



AN ANALYSIS OF SERVANT LEADERSHIP IN AFRICA USING A SINGLE CASE OF THE LATE PRESIDENT DR. JOHN POMBE JOSEPH MAGUFULI IN TANZANIA

¹Stephen James , ²Dr. Faustine Kashumba

¹Institute of Rural Development Planning, Dodoma

²The University of Dodoma Institute of Development Studies

ABSTRACT

"I am just a servant and I have made sacrifice of my life for giving service to Tanzanian people". These were words spoken by the late Dr. Magufuli before the audience during his state tours in some parts of the country. The objective of this paper was to analyze servant leadership behaviours exhibited by Dr. Magufuli to increase better understanding of his servanthood. A qualitative single-case-study was a research design employed by the paper. Methods of data collection included indirect observation of audio-visual pictures and document analysis published on-line. Data analysis was conducted through content analysis in which themes were developed and categorized under various types of servant leadership behaviours based on scholars' framework of servant leader behaviours. The paper found that Dr. Magufuli exhibited the highest level of servant leadership behaviours and among them were his ability to conceptualize vision of industrialization and taking efforts to solve the country's complex problems in areas of road improvement and reducing energy crisis by starting construction of Hydro-Power Dam Project over Rufiji River basin. The paper further found that Dr. Magufuli healed emotional turmoil among his people especially when he succeeded to minimize corruption, drug trafficking and overcoming elephant poaching in National Parks and Game Reserves. Dr. Magufuli's servant leadership behaviours were further expressed in his commitment to followers' growth and success through fee-free education and expansion of Students' Loan budget for increasing access to higher education for his people to succeed in their professional aspiration achievement. It was also found that Dr. Magufuli displayed the highest level of organizational stewardship behaviour by ensuring that government revenue, minerals, lands and water resources were safeguarded for collective interests of Tanzanian people. Based on Dr. Magufuli's servant leadership behaviours, the paper provided recommendations for raising servant leadership among government leaders for rapid social and economic transformation of Tanzania.

KEY WORDS: *Conceptualization, Emotional Healing, Organizational Stewardship*

1.0. INTRODUCTION

Servant Leadership (SL) in the state leadership is relevant for helping African countries realize social and economic transformations (Nwagbara, 2012; Tshiyoyo, 2012). Organizations where leaders deploy (SL) normally have citizens who are healthier, peaceful and grow faster than those with no servant leadership (Ishola, 2018). Servant Leadership among African state leaders is beneficial because it would lead to followers' trust in their leaders, develop organizational citizenship, altruistic behaviour and satisfaction (Najam & Mustamil, 2020; Zubairu, 2019).

In spite of its abundant natural and human resources African continent has continued to be poor as a result of lack of effective leadership such as servant leadership (Craig, 2017; Dibie & Dibie, 2017). Many writers as put by Walt (2019) have revealed that African malaise such as conflicts, civil war and poverty in many African countries such as

Liberia, Central African Republic, Congo and South Sudan are in place because of leadership crisis. Corruption such as the scandal in which the former South African President Jacob Zuma was found guilty by court of using state funds to upgrade his private Nkandla residence (BONGOTIMES TV, 2016), was a result of lack of servant leadership. Servant leadership adoption among African leaders for that matter would act as a lasting solution to social, political and economic challenges facing African countries.

Pioneer scholar who introduced the concept of servant leadership as the most best leadership for organizational performance was Robert K. Greenleaf in 1970 (Boyum, 2008; Kantharia, 2011). Greenleaf expressed the meaning of servant leadership as he said: "the servant leader is servant first. It begins with natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is



leader first, perhaps because of the need to assuage an unusual power drive or acquire material possessions” (Greenleaf, 1970). Based on this idea of Greenleaf, servant leaders usually aspire to serve the needs and welfare of those they lead while sacrificing their personal and companions’ material accumulation ambition. In other words, (SL) is a form of leadership that is deep rooted in the desire of leaders to listen, identify and attend followers’ needs, keeping them a priority ahead of personal interests (Mutia & Muthamia, 2016). Notions of service, selflessness and positive intentions for followers are concepts related to servant leadership (Barbuto & Wheeler, 2006). Despite being primarily a soft approach to leadership, it is helpful in preventing ethics scandals among public and private leaders and turns them into moral and ethical servants of the people (Minnis & Callahan, 2010).

In this regard, one among of the fewest political leaders in Tanzania who declared himself as a servant was the late President Dr. John Pombe Joseph Magufuli. Born in Chato rural district, Northwest Tanzania, he was elected President of the United Republic of Tanzania for the first time in October, 2015 and re-elected for presidency in October, 2020. His demise on 17th, March, 2021 before completing his second term of office in 2025 terminated his commitment to service and sacrifice of his personal interests for the well-being of Tanzanian people. However, his servant leadership declared by himself has not been rigorously analyzed in terms of servant leadership behaviours displayed during his presidency. In addition, there has been dearth of publications on state and political leadership styles being published by the academia in Tanzania. Therefore, this paper intends to analyze Dr. John Pombe Joseph Magufuli’s servant leadership behaviours to increase better understanding of his leadership and provide recommendations for

grooming servant leadership behaviours among government leaders in Tanzania.

2.0. METHODS

The paper used a qualitative single-case research design in which a single subject usually becomes a research target in qualitative papers (Nock *et al.*, 2007). Methods of data collection used to analyze servant leadership behaviours displayed by the former President Dr. Magufuli consisted of indirect observation and document analysis. The author conducted systematic indirect observation of audio-visual pictures on Dr. Magufuli’s speeches and commentaries on his leadership. Audiovisual pictures that were recorded and uploaded on you tube social media by television media institutions were retrieved, stored and indirectly observed to determine the kind of behaviours that fall under servant leadership behaviours as displayed by the researched subject.

Document analysis was used in addition to indirect observation by searching on-line published news by Press institutions on Google internet application. On-line published news were also retrieved, stored and read thoroughly to obtain data which reflect servant leadership behaviours of Dr. Magufuli. Content analysis was used to coin information and establish behavioural themes which expressed various servant leadership behaviours such as conceptualization, emotional healing, helping followers to grow and succeed as well as organizational stewardship given as framework by scholars on Table 1. Data on servant leadership behaviours displayed by Dr. Magufuli’s leadership were presented in a form of textual description, documentary quotations with discussion held concurrently.

Table 1: Scholars’ Description of Servant Leadership Behaviour Framework

Variables	Description	Author(s) and Years
(1). Conceptualization	Leader’s ability to set vision, purpose of the organization and solve complex organizational problems	(Barbuto & Wheeler, 2006)
(2). Emotional Healing	Leader’s ability to develop concerns on followers’ feeling turmoil, emotion hurts, broken spirits and address followers’ well-being which in turn increase organizational commitment	(Jit <i>et al.</i> , 2017; Spears, 2010)
(3) Helping Followers Grow and Succeed	Refers to behaviours in which a leader knows followers’ professional or personal goals and provide support which become a long term strategy for	(Keith, 2013)



Variables	Description	Author(s) and Years
(4).Organizational Stewardship	success in increasing their professional and productive capacity It is understood from two perspectives, whereby the first conceives it as the extent to which a leader make positive contribution to the community and society as a form of social responsibility	(Barbuto & Wheeler, 2006)
	Secondly, organizational stewardship refers to the behaviour of managing organization's asset being entrusted in one's care responsibly and ultimately increase successful organizational performance	(Marsiglia, 2009)

4.0. FINDINGS AND DISCUSSION

4.1. Conceptualization of Vision, Government Purpose and Solving Complex Problems

The first and foremost servant leadership behaviour displayed by Dr. Magufuli was his ability in conceptualization of the desired vision, purpose of his government and solving complex country's problems as suggested in the servant leadership framework above. In this regard, the late President Dr. Magufuli expressed his vision when he took presidential office in 2015. His vision was to turn Tanzania into a country whose economic growth should depend on industrialization. A Dailynews Reporter (2021) has written Dr. Magufuli's vision of industrialization: "Dr. Magufuli's vision was to establish industries so as to set a road map for both economic growth and employment opportunities across the country, then improves household income, processing raw material and create manufacturing led growth. Thus, President Dr. Magufuli's vision on pushing for industrialization focused on changing the country's economy."

His vision was to transform the country from agrarian to industrial based economy. He had learnt that small scale agricultural economy predominant at the time when he entered the office was not sufficient to create more employment, household incomes and taxes but had persisted the raw material export economy which could not allow inflow of huge foreign currency. He was emphasizing that Tanzanian people should build processing and manufacturing industries because they would serve their needs like creation of employment opportunities and decreasing dependence on imported manufactured goods. During

his leadership, Dr. Magufuli persuaded each region and district to make allocation of lands for industrial investments and at the same time emphasizing adoption of protectionism to protect new industries against foreign competition while reducing tariffs on import of industrial spare parts. As a servant, he believed that the achievement in the vision of industrialization would put his people at similar pace of economic development enjoyed by industry led growth countries such as India, China, Malaysia, Republic of Korea, Vietnam, Brazil and Thailand.

He had pointed out that during the 1980's and early 90's, the government of Tanzania privatized many of its industries to private sector. But to him there were some private investors who bought industries from the government during the period of privatization and had failed to operate them. He was worried that such investors were a threat to the achievement of the vision of industrialization. Because of the strong desire to make an industrial Tanzania, his government planned to redistribute all non-productive private industries to other investors with capital to re-run production. These were efforts of conceptualizing the vision of industrialization and recognizing the obstacles towards its success.

He was indirectly observed speaking in several occasions that Tanzania had abundant of natural resources like livestock, forests, minerals and tourist attractions but full utilization of these resources was impossible unless Tanzania became an industrial nation. Although he died before full achievement of his vision, he succeeded to establish a total of 8,000 industries in different parts of Tanzania. Dr. Magufuli's conceptualization of the vision of industrialization in Tanzania as a whole was



similar to the one previously held by Julius Kambarage Nyerere, the founding father and first President of Tanzania being identified as a servant leader in the post-independence Tanzania (Mulinge, 2021). Dr. Magufuli's conceptualized vision of industrialization in Tanzania was an effort to revive Nyerere's vision on industrializing Tanzania for achieving rapid economic development needed by people (TBCOnline, 2019).

Apart from showing his ability to conceptualize the vision of industrialization as per servant leadership framework, President Dr. Magufuli also succeeded to express the purpose of his government in the first term of office. Indirect observation from his inaugural speech to the 11th Parliament after the election of 2015 revealed numerous purposes as being: (1) To provide government service to all people of Tanzania regardless of their political partisanship, (2) Use his government leadership to protect the national resources such as country borders, minerals, water, land, forests and air space for the benefits of all, (3) Strengthen unity, peace, stability and ensure consolidation of the Union between Tanzania Mainland and Zanzibar as well as protecting the legitimate existence of Zanzibar Revolutionary Government, (4) Strengthen organs of the government by providing adequate financing to the executive, judiciary and parliament to facilitate the performance of their functions for his followers, (5) Fight against poverty, inequality and unemployment and (6) Improve provision of health services by ensuring that each village has a dispensary, health centers in every ward, hospital in each district and construct referral hospitals in every administrative region of Tanzania. Keen examination of Dr. Magufuli's leadership purposes portrayed a commitment to address the needs of his people and among them being provision of services without discrimination, protection of natural resources, living in peace and security as well as consolidating the union between Zanzibar and Tanzania Mainland.

Other purposes noted from indirect observation of Dr. Magufuli's speech delivered were: (7) Improving the quality of education at all levels for the kids and youth, (11) Increase access to clean water by 85% in rural areas and 95% in urban areas, (12) Provide adequate electricity to rural and urban areas of Tanzania, (13) Create small cabinet Ministers to avoid over financing of government Ministries and (14) To strengthen international cooperation by increasing Tanzania's participation in East African Community (EAC), Southern African Development Community (SADC), African Development Bank (AfDB), African Union, and foster economic diplomatic relations with foreign countries so that his people benefit by acquiring investment and overseas markets of which they needed for their economic well-being.

Further ability in conceptualization as a servant leader was revealed in solving organizational complex problems such as unimproved roads with its associated traffic congestion especially in the city of Dar es Salaam. He took necessary measures to improve physical infrastructure to expand smooth transportation as Al Jazeera television (2019) wrote: "construction of numerous highways and improvement of thousands of feeder roads in areas has been undertaken. The country's first electric railway and restoration of railway transport broken-up for many years took place under Dr. Magufuli's leadership. He is credited for revival of the national carrier, Air Tanzania."

After becoming a president, his government succeeded in construction of the Kijazi Ubungo interchange flyover, Tazara Intersection (Mfugale Flyover) on Julius Nyerere Airport road, the Kimara-Kibaha Highway in Dar es Salaam and Selander Bridge for total costs of at least 765.622 billion Tanzanian shillings (Blog, 2018; TANROADS, 2018; Tanzania Invest.com, 2021). His inception of public road and bridges construction with solar lighting eventually reduced motor vehicle congestion which helped his followers spend less time during their commuting to-and-from work (Maximillan, 2019; Mpogole & Msangi, 2016). Dr. Magufuli's infrastructural development in the city of Da es Salam and other areas in Tanzania was similar behaviour of servant leaders such as Babatunde Raji Fashola whom through servanthood as a governor of Lagos solicited funds to solve the problem of roads by implementing major road works, lighting and drainage systems to smoothen transport of the people of Lagos in Nigeria (Ekundayo, 2013). Modernization of roads by servants such as Babatunde and Dr. Magufuli was based on their belief that their people needed modern transport for easier movement of their goods to the markets for earning income to enhance their living standards.

Dr. Magufuli further restored the railway transport which had stopped for many years from Dar es Salaam to Kilimanjaro and Arusha. Restoration of the respective railway transport was his ability as a servant to recognize that it could facilitate cheap transport of goods and services of which were needed by his people. In addition, Dr. Magufuli introduced a major project of electric Standard Gauge Railway (SGR) construction from Dar es Salaam via Morogoro to Dodoma. The project started with no dependence on foreign aid and expected to cost a total of 6.05 trillion Tanzanian shillings (Bongo Sihami, 2020). Other railway construction projects such as the Isaka to Mwanza line were underway to take off during his demise on 17th, March, 2021.

All these projects were intended to modernize the rail roads and provide efficient cheap transport services highly awaited by his people almost for fifty five years after independence. Immediately after



taking oath as a President, Dr. Magufuli government used a total of 1.8 trillion Tanzanian shillings in buying 8 aircrafts which restored flight services domestically and internationally in destinations such as China, India, Zimbabwe and Zambia. This was one of dramatic achievement and remains a paradox of where Dr. Magufuli obtained such huge amount of money to purchase 8 aircrafts for national carrier within a short period of time in office. His government took extra efforts of rehabilitating and expanding many airports around the country. A new plan to construct Msalato International Airport in Dodoma capital city was also under way before his passing away in March, 2021. Dr Magufuli's ability in the physical infrastructure development within a short period of time revealed the extent to which he had decided to serve his people with modern and efficient transport services.

Importantly, Dr. Magufuli conceptualized the energy crisis as a complex problem facing his people for 54 years after independence. In one you tube speech reported by Lymo Media (2017), the late President Dr. Magufuli was observed saying that compared to Ethiopia which was expecting to spend 17,000 megawatts of electricity by 2020, Tanzania was still lagging behind with only 1,450 megawatts. He knew that the people of Tanzania needed cheap electricity but circumstance indicated well that Tanzania's electricity was inadequate and expensive for industry and domestic use. Being aware of electricity as a complex problem, Dr. Magufuli's servant leadership started construction of Stiegler's Hydro Power Dam Project which was going to cost a total of 2.9 billion US dollars (4 trillion Tanzanian Shillings) with less donor dependence. The project intention was to provide a total of 2,115 megawatts of power to ensure that adequate supply of energy for industry, farming, service sectors and domestic use was available during his leadership. He was also determined to use other sources of energy such as coal, gas, geothermal sources and winds to increase energy supply to reduce prices of energy for industrial and domestic use. He was taking these initiatives to respond to reliable and cheap energy needs among his people.

4.2. Dr. Magufuli's Emotional Healing

Further servant leadership behaviour employed by Dr. Magufuli apart from conceptualization was his ability in emotional healing of his people. Prior to healing the emotions, Dr. Magufuli identified the most emotional hurting factors as he took leadership in 2015. Some of the emotional ills were explained in his first speech delivered to 11th Parliament when he was indirectly observed on you tube saying that the people of Tanzania were emotionally unhappy of: (1) Corruption, theft, laziness and revenue embezzlement in government agencies and work stations, (2)

Shortage of clean water supply, (3) Elephant poaching, (4) Drug trafficking and abuse, (5) Poor health services and depersonalization behaviour of health workers and (9) Lack of farming inputs for farmers.

He employed vivid actions to fight against corruption, theft and financial embezzlement to bring back the followers' happiness. In 2016 as an example, Magufuli's government enacted The Economic and Organized Crimes Control Act, Cap.200 forming the High Court for Corruption and Economic Crimes Division to deal against corruption and economic sabotage crimes (United Republic of Tanzania, 2016). He appealed to Prevention and Combating Corruption Bureau, Police Force and the Attorney General's office to collaborate and refrain from unethical behaviour in the fight against corruption. Dr. Magufuli's struggle against corruption started from the fact that he was aware of corruption being a major barrier for rapid social and economic transformation of his people and the country in general.

He made several tours in government offices such as Tanzania Revenue Authority (TRA), Bank of Tanzania (BOT), Weighbridge stations, Tanzania Ports Authority and Ministries explaining that embezzlement, petty and grand corruption were intolerable matters of criminal offence. He dismissed government leaders and managers who were suspected of serving their personal interests through corruption. Although, Andrioni (2017) believed that his approach of anti-corruption was authoritarian, it wasn't easy for him to behave mercifully based on higher level of corruption existing in the country at a time he took government leadership. Dr. Magufuli's efforts in the fight against corruption as one of the worst emotional hurt led to citizens' perception that corruption level in Tanzania had fallen during his presidency (Rahman, 2019).

Apart from fighting corruption, Dr. Magufuli's leadership ensured that the water shortage which was emotionally hurting was resolved by embarking on 1,268 and 155 water projects in rural and urban areas of which increased accessibility to clean water in rural areas from 47% in 2015 to 70% in 2020 and in urban areas rising from 74% to 84% in 2020 (Daily News, 2020). He expressed his commitment to use the water resources such as Lake Victoria to supply adequate water in Nzega, Tabora, and Igunga districts as areas with little rainfalls by using domestic revenue raised by his leadership. By doing this Dr. Magufuli was practically implementing the appeal from Nnamdi Azikiwe, a former Nigerian President who often advised African leaders to become servants by using natural resources of their countries to meet people's expectations of leadership (Nwagbara, 2012). With such behaviours it was clear that servants like Azikiwe and Dr. Magufuli had



strong urge in using natural resources such as water to meet citizens' needs rather than of their own.

Dr. Magufuli's service did not stop at clean water supply improvement but also was extended to anti-elephant poaching in National Parks and Game Reserves. Immediately he turned to serious anti-elephant poaching efforts. Before his efforts against elephant poaching for ivory, Tanzania became a leading country in the world for losing more elephants to poaching; and one wildlife census revealed that the country's elephant population had diminished from 110,000 in 2009 to barely 43,000 by 2014 (Reuters Staff, 2019; Russo, 2014). This was at least 60.9% of elephants being lost in poaching from which ivories were exported illegally to destinations in China and Vietnam for ornament and medicine production. Dr. Magufuli's leadership introduced community participation in elephant protection and firmly ordered the security forces including the Tanzania National and Transnational Serious Crimes Investigation Unit (NTSCIU) to fight by all means against elephant poachers regardless of their position, age, religion, popularity and nationality (Reuters Staff, 2016).

Following his vigorous efforts against elephant poaching, the security forces arrested the "Ivory Queen", a Chinese business woman who was one among the illegal ivory exporters. She was convicted by court with other two men for 15 years jail for having killed 400 elephants worth of \$ 2.5 million between 2000 and 2014 (BBC News, 2019). Dr. Magufuli's anti-poaching efforts eventually rebound the elephant population from 43,000 in 2014 to 60,000 by July, 2019 and poaching was no longer heard on television and radio news (Phiri, 2020). These efforts were greatest exhibition of servant leadership because he learnt that people didn't like poaching and therefore all his efforts were taken to overcome elephant poaching to bring back trust in leadership.

Dr. Magufuli's servanthood was further expressed in the fight against illicit drug trafficking and abuse as among of the worst problems which were causing emotional turmoil in his people. Before coming to office, drug trafficking and abuse became a national catastrophe contributing to distortion of youth cognition and social behaviours (Possi, 1996). Sources of illicit drug supply were countries like Pakistan, India and Bangladesh while the lack of political will against illicit drugs, corruption and involvement of high ranking government officials were some of the factors which led to strengthening of this illegal business (Mekere, 2014).

Immediately after assuming power as President, Dr. Magufuli's government enacted Drug Control and Enforcement Act, No. 5 of 2015 (URT, 2015); to heal his people's emotional disorders resulting from drug trafficking and abuse. The law established the Drug Control and Enforcement

Authority of which among many functions it controlled drug trafficking and drug abuse through arresting, search, seizure, investigation, provision of public education and carrying out court proceedings. Eventually, Tanzania became one of the few African countries in minimizing drug trafficking and drug abuse considerably. Because of the victory in the fight against drug trafficking, other countries like Uganda, Mozambique, Nigeria and Ghana were requesting to learn government techniques that had been used in overcoming drug trafficking and abuse (Xinhuanet, 2020).

Dr. Magufuli further responded by improving quality of health services. His leadership took a number of measures including: employment of more health workers from 86,152 in 2015 to 100,631 by 2020 and constructed 1,198 Clinics, 487 Health Centres, 71 District Hopsitals, 10 Regional Referral Hopsitals including the Mwalimu Nyerere Memorial Hospital which had not been completed since 1970's. His leadership increased essential medical equipment budget from 31 billion Tanzania shillings to 270 billion shillings of which increased availability of drugs in health facilities by June, 2020 (Dr. Magufuli, 2020). His measures to improve quality of health services in terms of shortening distances of health facilities in urban and rural areas, increasing availability of health care staff and making improvement in the availability of essential drugs for his people was a significant step in healing feelings over health services. He knew well that quality improvement of health services will grant good health for people to maintain their labour power for socio-economic development.

Dr. Magufuli's servant leadership was also expressed by ensuring that farmers were receiving adequate farming inputs timely without delays. His leadership launched Agricultural Sector Development Programme II worth of 13 trillion Tanzanian shillings of which among other priorities it was intending to distribute quality seeds to revamp production (FAO, 2018). He often put an emphasis that farmers should receive farming inputs as efficiently as possible while protecting them not to sell their crops like cashew nuts, maize and coffee at lower prices. Dr. Magufuli wanted to develop a more modern agricultural sector that is productive by insisting the private sector and cooperatives to establish agro-processing industries to process farmers' crops for value addition (Admin, 2021).

4.3. His Ability in Helping Followers to Grow and Succeed

The late Dr. Magufuli did not only have ability in healing emotions of his people in employing servant leadership but also he was helping his followers to grow and succeed. Helping followers' to grow and succeed refers to the support Dr. Magufuli's servant leadership provided to his



people to acquire professional and productive capacity in terms of improving skills, knowledge, values and attitudes. In giving support to his people to grow and succeed, his government leadership introduced a fee-free basic education since 2016 as Sumra and Haki Elimu (2017) wrote: “the government of Tanzania is implementing the Education and Training Policy of 2014 in which it is committed to provision of fee free education. This replaced the former basic education financing system where the government contributed part of running cost and the rest were contributed through fees and parent contribution.”

Dr. Magufuli’s acceptance to implement a policy on fee-free education in Public Primary and Lower Secondary Schools was a realization of weaknesses in the former system where parents’ contribution in terms of school fee denied opportunity to education among kids living in poor families. He implemented this policy to show high levels of servanthood by giving support to the kids and youth of Tanzania to get education for growing skills and productive capacity. By January, 2016 his government was disbursing a total of 18.77 billion shillings to finance fee-free education in Public Primary and Secondary Schools and at the same time solving the desks shortage especially in Primary schools (Radio Vaticana, 2017). The paper suggests that the fee-free education implemented by Dr. Magufuli’s leadership was an attempt to reverse practices to Mahatma Gandhi and Julius Kambarage Nyerere being servant leaders who advocated provision of free education in India and Tanzania (Garzilli, 2003; Gichuki, 2014; Mbawala, 2017; Tandon, 2018). These servant leaders put an emphasis on fee-free education because they were aware that education was a human right for every person but could not be afforded by all individuals without being fee-free education under absolute government support.

Apart from implementing a fee-free education to enhance skills of the kids and youth in Tanzania, Dr. Magufuli’s leadership did a lot in improving higher education students’ welfare including construction of dormitories, libraries, lecture theatres and cafeteria to ensure that students in several public higher educational institutions had conducive learning environment as they strove towards achievement of professional aspirations. His servanthood will continue to be reckoned for increasing higher education students’ loan to provide more access to tertiary education (Daily News, 2021). A total of 464 billion Tanzanian shillings in 2020/21 was provided which in turn increased beneficiaries from 93,100 students in 2014/15 to 145,000 in 2020/21 (Nakkazi, 2021). His leadership also increased loan recovery from beneficiaries to uplift the capacity of Higher Education Students’ Loan Board in possession of more funds to deliver

service to more youth to gain education. Dr. Magufuli’s support to higher education was based on the beliefs that once many of his people had achieved a profession from higher education they would seek formal and informal employment which they needed to improve their living.

4.4. Dr. Magufuli’s Organizational Stewardship Behaviour

Apart from supporting his people to grow in terms of skills and productive capacity through education initiatives, Dr. Magufuli displayed organizational stewardship behaviour. It has been indirectly observed on YouTube video speech that Dr. Magufuli’s government donated tons of maize, blankets, medicines, mosquito nets and tents to the people of Zimbabwe after a deadly storm “idai” which submerged houses, destroyed infrastructures and lives in Mozambique, Malawi and Zimbabwe in the early, March, 2019 (BUKOB TV ONLINE, 2019, 2021). An attempt to provide aid to people of Zimbabwe after the weather problem was a significant exhibition of servanthood at African sub-continental level. He usually felt that despite of being committed to improving lives of his people in Tanzania, he was socially responsible for other African countries like he did for Zimbabwe. In this way, Dr. Magufuli was partly acting like Julius Kambarage Nyerere, a servant leader whose leadership implemented social responsibility by providing resources to help the struggle for independence in Namibia, Zimbabwe, Angola, Mozambique and anti-apartheid struggles in South Africa during the 1980’s (SAHO, 2019). These behaviours displayed by Nyerere and Dr. Magufuli became a base from which to understand that servants feel socially responsible for other community of states rather than remaining parochial in service provision.

Organizational stewardship behaviour of the late President Dr. Magufuli as a servant was further expressed in safeguarding the country’s revenue for national prosperity. He learnt firstly that the country was losing a lot of revenue through tax evasion and so he made it clear that he will deal against tax evasion as Reuters Staff (2017) wrote: “Dr. Magufuli vowed to toughen up a crackdown on tax evasion by big businesses to boost domestic revenues. He ordered courts to enforce payments of tax claims worth than 7.5 trillion Tanzanian shillings from big firms. Dr. Magufuli sacked dozens of senior public officials.”

In his efforts against tax evasion from which the government lost revenue, Dr. Magufuli for example pointed out that the big Multinational Companies conducting mining operations were among of the big businesses which were not paying tax adequately and suspected them of committing



fraud over the quantity of minerals and export of mineral sands. He urged the courts, Tanzania Revenue Authority (TRA) and Ministers from responsible ministries to ensure that businesses such as those in the mining sector were respecting business ethics by paying tax and conducting their operations honestly and transparently to raise domestic revenues (Shiyo, 2017).

Following his suspicion over tax evasion and fraud among big mining companies, he appointed two Presidential Committees to probe into mining operations of one Canadian Company. The first Presidential Committee was established between March and April, 2017 to probe into the quantity of minerals existing in the exported mineral sands by respective company. As a result of committee investigation by 24th, May, 2017, the sands had an average of 1,400 grams of gold per ton of mineral sand which was more than 200 grams being reported by the Tanzania Minerals Audit Agency at that time. Furthermore, the Committee reported disparity existence of copper, silver, iron, sulphur, iridium, rhodium and lithium (Shiyo, 2017); of which were not declared by foreign mining company during export of the mineral sands.

The second Presidential Committee was formed immediately for comparison of results and handed the report to Dr. Magufuli on 12th, June, 2017. Its report was similar to the first committee and alleged the company for having exported between 44,277 and 61,320 containers of mineral sands between 1998 and 2017. It was also reported that the respective Mining Company had failed to pay 95.5 trillion shillings income tax, 94.4 billion shillings in withholding tax, failed to pay 11.1 trillion shillings in mining royalty and 1.6 trillion shillings in taxes form under declared shipping fees. Following the two reports of Presidential Committees, Dr. Magufuli's expression of organizational stewardship behaviour was felt when his leadership ordered the Canadian Gold Mining Company to pay \$190 billion as tax arrears and government royalties in July, 2017. But the discussion of good faith between Dr. Magufuli's government and the company higher management resolved to pay a total of \$300 million in October, 2017 (ITR, 2017). All these measures displayed highest level of organizational stewardship by ensuring that the lost financial resources through tax evasion and dishonest in mining operations in a period of 19 years was partly repaid to the people of Tanzania. This intervention really proved that Dr. Magufuli was a servant leader determined to protect resources that were entrusted in his leadership by people of Tanzania.

His leadership also embarked on minerals legislation change for legal protection of Tanzanians' interests in the mineral resources. Legislative amendment to the Mining Act Cap 123, (Act. No. 14 of 2010) as expressed by Kapdi and Parring (2018)

was among of the greatest achievements in legal protection of Tanzanians' interests in the mineral sector showing highest level of stewardship. The amendments replaced the former 6% government royalty from companies' mineral export to 16% free government shareholding in foreign mining companies' capital. The government also gained entitlement to share ownership up to 50% in case of future preference. The Mining Commission was established and among other functions was to monitor the mining industry operations while export of the mineral sands was banned and investors required processing the mineral sands inside Tanzania.

Proceedingly, his leadership formulated The Mining (Mineral Rights) Regulations in 2020. Among other matters, the regulations required mineral companies to buy goods and services produced by indigenous companies to give a room for local content in mining operations. Mining companies were required to lodge an integrity pledge in business operations and refrain from destructive acts to the national economy or otherwise their facilities would fall under government ownership because of the lack in integrity. The mineral rights regulations also required companies to prepare an environmental management plan and corporate social responsibility in areas of mining operations. Mining licensees were also required to use insurance services provided by Tanzanian insurers, maintain operating accounts in Tanzanian banks or those which had the majority of shareholders from Tanzania (URT, 2020). With regards to employment, the Mineral Rights Regulations required companies to keep training and succession plan and impose strict requirements to employ foreigners in mining companies while junior and middle level positions had to be occupied by Tanzanian people. His leadership also had accused oil and natural gas companies for seeking high profits at the expense of nation's development (BHRRC, 2018). He was determined to do the same reforms in the oil and gas operations to ensure that the natural resources were not exploited by big businesses but extracted for mutual benefits of investors and Tanzanian people as a whole.

Impressive organizational stewardship behaviour in servanthood of Dr. Magufuli was displayed when he refused to accept the Chinese Bagamoyo Port Project Implementation due to its toxic conditions. The contract for construction of Bagamoyo Port had been signed in 2013 but Dr. Magufuli argued that the project conditions were a threat to country's interests. He was heard on you tube speech speaking that project conditions such as tax exemption, 99 years land lease contrary to national laws and prevention of the recipient country from developing other coastal ports after project completion were going to stifle country's economy



(Millard Ayo, 2019, 2021). Dr. Magufuli kept on emphasizing that the conditions brought by Chinese company over the Bagamoyo Port Project were unacceptable unless they were re-negotiated to give a win-win advantage for both parties. This was a tremendous attempt to safeguard the Indian Ocean water and coastal land strip against any form of exploitation for private interests of the minority. He did not compromise with government deals which aimed to exploit Tanzanian people revealing highest level of servanthood.

He safeguarded the government revenues by discouraging exorbitant and wasteful expenditure. He took various measures like minimizing presidential foreign travel and banning unnecessary foreign trips among government officials to save money for pertinent development desires (BBC Africa, 2019). Dr. Magufuli's behaviour in discouraging exorbitant spending portrayed similar behaviour of Thomas Sankara a former servant leader of Burkina Faso who was preventing the government from purchase of expensive cars to save money for achieving financial self-reliance (Degbotse, 2016). Furthermore, Dr. Magufuli insisted on improving health sector by buying equipment, construction of medical infrastructure and introducing more specialized health services to reduce expensive health referral abroad (Shekighenda, 2020). He slashed huge salary of top government officials who were paid \$18,000 a month to \$7,000 to reduce salary inequity and eliminate social classes of highly paid and underpaid civil servants whom he referred many were receiving \$140 per month (BBC Africa, 2016). His measures in fighting against unnecessary over spending in government organs, tax evasion and strengthening financial digital solutions such as the use of Electronic Fiscal Device Management System, Government e-Payment System and Tanzania Customs Integrated Systems all contributed to increasing revenue collection from 800 billion to over 1.3 trillion shillings per month within a short period of his leadership (Dailynews Reporter, 2021). These were dramatic achievements in organizational stewardship behaviours of a servant leader in Tanzania.

5. CONCLUSION

The objective of this paper was to analyze servant leadership behaviours displayed by Dr. Magufuli's leadership to provide better understanding of his servanthood. The paper found that Dr. Magufuli demonstrated high level of servant leadership behaviours. There was alignment between his words of self-declaring a servant and behaviours exhibited during his exercise of country's leadership as a president. Because of his denial of selfishness and personal accumulation of wealth for himself, Tanzania experienced rapid social and economic transformations ranging from implementation of

major projects in infrastructure such as road network, highway bridges, flyovers construction, huge Hydro Power Dam construction, electric Standard Gauge Railway Project to fee-free education in basic education. Dr. Magufuli's leadership minimized drug trafficking and armed robbery, halted elephant poaching and increased government revenues; of which all his successes originated from his servanthood in terms of conceptualization of the country's complex problems, emotional healing of his people and his organizational stewardship behaviour.

Tanzania had experience of rapid transformation under Dr. Magufuli's servanthood. The World Bank declared Tanzania as a middle lower income country in early July, 2020 of which was five years ahead of government target. If Dr. Magufuli's servant leadership had proceeded in his second term of presidency, Tanzania probably would have ascended into upper middle income country before 2025 in the East African region. The paper further acknowledges that there may be some critics directed to Dr. Magufuli's leadership among the minority. Opponents to Dr. Magufuli's leadership may be a result of the lack of experience and technical expertise over servant leadership. Sometimes servant leaders may behave in a way that annoys few individuals especially when they consider obstructions as baseless and intending to distract their commitment to serve the needs of ordinary people.

6. RECOMMENDATIONS AND FURTHER RESEARCH

Dr. Magufuli's servant leadership needs to be emulated by the current and future leaders of Tanzania for rapid social and economic transformations. To emulate it, the following need to be implemented:

- i. The current top, senior and junior government leaders at executive, parliament, judiciary, local government authorities and other public organizations should engage in self-learning of servant leadership and practice it in the same way as done by the late Dr. Magufuli.
- ii. Servant Leadership Development Programmes can be designed regularly for those who hold leadership positions in government sector to impart skills, knowledge, awareness and interests in becoming servant leaders for well-being of Tanzania.
- iii. Leadership Education particularly on servant leadership should be included in Education Curriculum of all levels of education in order to groom potential servant leaders in Tanzania. The current practice of leaving leadership education to



students pursuing Business and Organizational Management is not sufficient to produce servant leaders like Dr. Magufuli.

In spite of these recommendations, this paper had limitation especially in its inability to triangulate qualitative approaches with quantitative approaches in the study of servant leadership. Based on such limitation, the paper suggests that other authors can use quantitative methods like using a questionnaire which accommodates more other servant leadership behaviours to study servant leadership of the late Dr. Magufuli to make results comparison with this paper.

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