for economic liberalisation and multiparty democracy (Martins, 2021; Saunders, 2023). Sam Nujoma and Hage Geingob guided Namibia through its struggle for independence from apartheid in South Africa. As the first president of an independent Namibia, Nujoma prioritised socioeconomic development, nation-building, and reconciliation (Geingob, 2004). As President and Prime

Minister, Geingob carried on the legacy of his forerunners by prioritising social justice and inclusive development initiatives (Melber, 2015). Others in the same line are Robert Mugabe and Joshua Nkomo influenced Zimbabwe's path to independence and subsequent growth. Samora Machel and Joaquim Chissano spearheaded Mozambique's independence struggle and subsequent development (Darch & Hedges, 2013; Langa, 2022).

Julius Nyerere's leadership in Tanzania was distinguished by his dedication to nation-building and Pan-Africanism, and his vision of ujamaa, or African socialism. Tanzania's social and economic advancement was made possible by Nyerere's policies, which prioritised rural development, education, and self-sufficiency (Pratt, 1975; Scharschmidt, 1977). His philosophy and style of leadership still have some bearing on modern Tanzanian politics and development plans, as reflected in the Tanzania constitution Sec. 3(1), which states that Tanzania is a secular socialist state (URT, 1977). The goals of the policies put in place during the presidency of Mwalimu Julius Nyerere were to advance economic equity, social justice, and unity within the country (Africa, 1980). The leadership was deeply characterised by his commitment to socialist policies and his vision for national development. Several key policies implemented during his presidency, notably the Arusha Declaration (Azimio la Arusha), the Self-Reliance Policy, Azimio la Kilimo, and Universal Education for All, were instrumental in shaping Tanzania's socioeconomic landscape (Nyerere, 1967a, 1967c). The Arusha Declaration, announced in 1967, was a seminal moment in Tanzania's history. It outlined the country's commitment to socialism and self-reliance and served as a blueprint for socioeconomic transformation (Arusha et al., 1967). The declaration emphasised egalitarian principles, aiming to eliminate exploitation, inequality, and corruption. Central to Nyerere's vision for Tanzania was the concept of self-reliance (Nyerere, 1967b).

Similar to numerous other African nations, Tanzania encountered numerous obstacles on its path to progress, such as deficiencies in leadership and the execution of policies (Oppong, 2014). These difficulties were caused by several factors that impeded Tanzania's development and prevented it from following the fast development paths seen in nations like China. Tanzania's early policies, motivated by socialist ideas and geared toward independence, established significant groundwork for growth, but unlike China, they did not always result in steady advancement (Keskin & Abdalla, 2019; Stiftung, 2023). The failed promotion of socioeconomic transformation in Tanzania was brought to light by the gaps in development policy implementation efforts caused by external pressures and a lack of consistent leadership connectivity in theory and practice.

These leadership failures and inconsistencies in theory and practices in Tanzania were earlier recognized and explained by the CCM guide of 1981, which stipulates that:

In addition, sometime in the fourteen years since the Arusha Declaration, the Party, the Government, and its agencies have been used to promote the capitalist sector in the country in industry, commerce, transportation, construction, and so on, and the capitalism that has expanded during this period has strengthened the actions of disrupting it and weakening our public sector (CCM, 1981)

At present, the important argument may not be the debate about capitalism or socialism but rather the lack of consistency in the implementation of decisions. The decisions of the party were not being implemented by the same organs, the government, or other agencies (Shivji, Issa; Ally & Yahya-Othman, 2013). The visionary policies of Mwalimu Julius Nyerere's leadership were marked by an emphasis on social justice and economic equity; however, the subsequent administrations lacked the same degree of coherence and strategic direction (Keskin & Abdalla, 2019). Tanzania's development trajectory was also influenced by external factors, including foreign aid dependency, geopolitical shifts, and global economic dynamics. Geopolitical tensions, shifts in donor priorities, and fluctuations in global markets may affect Tanzania's ability to obtain resources and perform development initiatives (Oppong, 2014). Furthermore, development efforts were hampered by the nation's large poor rural population and inadequate infrastructure (CCM, 1981). It is within these bewildering realities that it becomes necessary to follow the footsteps of those who have taken a similar path but have developed and overcome obstacles.

2.2 China's socio-economic growth

China's economic success since the 1960s raises interesting questions about leadership and how it relates to the tenets of the behavioural theory of leadership (Conger & Kanungo, 1987; Verawati & Hartono, 2020). The ability of China's top political leadership to overcome obstacles, implement sensible policies, and promote economic growth is clear (Jie, 2017). China experienced a revolutionary economic journey in the 1960s, with GDP figures showing a sharp increase, rising from \$59.72 billion in 1960 to \$147.21 billion in 1962 (Demir, 2019). This growth was not only remarkable in absolute terms but also resulted in a rise in per capita income, which generally raised living standards. The nation's leadership and policy choices are important in highlighting the significance of efficient government and well-thought-out economic planning (Liu, 2015; Yang, 2012).

The 1960s saw China transition from an agrarian to a more diversified and industrialised economy, demonstrating the importance of long-term planning and policies that promote economic diversity. In the following years, China's GDP rose steadily, with GDP, per capita income, and life expectancy all growing despite an increase in population, as indicated in Table 1.

Table 1. China's socio-economic growth, 1975-2022

Year	GDP Growth Rate (%)	Population (in billions)	Per Capita Income (in USD)	Life expectancy (in years)
1975	7.4	0.924	161	64.1
1980	7.9	0.981	312	65.9
1985	10.3	1.049	394	67.3
1990	4.1	1.133	347	69.5
1995	11.3	1.212	609	70.8
2000	8.5	1.268	954	71.8
2005	10.4	1.314	1,700	73.1
2010	10.6	1.346	4,595	74.8
2015	6.9	1.376	8,034	76.1
2020	2.3	1.402	11,601	77.3
2022	8.1	1.409	13,346	77.6

Source: World Bank and IMF data

2.3 China's leadership structure

The highest levels of political leadership in China are structured and involve multiple important stages, as indicated by the Communist Party of China (CCP, 2017). The Central Committee, which comprises senior party officials, is chosen by the Communist Party of China's National Congress, which is held every five years. Several important matters are discussed in Central Committee plenums, such as policy directives and staff changes (Dittmer, 1982). The next step is the choice of the Politburo Standing Committee, which is the highest decision-making body, with the CPC General Secretary usually playing an important role. China's highest legislature, the National People's Congress, meets once a year to approve important government appointments such as the Premier and President (Jintao, 2016; Kuo-Feng, 1977). The Premier is the head of government, and the President is the head of state. Transferring power occurs smoothly, and retiring leaders often continue to impact unofficial means.

3. Methodology

Using a scoping literature review to analyse and understand the facets of the behavioural theory of leadership patterns reflected in China leadership (Peters *et al.*, 2020). Their goal of scoping is to quickly map the primary sources and forms of evidence that are available, as well as the fundamental ideas that support a research area (Arksey & O'Malley, 2005). According to Arksey & O'Malley (2005), there are several steps in the scoping method, including defining the research question, finding pertinent studies, choosing a study, charting the data, and compiling analysing and reporting the findings.

The systematic review process extracted important insights regarding six critical dimensions of behavioural leadership theory from the extensive scoping literature review, which included a thorough analysis of 73 sources: Observable Actions and Decision-Making, Policy Implementation and Influence, Leadership Styles and Interpersonal Skills, Public Display of Support and Legitimacy, Informal Leadership Channels, and Historical Impact and Legacy. The original collection of literature was carefully reduced to a targeted choice of 20 works with a methodical curation process (See Table 2). This astute approach uncovered important information clarifying China's leadership structure and decision-making processes. The investigation of observable actions and decision-making illuminated the dynamic interaction of impactful elements and offered insightful viewpoints on the application of policies and their ensuing influence.

Table 2: Scope of the literature

SN	Behavioural theory elements	Description	Source
1	Observable actions and decision-making	These are leadership style, decision-making standards, and situational flexibility which can all be assessed by analysing their behaviour on how well they manage political environments.	Hu (2012), Jintao (2007, 2016), Dittmer (1982), Hackenesch & Bader (2020), and Jintao (2007).
2	Policy implementation and influence	Analysis of how leaders handle the complexities of policy implementation and accomplish strategic objectives while maintaining public support.	Kampen (1989), Jie (2017), Hu (2012), Jinping (2014, 2022), and Petry (2023).

SN	Behavioural theory elements	Description	Source
3	Leadership styles and interpersonal skills	This involves relationship building, empathy, and effective communication to negotiate political obstacles and cultivate productive working relationships with various stakeholders.	Bogusz <i>et al.</i> (2020), KuoFeng (1977), Saich (1992), Jie (2017), and Hu (2012)
4	Public display of support and legitimacy	The capacity of leaders to win over the people and establish trust to guide and maintain political stability through competence, integrity, and benevolence	Wu (2010), Jie (2017), and Jinping (2014, 2022).
5	Informal Leadership Channels	Use of unofficial networks and connections to influence opinions, make decisions, forge alliances, handle power struggles, and perform political agendas.	Granet (2013), Bijian (2005), Düben and Düben (2018), and Phillip (2019).
6	Historical Impact and Legacy.	These are the long-term effects of leaders' choices, policies, and deeds. Leaders who make a good and long-lasting impression often exhibit a strategic vision, sound judgement and the capacity to overcome obstacles in the service of their nation's interests.	Kampen (1989), Jie (2017), Hu (2012), Jinping (2014, 2022), and Petry (2023).

The study of interpersonal skills and leadership styles explored the subtle features that influence leadership dynamics and added to our understanding of China's governance environment. The Public Display of Support and Legitimacy investigation revealed the symbolic aspects of leadership, highlighting the role that public opinion plays in determining the course of policy. The study of informal leadership channels exposed subtle networks that support formal structures. Finally, the examination of Historical Impact and Legacy added a temporal aspect by placing current leadership practises in a larger historical storey. A thorough understanding of China's leadership landscape, which encompasses a variety of multifaceted aspects that contribute to the nation's governance, serves as a lesson for other nations, particularly Tanzania.

4. Findings and Discussion

4.1 Observable actions and decision making

The Communist Party of China's five-year National Congress is a major platform for revealing the interpersonal and leadership styles of its top brass (Hu, 2012; Jintao, 2007). The election and establishment of the Central Committee occur on an open platform at this important point in the leadership development process. Through this process, observers acquire significant insights into the leadership philosophies, interpersonal dynamics, and tactical skills of party leaders (Jintao, 2007, 2016). Hu Jintao, for example, promoted harmony and consensus within the party through a collective leadership approach (Jintao, 2016). These changing leadership philosophies during multiple congresses demonstrate the party's ability to adapt and persevere despite challenging political environments, thus supporting China's continued growth and stability.

In later Central Committee plenums, important matters such as staff changes and policy directions take centre stage (Dittmer, 1982). These plenums function as platforms for leaders to demonstrate their ability to make decisions and shape the party's future. The behavioural theory is used to examine leaders' behaviour to understand how well they can influence policies and negotiate the intricate terrain of political decision-making. The principles of behavioural theory are further demonstrated by the Politburo Standing Committee, which is the highest decision-making body. Observable leadership behaviours such as political savviness, alliance-building prowess, and negotiation skills are all part of the process (Hackenesch & Bader, 2020; Jintao, 2007).

4.1.1 Policy implementation and influence

Through their contributions to policy, Mao Zedong, Deng Xiaoping, Hu Jintao, and Xi Jinping have all had a significant impact on China's development. The Cultural Revolution and the Great Leap Forward, two of Mao's most notable achievements, brought about profound socioeconomic shifts that had both beneficial and negative effects (Kampen, 1989; Demir, 2019; Wu, 2010). With his practical reforms, such as the Open Door Policy, Deng drove China towards market-oriented socialism, resulting in unparalleled economic expansion and a decrease in poverty (Jie, 2017). Hu Jintao placed a high priority on social welfare and rural development to create a harmonious society (Jintao, 2016). In the modern era, Xi Jinping has reinforced the Party's power by pursuing initiatives such as the Belt and Road Initiative and anti-corruption campaigns, which have helped to stabilise the country and increase China's influence internationally (Petry, 2023). These leaders have shaped China's rise to prominence by

demonstrating the Chinese Communist Party's flexibility in navigating changing ideological landscapes.

4.1.2 The Legacy of China's Leadership

Mao Zedong's final years in office, particularly during the Cultural Revolution, marked his departure from power (Bogusz *et al.*, 2020; Kuo-Feng, 1977). Mao left behind a united China with a complicated legacy of socio-political upheavals when he passed away in 1976. His exit made room for Deng Xiaoping to become well-known (Bijian, 2005; Jie, 2017). By promoting reasonable economic reforms, Deng helped to guide China's Development. Deng, who symbolised the smooth transfer of power within the Chinese political system, formally retired from his posts in November 1989 but maintained significant influence behind the scenes (Saich, 1992). Early in the new millennium, Jiang's withdrawal from official positions made room for Hu Jintao, who strongly emphasised social harmony and sustainable development (Jintao, 2016). Hu delegated leadership to Xi Jinping in 2012, signalling a shift towards a more assertive and centralised style of governance. Xi's goals include bolstering the Party's authority, improving domestic stability, and asserting China's influence on the international stage. These changes show China's political leadership's continuity and evolution, with each leader having a unique impact on the country's course.

4.2 Public display of support and legitimacy

The public display of support and legitimacy for China's top leadership has been notably clear in the National People's Congress's public approval procedure, emphasizing the pivotal role of observable behaviours in affirming a leader's standing. Mao Zedong's era saw extensive public rallies and displays of support, reinforcing his perceived legitimacy, although the Cultural Revolution also brought forth internal dissent (Wu, 2010). Deng Xiaoping garnered approval through his pragmatic economic reforms, a departure from Mao's radical approach. During their respective leaderships, Jiang Zemin and Hu Jintao similarly sought public endorsement through party congresses and official channels, aligning with the behavioural theory's premise that leadership effectiveness is closely tied to observable actions (Hu, 2012).

Jiang's Three Represents and Hu's emphasis on a harmonious society was publicly communicated, reinforcing their leadership legitimacy. Xi Jinping's leadership has seen a more assertive public image, marked by anti-corruption campaigns and nationalist rhetoric (Jinping, 2014, 2022). The National People's Congress continues to serve as a platform for reinforcing the legitimacy and efficacy of leaders, reflecting the enduring relevance of behavioural theory in understanding China's political landscape. The public approval process

underscores leaders' ability to align their actions with societal expectations while maintaining the delicate balance between centralized control and public support.

4.3 Informal Leadership Channels

One characteristic of Mao Zedong, Deng Xiaoping, Jiang Zemin, Hu Jintao, and Xi Jinping's leadership transitions is the smooth transfer of power between retiring leaders and their informal networks. Strong unofficial networks within the Communist Party emerged during Mao's era, demonstrating his influence even after his official departure (Granet, 2013; Wu, 2010). Even after stepping down from office, Deng Xiaoping remained a powerful figure thanks to his unofficial authority, especially in times of political unrest (Jie, 2017). The shift in Jiang Zemin's leadership further showed the value of unofficial channels, as he maintained his influence through allies and protégés. Similarly, Hu Jintao preserved connections with unofficial networks, which aided in maintaining political stability and policy continuity. In addition to formally consolidating power, Xi Jinping has used informal networks to manage party dynamics within his own party. This smooth transition follows behavioural theory, which emphasises the lasting influence of outgoing leaders on policies and holds that leadership transcends formal positions (Düben & Düben, 2018; Mierzejewski, 2010; Phillip, 2019). Comprehending these non-formal interactions is essential for comprehending the intricacies of Chinese leadership, as they deliberately use non-formal avenues to maintain their impact on policies and manoeuvre through political terrain.

4.4 Historical Impact and Legacy

Examining historical leaders such as Mao Zedong, Deng Xiaoping, Jiang Zemin, Hu Jintao, and Xi Jinping provides an understanding of the application of behavioural theory in Chinese leadership. Mao Zedong's radical policies, including the Great Leap Forward and the Cultural Revolution, had a profound impact on China's socio-political fabric, shaping the nation's trajectory (Kampen, 1989; Wu, 2010). Deng Xiaoping's pragmatic economic reforms, marked by the Open Door Policy, transformed China into a global economic powerhouse. Jiang Zemin continued economic liberalisation and embraced technological advancements, contributing to China's modernisation. Hu Jintao focussed on social harmony and sustainable development, leaving a legacy of balanced growth. Xi Jinping's assertive leadership style, which emphasises anti-corruption campaigns and national rejuvenation, has redefined China's role on the global stage (Xi, 2017). Each leader's historical impact aligns with behavioural theory, showcasing how observable behaviours shape nations. Understanding their legacies provides

valuable insights into the enduring influence of leadership decisions on China's political, economic, and social landscape.

4.5 Insights into Tanzania leadership

4.5.1 Open and Honest Leadership Development Method

Tanzania's distinct political environment is defined by the democratic, secular, and socialist framework found in Section 3(1) of the Constitution (URT, 1977). Tanzania's political system is more diverse than that of China, with multiple parties aspiring for state governance. The parties, though having different constitutions and ideologies, are structured similarly to the CCM and CPC, in that they have branch, ward, district, regional, and national assemblies in addition to grassroots meetings. These structures are well enshrined in party constitutions (CCM, 2005; Chadema, 2006; Wazalendo, 2015). These parties must respect social responsibility, openness, and democratic decision-making at all levels of their organisational structures, even as they function within the bounds of their respective constitutions. Parties can effectively represent Tanzanian citizens' diverse needs and aspirations by ensuring grassroots voices are heard and included in the policymaking process (Carothers & Brechenmacher, 2014). Furthermore, encouraging transparency and inclusivity within party ranks benefits both internal democracy and public confidence in the political system as a whole. Parties must therefore give transparency, accountability, and grassroots involvement top priority in their leadership development strategies. By doing this, they will be able to perform their democratic mandate and establish inclusive governance, long-term progress, and shared purpose (Li, 2015).

4.5.2 Implementation and Impact of the Policy

For Tanzania to have effective governance, stable political environments and professional policy implementation are essential. To achieve realistic transformation and effective implementation, policymakers should prioritise a results-driven approach that emphasises measurable outcomes. They can draw inspiration from the leadership of Deng Xiaoping in China in this regard. China's rapid economic development and expansion were fuelled by Deng Xiaoping's practical reforms and emphasis on measurable outcomes (Jie, 2017). Similar to this, Tanzanian decision-makers are held responsible for providing real benefits to the people and allocating resources as efficiently as possible, which promotes accountability and transparency. Furthermore, to bring about significant change, cooperation between government organisations stakeholders, and civil society is necessary (Dhar & Mutalib, 2020). This will eventually open the door for revolutionary development and an improvement in the standard of living for all Tanzanians.

To foster public understanding and accountability in Tanzania, it is imperative to establish transparent decision-making processes that are modelled after those observed in China under the CPC. Tanzania can adopt open sessions akin to national assemblies, where decision-makers are held accountable and make transparent decisions by taking inspiration from the CPC's methods (Jintao, 2016). By adopting this strategy, Tanzania can promote inclusivity and openness in decision-making processes by increasing public participation through forums and consultations. Tanzania can also guarantee that decisions made in these open sessions are properly carried out and respected by taking inspiration from the CPC's enforcement of Congress decisions. This reinforces consistent and unity theory and practices (CCM, 1981).

4.5.3 Open Expression of Endorsement and Validity

Building strong public relations and consolidating legitimacy are critical to good governance; these approaches are similar to those used in China's rural villages to promote industrialisation agriculture, and higher living standards (Li, 2015). This fosters an atmosphere that is favourable to sustainable development and improves the efficacy of governance. Tanzanian leaders can promote positive transformations by encouraging open expression of endorsement and validity, as demonstrated by China, where such initiatives have resulted in notable advancements in agriculture industrialisation and living standards in rural villages. Ultimately, this will contribute to the overall progress and prosperity of Tanzania.

4.5.4 Informal channels for leadership

Informal networks within communities can facilitate more seamless power transfers and policy continuity. This is similar to the goals of Mwalimu Nyerere's villagisation policy, which sought to promote unity and improve grassroots social service delivery (CCM, 1981). Outside of formal structures, unofficial channels such as neighbourhood meetings, customary councils, and local leadership organisations play a crucial role in facilitating decision-making (Chan *et al.*, 2015). Fostering the expansion of these networks provides decision-makers with insightful input from various stakeholders, thus fostering responsiveness and inclusivity in governance. This strategy not only improves flexibility and adaptability but is also important for anti-corruption and tracking of mismanaged resources (URT, 2021). In the same way that China prioritises unofficial channels for efficient governance, Tanzania can use these networks to guarantee openness, responsibility, and effective service provision to the populace, ultimately promoting sustainable development and advancement.

4.5.5 Historical significance and heritage

Leaders in Tanzania should take a progressive stance by thinking about the historical and legacy effects of their choices. They should take cues from China's revolutionary leaders, such as Mao Zedong, Deng Xiaoping, Jiang Zemin, Hu Jintao, and Xi Jinping, as well as Tanzania's Mwalimu Nyerere (Wu, 2010). Leaders are inspired to leave an enduring and beneficial legacy by reflecting on past accomplishments, such as China's agricultural, cultural, technological, and educational revolutions (Şen *et al.*, 2013). For example, Deng's economic reforms propelled China into a global economic powerhouse; Jiang and Hu concentrated on technological advancements to boost innovation and competitiveness; and Xi Jinping's Belt and Road Initiative emphasised the significance of global connectivity and cultural exchange (Huang, 2016); Tanzanian leaders can successfully negotiate the challenges of governance by adopting this historical perspective. By doing so, they can make decisions that will benefit future generations and advance sustainable development.

5. Conclusion and Recommendations

The paper's use of the scoping literature review method has yielded insightful information about how China's political environment reflects the behavioural theory of leadership. This paper has illuminated China's leadership structure, decision-making procedures, and historical legacy by identifying six crucial behavioural leadership theory dimensions through a methodical analysis of primary sources. Our understanding of China's governance environment has been strengthened by investigating observable actions and decision-making, policy implementation and influence, leadership styles and interpersonal skills, public displays of support and legitimacy, informal leadership channels, historical impact and legacy, and leadership styles and interpersonal skills.

Moreover, drawing comparisons between Tanzania's situation and China's leadership dynamics can teach Tanzanian leaders a lot about developing their leadership. The implementation of policies with measurable outcomes, promotion of public engagement and endorsement, use of informal networks for effective governance, prioritization of transparency, inclusivity, and accountability in leadership development strategies, cultivation of honest and open communication channels, and consideration of the historical significance and legacy effects of leadership decisions are some of the key recommendations. Tanzanian leaders can improve the efficacy of their governance, encourage sustainable development, and ultimately augment the wealth and welfare of their country by implementing these perspectives and suggestions. This paper emphasises the value of incorporating global best practices into local contexts

while modifying leadership strategies accordingly, underscoring the applicability of behavioural theory to shaping leadership across a range of political environments.

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