

Ethical and Inclusive Leadership in Public Security: Insights from the Tanzania Police Force under Nyerere's Governance Principles

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Abstract

This study investigates the impact of ethical and inclusive leadership on productivity within the Tanzania Police Force (TPF), specifically focusing on the Temeke District. It is framed within the governance philosophy of Mwalimu Julius Kambarage Nyerere, emphasizing principles such as human dignity, participatory leadership, equality, and collective accountability. The research aims to understand how inclusive leadership practices in public security institutions can enhance organizational effectiveness and foster community trust, vital for sustainable national development. Utilizing a mixed-methods approach, the study combines quantitative surveys with qualitative interviews and focus group discussions involving junior officers, senior commanders, and community stakeholders. This comprehensive methodology reveals both the opportunities and cultural constraints that influence the implementation of inclusive leadership across different ranks and contexts. The findings indicate that leadership styles promoting open communication, shared decision-making, gender sensitivity, and cultural inclusivity significantly enhance officer morale, collaboration, and overall productivity within the TPF. These practices resonate with Nyerere's vision of bottom-up governance, contrasting with authoritarian approaches. However, the study also identifies significant barriers to realizing inclusive leadership, such as rigid bureaucratic structures, insufficient leadership development programs, entrenched gender biases, and limited civilian involvement in security planning. In light of these challenges, the research highlights emerging strategies among reform-minded leaders, including community-policing partnerships, ethics-based training, mentorship for female officers, and anonymous feedback mechanisms. The study asserts that fostering inclusive leadership within the TPF is crucial for promoting democratic accountability, institutional trust, and sustainable peace. It advocates for expanding national leadership development initiatives, policy revisions to incentivize ethical behavior, and integrating community perspectives in decision-making.

Keywords: Ethical leadership, Inclusive governance, Public security, Tanzania police force, Nyerere's leadership principles

1. Introduction

Inclusive leadership (IL) has increasingly emerged as a cornerstone of practical and ethical governance in the 21st century. It is widely recognized for fostering diverse, participatory, and collaborative organizational cultures that enhance morale, innovation, and productivity (Northouse, 2024). At its core, inclusive leadership emphasizes openness, equity, respect for differences, and shared decision-making. These values have been linked to higher employee engagement, improved teamwork, and increased organizational commitment (OECD, 2024). In high-stakes sectors like public security, where trust, discipline, and morale are crucial, IL provides a transformative paradigm that can address longstanding structural and cultural challenges (Spreitzer & Cameron, 2024).

Globally, developed nations such as the United States, Canada, the Netherlands, and Sweden have witnessed the positive impact of inclusive leadership within their law enforcement agencies. For instance, inclusive leadership practices prioritizing transparent communication, collaborative problem-solving, and cultural sensitivity have boosted job satisfaction, trust, and operational efficiency among police officers (Miller & Johnson, 2024; Thompson & Martinez, 2024). These practices also strengthen public confidence in policing by reinforcing community engagement and accountability. Despite these proven benefits, adopting inclusive leadership in developing regions remains limited, mainly due to entrenched hierarchical systems, resource limitations, and sociocultural dynamics that resist change (Chen & Levine, 2024).

Inclusive leadership is increasingly recognized as pivotal for promoting sustainable development and good governance in Africa. African thought leaders, such as Paul Kagame and Desmond Tutu, have advocated for inclusive approaches in leadership that encourage reconciliation, equity, and institutional responsiveness (Kagame & Tutu, 2024). Nonetheless, the application of IL within African police institutions is still underexplored. Many African police organizations operate within rigid command-and-control models, where authority is concentrated at the top, and lower-ranking officers have limited input into decision-making processes (Ake, 2024). This structure limits innovation and accountability and suppresses officer motivation and productivity.

Empirical evidence from Nigeria, Kenya, and South Africa supports the need for leadership reform within African law enforcement. In Nigeria, for example,

research highlights how top-down leadership practices discourage officer engagement and create barriers to productivity (Omole & Adisa, 2024; Adedeji, 2024). Similarly, historical legacies of exclusion and systemic inequality in South Africa continue to undermine inclusive leadership reforms, despite significant policy efforts (Dlamini, 2024). These examples demonstrate that without intentional efforts to embed inclusive leadership practices, police organizations may continue to face internal inefficiencies, low morale, and weak community trust.

In Sub-Saharan Africa more broadly, several structural challenges continue to undermine police effectiveness. These include low resource capacity, lack of professional development, and limited engagement of junior officers in shaping institutional goals (Mugisha & Njoroge, 2024). Scholars have noted that rigid bureaucracies and traditional authoritarianism breed disillusionment and disengagement, reducing productivity and contributing to misconduct (Kimani & Olutola, 2024). Furthermore, the absence of IL training and weak policy frameworks makes it difficult for leadership reform to take root across many public security institutions (Munyoki, 2024).

In Tanzania, the legacy of Mwalimu Julius Nyerere offers a rich philosophical foundation for revisiting leadership in public institutions. Nyerere's vision of Ujamaa, a philosophy centred on unity, self-reliance, ethical governance, and social equality, reflects many tenets of inclusive leadership, such as empathy, accountability, and respect for collective well-being (Shivji, 2024). His emphasis on participatory governance and service-oriented leadership provides a culturally rooted framework for rethinking how public institutions, including the Tanzania Police Force (TPF), can operate more inclusively and productively. However, despite this legacy, the operational structure of the TPF remains highly centralized, with a chain of command that limits the participation of lower-ranking officers in leadership or strategic decisions (Mushi, 2024).

Temeke District, a densely populated and socioeconomically diverse area within Dar es Salaam, presents a compelling case for studying inclusive leadership within the police force. Temeke's high demand for community policing and persistent challenges such as crime, urban migration, and limited resources place significant pressure on law enforcement officers to perform efficiently and equitably (Tanzania Police Report, 2024). However, studies and reports suggest that the TPF in Temeke struggles with low morale, resource constraints, and hierarchical bottlenecks that hinder innovation and responsiveness (Mbunda, 2024).

This research responds to the growing need to understand how inclusive leadership could reshape organizational dynamics within the TPF. While previous research in Tanzania has focused on training, community policing models, and the provision of equipment, there remains a critical gap in understanding how leadership style impacts officer performance and institutional effectiveness (Lema & Nyang'oro, 2024). Given the cultural and historical relevance of Nyerere's ethical leadership principles and their potential applicability in modern public service contexts, this gap is significant to fill.

Therefore, this study explores the extent to which inclusive leadership practices influence the productivity of police officers in Temeke District, drawing on both contemporary leadership theories and Nyerere's governance philosophy. A mixed-methods approach seeks to generate empirical insights from both officers and supervisors, integrating statistical data with in-depth narratives that illuminate leadership experiences on the ground. The novelty of this study lies in its interdisciplinary and culturally situated approach. The research contributes to IL's theoretical advancement in public security by bridging historical African leadership models with modern leadership science. It offers practical implications for policy and institutional reform in Tanzania and other similar contexts.

This paper makes an original contribution by investigating how culturally informed leadership values rooted in Nyerere's legacy can enhance institutional performance and social trust within African law enforcement agencies. The findings are expected to inform policy development, leadership training programs, and institutional reforms prioritizing inclusion, ethics, and productivity as central pillars of public security in Tanzania.

2. Theoretical and Conceptual Frameworks

2.1 Theoretical Framework

The study is anchored in two interrelated leadership theories: Inclusive Leadership Theory (ILT) and Transformational Leadership Theory (TLT), which are essential for understanding the dynamics within hierarchical organizations like the Tanzania Police Force (TPF). ILT focuses on fostering an organizational culture where all individuals feel respected and engaged, regardless of their rank or background (Carmeli et al., 2024). This theory promotes behaviors such as openness, fairness, and empowerment, crucial in countering the exclusionary practices often found in command-driven institutions. Inclusive leaders actively seek input from their subordinates, creating a safe psychological climate that encourages officers to share ideas and participate in

decision-making processes. This is particularly vital in law enforcement, where trust and teamwork are critical for effective service delivery and public confidence (Nembhard & Edmondson, 2024).

On the other hand, TLT, as introduced by Burns (2024), emphasizes a leader's capacity to inspire and intellectually stimulate followers to surpass basic job expectations and contribute to collective objectives. Bass (2024) identifies key components of transformational leadership, including idealized influence and inspirational motivation, which are particularly relevant in high-stress environments like police work. Transformational leadership can instil a renewed sense of mission and ethical commitment among officers, especially when aligned with culturally relevant principles, such as those advocated by Mwalimu Nyerere.

The integration of ILT and TLT provides a comprehensive framework for examining how ethical and inclusive leadership can reform public security institutions, as indicated in Figure 1. While ILT emphasizes participatory engagement, TLT adds a visionary and moral dimension crucial for sustainable change. This theoretical approach resonates with Nyerere's governance philosophy of Ujamaa, which underscores unity, ethical responsibility, and participatory governance, reinforcing the core values of both leadership theories (Nyerere, 1974).



Figure 1: Theoretical framework adapted from Inclusive Leadership Theory and Transformational Leadership Theory

2.2 Conceptual Framework

The study's conceptual framework (Figure 2) investigates the relationship between inclusive leadership styles and officer productivity within the Tanzania Police Force, particularly in Temeke District. It posits that leadership behaviors characterized by inclusivity, such as empowering subordinates, embracing diversity, and promoting participatory decision-making, positively influence

officer productivity. This assertion is supported by existing literature indicating that inclusive environments enhance employee engagement and commitment to organizational goals (Boekhorst, 2015; Randel et al., 2021). In policing, where morale and discipline are closely linked to leadership conduct, fostering an inclusive atmosphere is a moral and strategic imperative.

Moreover, the framework highlights the mediating roles of job satisfaction, morale, and community trust in the relationship between leadership practices and productivity outcomes. These internal dynamics, shaped by the leadership climate, significantly influence officers' willingness to perform and engage with colleagues and the public. Community trust, a vital aspect of modern policing, is bolstered when citizens perceive transparent and accountable leadership within the police force. Consequently, productivity encompasses administrative output and behavioural metrics such as collaboration, attendance, and citizen relations.



Figure 2: Conceptual Framework of the Study

The framework is anchored in Nyerere's governance philosophy, which emphasizes ethical leadership that prioritizes collective well-being and justice (Shivji, 2024). By integrating indigenous African leadership values with global theoretical insights, this study offers a culturally specific model of inclusive leadership, distinguishing it from previous research. Furthermore, the framework serves as a tool for evaluation and reform within public security sectors, identifying gaps in leadership behavior and proposing strategies for enhancing productivity through inclusion. Ultimately, it operationalizes the

study's core variables while providing a visionary model for advancing ethical and productive public security institutions in Tanzania.

3. Research Methodology

3.1 Philosophical Paradigm

This study employs a pragmatist philosophical paradigm, prioritizing practical outcomes and integrating various methods to navigate complex social issues (Morgan, 2024). By transcending the traditional divide between positivism and interpretivism, pragmatism focuses on practical solutions to real-world problems. In examining the link between leadership styles and productivity in the Tanzania Police Force (TPF), this approach allows for combining quantitative performance metrics with qualitative insights from officers' experiences. Such a methodology is crucial for understanding the complexities of inclusive and ethical leadership in the TPF's hierarchical structure, where numerical data alone may not capture the full impact of leadership behaviors. Additionally, pragmatism aligns with the moral leadership values of Mwalimu Julius Nyerere, emphasizing participatory dialogue and collective responsibility (Shivji, 2024).

3.2 Research Approach

This study employs a mixed-methods research approach rooted in a pragmatist worldview to explore the impact of inclusive leadership on productivity within the police force. The quantitative aspect aims to quantify the relationship between leadership behaviors and key performance indicators such as job performance, morale, and absenteeism. In contrast, the qualitative component gathers detailed insights from officers and leaders regarding their views on inclusivity, ethics, and motivation. Creswell and Plano Clark (2024) highlight that mixed methods are effective for examining social phenomena, as they integrate numerical data with personal perspectives, enhancing the credibility and applicability of the findings for policy and leadership reforms.

3.3 Research Design

The study employs a convergent parallel design, collecting and analyzing quantitative and qualitative data simultaneously before merging the results for comparison (Creswell, 2024). This approach allows for evaluating the alignment between statistical trends and qualitative insights, such as validating productivity metrics from structured questionnaires with narratives from interviews with officers and supervisors. This design is particularly effective in police institutions, where formal structures may obscure informal power dynamics and interpersonal issues that affect productivity. By integrating

hierarchical data and human experiences, the convergent design offers a comprehensive understanding of the factors influencing productivity in these settings.

3.4 Area of Study

The study area is Temeke District, one of the administrative divisions of Dar es Salaam, Tanzania's largest urban center. Temeke was strategically selected due to its diverse socio-economic composition, high population density, and frequent interactions between the public and the Tanzania Police Force. These conditions present a microcosm of broader national policing challenges, making it an ideal case study for understanding how inclusive leadership can improve productivity and community engagement in real-world policing contexts.

Temeke is also known for having high crime rates and resource constraints, which amplify the pressure on police officers and underscore the need for leadership styles that inspire commitment, creativity, and collaboration (Tanzania Police Report, 2024). The urban setting also reflects changing public expectations around transparency, accountability, and participatory governance, all of which are central to the study's focus on ethical and inclusive leadership.

3.5 Target Population of the Study

The study targets approximately 100 individuals from the Tanzania Police Force in Temeke District, encompassing a range of ranks from junior officers to senior leadership, including the Officer Commanding District (OCD) and Officer Commanding Stations (OCS). This diverse representation aims to provide comprehensive insights into the experiences and perceptions of leadership within the police hierarchy. Additionally, the involvement of external stakeholders and top police administrators as key informants enriches the research by incorporating systemic perspectives on the impact of leadership practices on organizational culture and community relations (Mbunda, 2024).

3.6 Sample Size

The study employs Yamane's (1967) formula to determine a representative sample size for the quantitative component:

$$n = \frac{N}{1 + N(\alpha)^2}$$

Where:

n= sample size

N= population

α = level of precision which for this study is 0.05

$$\begin{aligned}n &= \frac{100}{1 + 100(0.05)^2} \\n &= \frac{100}{1 + 100(0.0025)} \\&= \frac{100}{1 + 0.25} \\&= 80 \text{ employees.}\end{aligned}$$

Thus, 80 respondents are selected for the quantitative survey. In parallel, 10 key informants are purposefully chosen for the qualitative interviews. This dual structure ensures that the research captures generalizable trends and deep individual perspectives (Patton, 2024). The sample size is statistically sufficient for basic inferential analysis and thematic saturation, supporting the study's credibility, transferability, and practical utility goals.

3.7 Sampling Techniques

The study utilizes a stratified random sampling method for its quantitative phase, focusing on variables like rank, department, and years of service to ensure proportional representation within the police force in Temeke District. This approach minimizes sampling bias and bolsters the reliability of generalizations (Patton, 2024). For the qualitative aspect, purposive sampling is employed to select participants in strategic leadership roles or those with significant institutional knowledge. Key informants include the Officer Commanding District (OCD), Officer Commanding Station (OCS), and eight commissioners and divisional leaders with extensive experience in leadership practices and officer management. This mixed-sampling strategy facilitates data triangulation, enhancing the study's internal validity and practical applicability by allowing for cross-validation of findings.

3.8 Data Collection Methods

This study employed a mixed-methods approach to investigate inclusive leadership and productivity in the Tanzania Police Force (TPF), utilizing structured surveys, in-depth interviews, and Participatory Rural Appraisal (PRA) techniques. This methodology, grounded in the pragmatist paradigm, facilitated a thorough exploration of complex social dynamics (Morgan, 2024). Surveys were conducted with a stratified sample of 80 police officers in Temeke District, collecting quantitative data on factors such as job satisfaction and leadership inclusivity, using adapted scales suitable for hierarchical organizations (Northouse, 2024).

Qualitative insights were gathered through in-depth interviews with 10 key informants, including commanders and community stakeholders, allowing for exploring leadership practices and operational challenges (Patton, 2024). Additionally, two Focus Group Discussions (FGDs) with junior officers utilized PRA tools to encourage dialogue about barriers to leadership inclusivity and productivity, revealing systemic challenges (Creswell, 2024).

3.9 Data Analysis

3.9.1 Quantitative data analysis

Quantitative data from structured surveys were analysed using descriptive and inferential statistics. Descriptive statistics, including means, medians, and standard deviations, summarized key variables such as police officers' productivity, morale, and perceptions of inclusivity, providing insights into trends within the sample population. Regression analysis was performed using SPSS software to investigate the relationship between inclusive leadership and police productivity. This analysis tested the hypothesis that inclusive leadership behaviors significantly influence productivity metrics while accounting for demographic and structural factors. A 95% confidence level was used for significance testing, ensuring the robustness of the regression model by evaluating assumptions of linearity, normality, and multicollinearity (Field, 2024).

3.9.2 Qualitative data analysis

Qualitative data from interviews and focus group discussions (FGDs) were analysed using Braun and Clarke's (2024) six-step thematic analysis framework, which includes familiarization, coding, generating themes, reviewing themes, defining themes, and writing up. This approach facilitated a systematic exploration of themes such as ethical conduct, participatory decision-making, and community engagement. NVivo software was used to code and organize the data, allowing for inductive and deductive coding. This enabled the identification of pre-determined and emergent patterns, enhancing the reliability of interpretations and providing valuable insights into the organizational climate of the TPF.

3.10 Validity and Reliability of Quantitative Data

The survey instrument's validity was confirmed through expert review and literature benchmarking, focusing on leadership and productivity constructs relevant to public sector studies (Northouse, 2024; Spreitzer & Cameron, 2024). Adjustments to item phrasing were made based on feedback from experts in policing and organizational leadership, ensuring contextual relevance

for Tanzanian law enforcement. Reliability was assessed using Cronbach's alpha, aiming for a minimum threshold of 0.70 for internal consistency (Field, 2024). A pilot study with 10 respondents preceded the whole deployment, allowing for revisions of ambiguous items to enhance the instrument's accuracy and reliability in measuring the intended constructs.

3.11 Trustworthiness of Qualitative Data

The trustworthiness of qualitative data was established through Lincoln and Guba's (2024) four criteria. Credibility was enhanced via data triangulation, utilizing multiple sources such as surveys, interviews, and focus group discussions, alongside member checking, where participants validated transcriptions and interpretations. Transferability was achieved through thick descriptions that provided context-specific insights into leadership practices and workplace dynamics, facilitating the application of findings in similar public security contexts in Sub-Saharan Africa. Dependability was ensured by maintaining a comprehensive audit trail of research decisions and data coding. Lastly, confirmability was supported through reflexive journaling and peer debriefing, which aimed to reduce researcher bias and improve objectivity in interpreting narratives (Creswell, 2024).

3.12 Ethical Considerations

The research adhered to strict ethical standards, emphasizing informed consent, confidentiality, and voluntary participation (Patton, 2024). Participants received detailed consent forms outlining the study's purpose and their rights, with both verbal and written consent obtained. Confidentiality was maintained through pseudonyms and secure data storage, ensuring that identifiable information was excluded from reports. Institutional ethical clearance was granted by the Mwalimu Nyerere Memorial Academy (MNMA), confirming compliance with ethical standards for research involving human subjects. Ethical sensitivity was prioritized during participant interactions, particularly in hierarchical police dynamics. Officers were reassured that their participation would not affect their standing, and feedback was gathered in neutral settings to promote honesty and comfort (World Bank, 2024).

4.0 Findings

4.1 Socio-Demographic Characteristics of the Respondents

The demographic analysis of the 80 respondents who participated in this study, as indicated in Table 1, revealed several insights critical to understanding the organizational culture and dynamics within the Tanzania Police Force (TPF) in Temeke District. The age distribution shows that the most significant cohort

45% was between 18 and 30 years old. This youthful segment may reflect recruitment policies that prioritize physical agility and long service potential, and demographic trends favouring younger workforces in urban centres (Tanzania Police Report, 2024). Meanwhile, 30% of respondents were aged 31–40, and 17.5% were aged 41–50, suggesting a modest presence of mid-career officers. The smallest age group (7.5%) comprised officers over 50, likely reflecting attrition through retirement or transfers, and the physically taxing demands of policing.

Regarding marital status, the data provided by 64 respondents show that 60% were single, 28% were married, and 12% were widowed. The prevalence of single officers may suggest that policing conditions, such as irregular hours, transfers, and occupational stressors, constrain marriage and family formation (Mushi, 2024).

In terms of gender, the data show a considerable gender imbalance: 71% of respondents were male and 29% were female. This reflects the broader national and global patterns where policing remains male-dominated, despite calls for gender mainstreaming in public service (OECD, 2024; UNDP, 2023). The underrepresentation of women may limit the operationalization of inclusive leadership unless deliberate interventions are made.

Educationally, most respondents (57%) had completed secondary education, 25% held diplomas or certificates, and only 18% had attained a bachelor's degree or higher. This educational distribution implies a workforce primarily composed of frontline officers with basic training, which may influence perceptions of leadership, participation in decision-making, and openness to leadership reforms (Mbunda, 2024).

Thus, the socio-demographic profile suggests a youthful, predominantly male, and moderately educated police force, a demographic that presents both challenges and opportunities for the diffusion of inclusive leadership practices.

Table 1: Socio-demographic characteristics of the respondents

Information	Frequency (N=80)	Percentage (%)
Age of the respondents:		
18-30	36	45
31-40	24	24
40-55	14	17.5
Above 56	6	7.5
Marital status of the respondents:		
Single	48	60
Married	18	28
Widowed	8	12
Sex of the respondents:		
Male	57	71
Female	23	29
Education level of the respondents:		
Secondary school	46	57
Certificate and Diploma	20	25
At least a Bachelor's degree	14	18

4.2 Inclusive Leadership Styles Employed within the Tanzania Police Force

The study examined the extent to which inclusive leadership styles are employed in the TPF. As Table 2 illustrates, 60% of respondents agreed that inclusive leadership is practiced within their ranks, 26% were unsure, and 14% disagreed. These findings suggest that inclusive leadership, while present, is not yet universally experienced or understood across the force.

Qualitative findings corroborate these statistics. During focus group discussions (FGDs), respondents noted visible efforts by the TPF to promote inclusivity. These efforts include the establishment of gender desks and community engagement programs aimed at bridging the gap between the police and the public. As one participant observed, initiatives such as gender centres and human rights training sessions have significantly improved community trust and internal collaboration:

"The Tanzanian Police Force has made progress through initiatives like establishing gender centres... This approach has not only strengthened officers but also contributed to building trust in the community" (FGD Respondent, 2024).

Another respondent highlighted efforts by the former IGP Simon Sirro, who introduced ward-level community policing units, signalling an attempt to decentralize power and foster local partnerships. These reforms align with Nyerere’s philosophy of participatory governance and collective responsibility (Shivji, 2024).

Table 2: The Tanzania Police Force primarily practices inclusive leadership styles

Inclusive leadership styles	Frequency	Percentage (%)
Yes	48	60
Not sure	20	26
No	12	14
Total	80	100

4.2.1 Effectiveness of Inclusive Leadership

The effectiveness of these inclusive leadership initiatives was evaluated by respondents, with 68% describing them as "very effective," 16% as "somewhat effective," 9% as "not effective," and 6% as "not sure" (Table 3). These results affirm the transformative potential of inclusive leadership in promoting cohesion and performance within law enforcement. However, the responses imply uneven implementation and varying perceptions, possibly due to inconsistent leadership training or differing command cultures across units (Creswell, 2024).

Table 3: Effectiveness of inclusive leadership

Effectiveness of inclusive leadership	Frequency	Percentage (%)
Very effective	55	68
Somewhat effective	13	16
Not effective	7	9
Not sure	5	6
Total	80	100

4.3 Factors Influencing the Adoption of Inclusive Leadership

4.3.1 Internal influences

Internal organizational culture emerged as a significant factor influencing the adoption of inclusive leadership. According to Table 4, 46% of respondents indicated that TPF’s internal values and attitudes “fully support” inclusive leadership, while 29% showed partial support. However, 12% believed these

norms “partially hinder” inclusivity, and 4% said they “fully hinder” it. These findings reflect a mixed organizational culture, wherein pockets of progressive leadership coexist with traditional, hierarchical models that may resist participatory governance (Burns, 2024).

Such dualities suggest a transitional culture where inclusivity is gaining ground but still contending with entrenched norms of authority and command-control leadership, a finding consistent with transformational leadership theory (Bass, 2024).

Table 4: Organizational culture, beliefs, values, and attitudes towards inclusive leadership styles

Organizational culture, beliefs, values, and attitudes	Frequency	Percentage (%)
Fully supports	37	46
Partially supports	23	29
Neutral	7	9
Partially hinders	10	12
Fully hinders	3	4
Total	80	100

4.3.2 External influences

Table 5 explores how external factors such as societal expectations, government policies, and international standards influence inclusive leadership. Nearly half of respondents (49%) believe these influences “significantly” impact leadership practices, while 29% see “moderate” impact. This supports the argument that IL in public security is not shaped solely from within but is increasingly driven by external accountability mechanisms and human rights norms (Chen & Levine, 2024).

One participant stated:

“Social expectations support equal and fair treatment... government policies often set an agenda for implementing inclusive leadership practices. International human rights and laws reinforce this.” (Interviewee, 2024)

This reflects a growing convergence between domestic reform agendas and global governance standards, reinforcing the need for institutional transformation grounded in ethical principles.

Table 5: The external influences that impact the adoption of inclusive leadership styles

External influences	Frequency	Percentage (%)
Yes, significantly	39	49
Yes, moderately	23	29
Neutral	11	13
No, not significantly	7	9
No, not at all	0	0
Total	80	100

4.4 Strategies to Navigate Challenges in Implementing Inclusive Leadership

Despite institutional and cultural challenges, leaders within the TPF are employing adaptive strategies to promote inclusivity. These include in-service training programs on bias awareness, transparent promotion systems, and participatory policy dialogues. As one officer noted:

"We prioritize in-depth training... implement mentorship and promote transparency to show inclusiveness... collectively these uproot resistance and embed inclusive leadership" (Key Informant, 2024).

These interventions align with transformational leadership theory, which posits that effective change requires shared vision, empowerment, and continuous dialogue (Northouse, 2024). Moreover, pilot programs and engagement with civil society actors help build legitimacy and reduce resistance.

5. Discussions

5.1 Socio-demographic Characteristics

Understanding the socio-demographic dynamics of a police force is essential for informing leadership practices, especially in transitioning from command-and-control structures to more inclusive, ethical governance models. In the case of the Tanzania Police Force (TPF), these dynamics—encompassing age, gender, marital status, and educational background have profound implications for designing and implementing leadership strategies that resonate with organizational realities and broader cultural values. Considering these dimensions collectively provides critical insight into how inclusive leadership can be operationalized effectively within complex and hierarchical institutions such as law enforcement.

Age distribution within police forces often determines the adaptability of officers to new leadership paradigms. Globally, younger officers are more receptive to inclusive and participatory leadership models, frequently valuing engagement, ethical dialogue, and collaborative decision-making (Johnson & Thomas, 2024). This demographic feature suggests an opportunity for police institutions to promote leadership development frameworks that are not only forward-looking but also oriented towards building a culture of innovation and ethical responsiveness. Comparatively, countries like Kenya and Nigeria have demonstrated similar patterns, where younger officers tend to facilitate smoother adoption of community-centred policing approaches (Omolo & Adisa, 2024).

The marital status of officers also introduces a relevant dimension to the discourse on inclusive leadership. Policing is inherently demanding, with irregular schedules and physical risks, complicating work-life balance. Research indicates that unmarried personnel often have greater schedule flexibility and fewer familial obligations, positioning them to engage more actively in organizational reform processes (Thompson & Martinez, 2024). However, this does not diminish the imperative to build inclusive systems that support officers with families. Leadership frameworks in police institutions must be designed to accommodate the diverse personal circumstances of staff through flexible human resource policies, mental health support, and family-friendly programs (Kimani & Olutola, 2024).

Gender representation remains a central concern in police leadership. The global overrepresentation of men in law enforcement has been associated with masculine-coded leadership cultures that undervalue empathy, collaboration, and community engagement (Carmeli & Reiter-Palmon, 2024). In the Tanzanian context, promoting gender equity is not merely a matter of numerical representation, but a strategic imperative for embedding inclusive leadership. Targeted leadership mentorship for female officers, equal promotion opportunities, and institutional responses to gender bias are necessary to create a culture where leadership is genuinely inclusive and representative (Miller & Johnson, 2024). Moreover, female officers often bring perspectives that align with community-policing ideals, making their leadership vital in building public trust.

Educational background further mediates the ability of officers to engage with inclusive leadership concepts. Higher educational attainment has been positively linked to receptiveness towards participatory leadership, ethical

behavior, and critical thinking (Creswell & Plano Clark, 2024). This correlation suggests that ongoing professional development, including leadership training and policy literacy, is crucial for cultivating an inclusive leadership culture. Institutions must prioritize continuous learning, offering pathways for officers to acquire additional qualifications and leadership competencies through in-service programs, short courses, and academic partnerships.

Theoretically, this analysis underscores the need for leadership models in the public security sector that are not only ethical but also contextually situated. Inclusive leadership cannot be a one-size-fits-all solution; it must be tailored to the organization's demographic realities and institutional culture. For the TPF, this means designing leadership interventions that account for a predominantly young, moderately educated, and male-dominated workforce—while simultaneously creating space for diversity, engagement, and transformation.

From a policy perspective, aligning leadership development with Tanzania's national identity and historical governance philosophies enhances legitimacy. Mwalimu Julius Nyerere's emphasis on collective responsibility, egalitarianism, and participatory governance provides a culturally grounded framework for inclusive leadership in Tanzanian institutions (Shivji, 2024). Embedding these principles into police leadership can bridge the gap between traditional authority models and modern transparency, ethics, and community engagement expectations.

Institutionally, the TPF and similar law enforcement bodies can benefit from leveraging socio-demographic insights to tailor leadership interventions that are both inclusive and performance-driven. Leadership development strategies should incorporate psychosocial support, inclusive policy design, and career development pathways that reflect the realities of the workforce. Moreover, leveraging diversity as a strength rather than viewing it as a challenge will be key to transforming the TPF into a more responsive and trusted institution.

Therefore, the integration of inclusive leadership within public security must be approached holistically, with a firm grounding in the lived realities of police officers. By aligning leadership strategies with socio-demographic characteristics and embedding them in culturally resonant principles, such as those championed by Nyerere, Tanzania's law enforcement institutions can chart a sustainable path toward ethical governance, organizational effectiveness, and social cohesion.

5.2 Specific inclusive leadership styles employed within the Tanzania Police Force

The conceptual integration of inclusive leadership into public security institutions, particularly within the Tanzania Police Force (TPF), represents a significant cultural and organizational transition. In traditionally hierarchical institutions, such as police forces in Sub-Saharan Africa, leadership practices have historically been characterized by command-and-control models that prioritize obedience over participation (Ake, 2024; Omole & Adisa, 2024). In this context, inclusive leadership emerges as a progressive alternative that emphasizes collaboration, transparency, and shared responsibility. However, its implementation requires both structural and cultural reorientation.

Globally, inclusive leadership in policing has been associated with numerous benefits, including improved morale, reduced turnover, and enhanced community trust (Thompson & Martinez, 2024; Spreitzer & Cameron, 2024). These outcomes are typically achieved through leadership behaviors that prioritize listening, empower junior officers, and encourage dialogue with external stakeholders. In Western contexts such as Canada and the United Kingdom, inclusive policing models have increased officer engagement and stronger community relations. These outcomes are partly due to institutional support systems that embed inclusivity into promotion criteria, training curricula, and feedback mechanisms.

Contrastingly, many African police organizations operate within rigidly hierarchical frameworks, where decision-making is centralized and opportunities for subordinate input are minimal (Mushi, 2024). This structural rigidity often undermines efforts to foster inclusion, despite growing rhetorical support for participatory governance. The Tanzanian policing context represents a transitional space—exhibiting some elements of inclusive leadership while retaining entrenched bureaucratic legacies. This dual character presents both a challenge and an opportunity for reform.

One key implication from this study is the importance of aligning leadership reforms with institutional realities and cultural values. While inclusive leadership has often been portrayed as a Western innovation, this research positions it within Mwalimu Julius Nyerere's governance philosophy framework. Nyerere's principles emphasized participatory decision-making, egalitarianism, and moral leadership—tenets that closely align with the modern discourse on inclusive leadership (Shivji, 2024). By embedding these values into leadership

development frameworks, the TPF can craft a culturally resonant model of inclusive leadership that is ethically grounded and operationally viable.

Additionally, the dynamics of inclusive leadership in policing must be understood as multi-layered. It is insufficient to promote inclusive policies at the executive level; these must permeate all levels of the organization from senior command to rank-and-file officers. Research suggests that inclusive leadership is most effective when practiced consistently across hierarchical layers, creating a shared culture of engagement and accountability (Bass, 2024). Disparities in leadership experiences based on rank can undermine morale, reinforce alienation among junior officers, and weaken trust in institutional reforms.

To institutionalize inclusive leadership effectively, the TPF must invest in structured training emphasizing equity, transparency, and communication. Such programs should include modules on cultural competence, gender sensitivity, and ethical decision-making. Moreover, embedding inclusivity into organizational performance metrics—such as promotion criteria and officer evaluations—can transform inclusivity from an abstract value into a practical leadership competency (Lema & Nyang'oro, 2024).

Feedback loops are also essential in this transformation. Inclusive leadership is inherently relational and must be informed by the lived experiences of both internal staff and the communities they serve. Mechanisms such as anonymous officer surveys, community town halls, and structured debriefs after primary operations can provide crucial insights into leadership effectiveness and help guide iterative reforms (Creswell & Plano Clark, 2024). These feedback tools also contribute to transparency, a cornerstone of inclusive leadership.

A notable contribution of this study is its integration of African indigenous leadership philosophies with contemporary organizational theory. While much of the existing literature on inclusive leadership is rooted in Western paradigms, this research situates the discourse within a Tanzanian socio-political and historical context. This approach underscores that inclusive leadership is not an imported concept but can be developed from within—drawing on local values, historical precedents, and culturally embedded governance principles.

The implications for public administration and law enforcement reform in Tanzania are significant. A consistent and culturally sensitive application of

inclusive leadership can enhance officer motivation, reduce institutional friction, and improve public perception of the police. Moreover, fostering gender and ethnic inclusivity within leadership structures can lead to more equitable representation and broader legitimacy. These developments are particularly vital as Tanzania seeks to align its governance institutions with the United Nations Sustainable Development Goals (UNDP, 2024), emphasizing peace, justice, and strong institutions.

Thus, the movement toward inclusive leadership within the Tanzania Police Force is a response to internal demands for reform and a broader reimagining of public service ethics and governance. The principles advanced by Nyerere provide a foundational ethos for such reforms, one deeply rooted in participatory, moral, and community-oriented leadership. By embracing inclusive leadership as a strategic and ethical imperative, Tanzanian policing institutions can play a pivotal role in fostering national cohesion, institutional trust, and public safety.

5.3 Factors Influencing the Adoption of Inclusive Leadership Styles within the Tanzania Police Force

5.3.1 Internal factors influencing the adoption of inclusive leadership styles within the Tanzania Police Force

The internal dynamics of public security institutions, such as the Tanzania Police Force (TPF), play a pivotal role in fostering or obstructing inclusive leadership adoption. Theoretical and empirical literature suggests that organizational culture, leadership values, and structural norms are critical mediators of change, particularly within traditionally hierarchical systems like the police (Dlamini, 2024; Omole & Adisa, 2024). In the case of TPF, these internal variables define the pace, quality, and sustainability of transitioning toward inclusive and participatory leadership styles.

A growing body of leadership theory emphasizes that culture is not a neutral backdrop but an active force shaping leadership behavior and institutional identity (Carmeli & Reiter-Palmon, 2024). Within the police, internal culture often reflects a legacy of militaristic command structures prioritizing discipline and hierarchy over collaboration and participatory governance (Miller & Johnson, 2024). This entrenched paradigm presents a significant obstacle to inclusive leadership, as it discourages lower-ranking officers from voicing opinions or participating in strategic decision-making. Such vertical systems reinforce asymmetry in power relations, curbing innovation, diversity of thought, and team cohesion.

In the Tanzanian context, however, these challenges are complicated by the coexistence of a historical moral framework rooted in the political philosophy of Mwalimu Julius Nyerere. Nyerere's governance ethos, grounded in Ujamaa (familyhood), solidarity, and egalitarianism, provides a powerful cultural counterpoint to hierarchical leadership. His principles emphasized shared responsibility, mutual respect, and the ethical obligation of leaders to be accountable to their communities (Shivji, 2024). As such, inclusive leadership is not merely an import, but is deeply resonant with indigenous African governance values. Despite this ideological foundation, the operationalization of Nyerere's leadership vision remains inconsistently applied across the TPF.

This disconnect between value systems and practice calls for intentional cultural realignment. The literature identifies organizational inertia as a critical challenge in institutional transformation—particularly when reforms threaten established power structures (Mushi, 2024). Therefore, fostering inclusive leadership in the TPF demands more than policy revision; it requires a cultural reengineering process that shifts attitudes, norms, and everyday practices. Resistance to inclusivity is often rooted in perceptions of diminished authority or efficiency, underscoring the need to reframe inclusive leadership not as a loss of control, but as a strategy for increasing trust, morale, and effectiveness (Bass, 2024).

Targeted leadership development initiatives should be implemented across all ranks to address these issues. Such interventions might include immersive training in emotional intelligence, participatory communication, and cultural competence. Additionally, mentorship and peer-learning models can facilitate the diffusion of inclusive norms from senior to junior officers, fostering a shared leadership culture. Embedding inclusivity into performance appraisals and institutional benchmarks can further legitimize these efforts and ensure organizational accountability (Lema & Nyang'oro, 2024).

Moreover, participatory policy-making processes that involve officers at all levels in shaping workplace norms and leadership expectations are essential. These processes democratize authority and signal a genuine commitment to shared governance, aligning practice with Nyerere's vision of ethical, community-rooted leadership. Organizational audits and attitude surveys can also be used periodically to evaluate internal perceptions of inclusivity and identify areas requiring intervention (Creswell & Plano Clark, 2024).

Importantly, inclusive leadership within law enforcement must be positioned not as an abstract ethical ideal but as a practical strategy for organizational effectiveness. Research shows that inclusive environments foster psychological safety, enhance innovation, and reduce turnover—all critical outcomes for policing institutions tasked with public trust and national security (Carmeli & Reiter-Palmon, 2024; Miller & Johnson, 2024). In this sense, aligning the internal culture of the TPF with inclusive principles is both a moral imperative and a functional necessity.

Thus, the internal environment of the TPF holds transformative potential for embedding inclusive leadership, but realizing this potential requires deliberate, sustained, and context-specific strategies. Nyerere’s governance philosophy offers a culturally rooted framework to support these changes, but practical implementation must go beyond rhetorical affirmation. For inclusive leadership to thrive in the TPF, internal resistance must be addressed through cultural reengineering, leadership training, participatory governance, and ongoing evaluation mechanisms.

5.3.2 External influences impacting the adoption of inclusive leadership styles within the Tanzania Police Force

Leadership practices within public security institutions, such as the Tanzania Police Force (TPF), are increasingly shaped by a dynamic interplay of external forces that transcend organizational boundaries. Among the most significant are shifting societal expectations, evolving national policies, and international norms that exert transformative pressure on traditional hierarchical leadership paradigms. These influences have created opportunities and imperatives for adopting inclusive leadership styles in Tanzanian law enforcement.

Societal expectations in Tanzania are transforming markedly, driven by a heightened awareness of democratic values, gender equity, and human rights. The proliferation of digital media has propelled these shifts, the expansion of civic education, and global advocacy campaigns that spotlight governance standards and institutional accountability (Kimani & Olutola, 2024). The growing public demand for transparency, fairness, and participatory governance has amplified pressure on the TPF to reform its leadership models. In this context, communities are no longer passive recipients of security services but active stakeholders who expect engagement, responsiveness, and respect from law enforcement. As such, inclusive leadership is no longer viewed as a discretionary choice but as a requisite for institutional legitimacy and social trust.

National policy frameworks in Tanzania have also increasingly prioritized inclusivity, decentralization, and citizen-centered governance. Legislative and administrative reforms, such as those aligned with the African Charter on Democracy, Elections, and Governance, emphasize accountability, local participation, and ethical leadership within public institutions (Lema & Nyang'oro, 2024). These reforms underscore a paradigm shift from top-down policing to models integrating community feedback, diversity, and ethical responsiveness. Government efforts to align with regional and continental governance benchmarks, including the African Peer Review Mechanism, further affirm the state's commitment to transforming leadership practices within public security agencies.

At the global level, international institutions such as the United Nations, the African Union, and the World Bank have championed inclusive leadership as a vehicle for peace-building, effective governance, and institutional sustainability. These organizations routinely embed inclusivity benchmarks within peacekeeping frameworks, development financing, and donor conditionalities (World Bank, 2024). The TPF's exposure to international security missions, technical training, and development partnerships has facilitated cross-border knowledge exchange, enabling the integration of global best practices into domestic policing strategies (Dlamini, 2024). These transnational engagements not only enhance the professional capacity of police officers but also introduce normative frameworks that prioritize equity, participation, and accountability.

Crucially, the intersection of global norms and local traditions presents both a challenge and an opportunity. On one hand, international models of inclusive leadership may appear culturally incongruent if imposed without contextual adaptation. On the other hand, Tanzania's philosophical heritage—particularly the leadership principles of Mwalimu Julius Nyerere—provides a powerful cultural anchor for inclusive leadership. Nyerere's emphasis on egalitarianism, community dialogue, and ethical public service resonates with contemporary calls for participatory governance (Shivji, 2024). Therefore, adopting inclusive leadership within the TPF is most sustainable when framed as a response to external pressure and a return to foundational national values.

This hybrid leadership model, rooted in indigenous governance ethos while informed by global standards, offers a culturally coherent and contextually relevant path for institutional reform. By aligning international mandates with Nyerere's philosophy of collective responsibility and moral governance, the TPF

can cultivate an inclusive leadership model that is both globally competent and locally legitimate. Such integration can significantly enhance the police force's effectiveness, credibility, and alignment with Tanzania's broader goals of democratic consolidation and social cohesion.

Thus, external influences, whether from community expectations, policy reform, or international collaboration, play a pivotal role in shaping the trajectory of inclusive leadership within the TPF. These influences must be harmonized with local values, cultural narratives, and historical legacies to translate into durable organizational change. This integrative approach strengthens the operational relevance of inclusive leadership and reinforces its legitimacy as a tool for ethical governance and public trust in Tanzania.

5.4 Methods Used to Navigate Challenges in Adopting Inclusive Leadership Styles

The transition from authoritarian to inclusive leadership styles in security institutions is inherently complex. Within the TPF, several methods have been employed to address resistance and facilitate this shift. The strategies revealed by the study include education and training, transparent communication, incremental implementation, and collaboration with local and international stakeholders.

5.4.1 Education and training as a foundational strategy

Education and training were identified as foundational in shifting mindsets and promoting inclusive practices within the TPF. This aligns with international findings that police officers are more likely to embrace inclusive leadership when offered targeted training in cultural competence, emotional intelligence, and bias reduction (Carmeli & Reiter-Palmon, 2024). Within the TPF, short-course leadership programs and workshops have sensitized junior and senior officers to the importance of inclusivity in organizational culture and community relations (Mbunda, 2024). Training also serves a dual function: building competence and legitimacy. Equipping officers with the tools to navigate diversity and inclusion enhances their leadership capabilities while promoting a culture of empathy and accountability, two cornerstones of inclusive leadership (Miller & Johnson, 2024).

5.4.2 Transparent communication and participatory decision-making

A second key method used to overcome resistance is promoting transparent communication. Open forums, routine debriefs, and participatory planning sessions have been introduced to create an environment where all officers can

voice opinions and raise concerns without fear of reprisal (Shivji, 2024). This transparency is vital in building trust, particularly in environments with a long history of top-down governance (Dlamini, 2024). Participatory decision-making fosters a sense of ownership and accountability across all ranks. It challenges the traditional view of leadership as authority. It replaces it with a more collaborative model that values diverse inputs, which resonates with Nyerere's belief in dialogical governance and community participation (Shivji, 2024).

5.4.3 Incremental change and pilot projects

Implementing pilot projects and incremental reforms has proven effective in demonstrating the feasibility of inclusive leadership. These small-scale initiatives, such as deploying gender-sensitive community policing teams or participatory town hall forums, serve as proof-of-concept interventions. They reduce resistance by showcasing tangible benefits, such as improved community-police relations and higher morale among officers (Thompson & Martinez, 2024). In the TPF context, these incremental changes have been carefully managed to avoid overwhelming existing structures. For example, leaders have introduced inclusive leadership practices in selected districts as a model for others, allowing lessons to be replicated across the organization (Mushi, 2024).

5.4.4 Collaboration with community leaders and foreign partners

Finally, the study identifies strategic collaboration as an essential method of navigating resistance. By working with community leaders, religious institutions, and civil society organizations, the TPF has gained credibility and support for its leadership reforms. These alliances legitimize inclusive practices while grounding them in local contexts (Omole & Adisa, 2024). International partners, including UNDP and the World Bank, have contributed to this process by offering financial support, technical assistance, and monitoring frameworks that ensure accountability (World Bank, 2024). These collaborations expand the capacity of the TPF to design and implement leadership reforms beyond the limitations of internal resources.

Thus, the methods used by the Tanzania Police Force to navigate the transition to inclusive leadership reflect a pragmatic and contextually grounded strategy. These approaches, rooted in education, transparency, gradual change, and collaboration, mirror international best practices and local cultural principles. They also align with Mwalimu Nyerere's vision of ethical and participatory governance, underscoring the potential of culturally aligned leadership reform in enhancing the effectiveness and legitimacy of public security institutions.

6. Conclusion and Recommendations

6.1 Conclusion

This study critically examined the role of ethical and inclusive leadership in public security, focusing on the Tanzania Police Force (TPF) under the philosophical guidance of Mwalimu Julius Nyerere. It found that inclusive leadership practices, particularly those centred on transparent communication, participatory decision-making, and respect for diversity, positively impact workforce morale, productivity, and community trust. These findings reinforce existing global literature asserting that inclusive leadership leads to better institutional performance in complex and hierarchical environments such as law enforcement.

However, adopting inclusive leadership in the TPF is not without challenges. The entrenched hierarchical structures and longstanding traditions of command-and-control leadership often limit the participation of lower-ranking officers and women, creating a disconnect between policy aspirations and actual practice. Despite these institutional obstacles, the study highlights a promising cultural shift within the TPF, with many officers acknowledging the value and relevance of inclusive leadership. This is further supported by pragmatic efforts such as capacity-building, transparent decision-making processes, and incremental reforms that enable the organization to transition gradually toward a more inclusive framework.

Importantly, the study situates its findings within the legacy of Mwalimu Nyerere, whose governance philosophy emphasized unity, dialogue, and shared responsibility. By anchoring leadership reform in this culturally resonant legacy, the study adds a novel dimension to the discourse on organizational transformation in the Tanzanian context. External drivers—including evolving societal expectations, global human rights standards, and international partnerships—pressure the TPF to align its leadership styles with democratic norms and community-oriented policing models.

Ultimately, this research presents a nuanced understanding of how ethical and inclusive leadership can catalyse institutional change in public security. The study contributes novel insights to leadership theory and practice in Sub-Saharan Africa by combining empirical evidence, local cultural values, and international standards to propose a sustainable model of leadership transformation in the Tanzanian Police Force.

6.2 Recommendations

Based on the findings, this study puts forward eight interlinked and actionable recommendations to strengthen inclusive leadership within the TPF and enhance institutional effectiveness, accountability, and community trust.

First, the TPF should institutionalize comprehensive training programs focused on inclusivity, cultural competence, and ethical leadership. These training programs should be embedded into the regular professional development curriculum across all ranks, rather than treated as ad hoc interventions. Workshops on emotional intelligence, unconscious bias, and collaborative decision-making can equip officers with soft skills to embrace inclusive practices. Mentorship programs should also be scaled up to support leadership capacity-building and succession planning, particularly for junior officers and women.

Second, transparent communication must be formalized through structured mechanisms such as leadership briefings, anonymous staff feedback systems, and regular consultative forums. Establishing an internal ombudsman or ethics officer to gather and address staff concerns could reinforce trust and signal the TPF's commitment to transparency and inclusive governance. Ensuring that communication is bi-directional, where subordinates feel empowered to voice opinions, is key to fostering participative leadership.

Third, the TPF should implement inclusive leadership models through incremental changes and pilot programs. Inclusive initiatives can be tested and evaluated for scalability, starting with targeted units or precincts in Temeke District. Pilot programs could include community-police engagement units led by diverse officers or shared-decision teams for shift planning and community outreach. Lessons learned from these projects can guide larger policy shifts across the national police system.

Fourth, strengthening collaboration with community leaders, civil society organizations, and foreign development partners will be essential in reinforcing inclusive leadership reforms. Community dialogues, citizen feedback platforms, and participatory security planning can help the TPF better understand public expectations and increase accountability. International organizations can also contribute by supporting training, knowledge exchange, and benchmarking initiatives that align TPF practices with international standards.

Fifth, aligning leadership development programs with Nyerere’s participatory and people-centred governance philosophy can enhance the cultural legitimacy of inclusive practices. The TPF’s leadership training academies should embed teachings on Ujamaa, equity, and servant leadership—values that resonate deeply within Tanzanian history and identity. Doing so will promote ethical leadership and foster national pride and internal motivation among officers.

Sixth, policy frameworks must be revised to embed inclusivity formally into recruitment, promotion, and operational practices. Policies should mandate equitable representation of women and marginalized groups in leadership roles and establish mechanisms for addressing discrimination and abuse of authority. Embedding inclusivity into performance appraisals and promotion criteria can institutionalize a culture of fairness and equity.

Seventh, the TPF should establish robust monitoring and evaluation systems to assess the impact of inclusive leadership on performance, officer satisfaction, and public trust. Quantitative metrics (e.g., productivity indicators, complaint resolution rates) and qualitative tools (e.g., officer narratives, community feedback) should be employed to gauge progress and recalibrate strategies as needed.

Eighth, supportive infrastructure—such as counselling services, peer support groups, and employee assistance programs—should be expanded to facilitate the psychosocial well-being of officers adapting to new leadership styles. These initiatives can reduce stress, promote resilience, and encourage a sense of belonging within the force, reinforcing inclusive values at the organizational level.

Thus, this study demonstrates that ethical and inclusive leadership, grounded in national values and reinforced through policy, training, and collaboration, holds transformative potential for public security institutions in Tanzania. The TPF’s ongoing efforts to implement participatory and transparent leadership practices reflect a growing alignment with Nyerere’s governance philosophy and global standards of democratic policing. Through the sustained implementation of these recommendations, the TPF can position itself as a model of inclusive leadership within Africa’s law enforcement landscape, contributing meaningfully to Tanzania’s broader goals of national unity, good governance, and sustainable development.

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