Framework of Analysis for Administrative Leadership in African States: Tanzania, Kenya, Ghana and Uganda

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ABSTRACT. The main purpose of this research is to define the concept of administrative leadership at the macro level (the state) rather than the micro level (the organization) through the utilization of a bounded-frame of analysis composed of six conceptual variables. The article will take a further step to demonstrate the factual behavior in the process of decision making, for certain African leaders within their states (the macro level of administration) and then will argue the reliability of those variables applicability to the case studies of the analysis.

Hence, the project is composed of three sections and a conclusion. The first part will conduct an objective theoretical analysis for the conceptual specified variables. The second and the third parts respectively will test the validity of the six variables with their relevance to the concerned African leaders and finally the conclusion which will summarize the results of the research.

Part I
An Analysis for the Variables of Administrative Leadership

The study of the administrative leadership phenomenon has generated recently an interesting scientific debate among administrative experts and analysis.

The matter is worth attention of research in order to assess our comprehension of the executive's behavior in certain administrative systems. It seems in this regard that the six outlined variables of the suggested framework of analysis portrays an objective methodology toward the illustration and understanding the operation of administrative leadership.

The following variables do overlap and interact cohesively throughout the executive's policy of decision-making processes.

A. Personality

It is the characteristics that identify an individual human-being and encompass qualities that may be shared with other members of the society. Since the executives are persons; therefore, the study of their personalities is essential to grasp the totality of each one's behavior and attitude toward certain conditions.

The personality starts from childhood, grows overtime and it is deeply influenced by various interactions of the person with his direct family members and further with other surrounding social units.[1]

B. Role

It is a set of socially defined expectations of behavior independent of personality. The executives such as Kings, Presidents, military leaders and so on, usually occupy the highest managerial posts in the echelon of the administrative hierarchy.[2] It is important, here, to distinguish the nature of the executive's position perse from the matrix of his personality. The subordinates expect from their executives to adopt the execute certain policies which are basically entitled to them as being the true holders of the official administrative offices.

C. Organization

The interpersonal interaction system by which the normal individual is related to a specific human society is termed an organization.

The task is assigned here to analyze the executive's behavior within an organizational context ranging from the small groups to the formal well established and mature organizations.

In what capacity does he attempt to control and lead other participants and suggest solutions for issues that emerge from these interactions. The analysis of the organizational variable can equip us with close observation to examine the leader's conduct with relevance to the axioms of organized behavior.

D. Task

It can be defined as the objective requirements for decisions to be formulated, problems to be solved or functions to be executed. The task variable is a crucial factor that determines the leader's behavior in managing the crisis. Tasks normally differ in their difficulties from time to another according to variety of situations. The leader may face certain tasks to settle issues either in the domestic or external stage.

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(1) **Gleen D. Paige ed.,** *Political Leadership*, New York, Free Press, 1985, p.38.
(2) **Lester G. Seligman,** The Study of Political Leadership, *American Political Science Review*, XLIV (Dec.1980), p.95.

There are two types of tasks; metatasks that implies the identification of tasks itself, and substantive tasks which treat specific empirical concerns. Moreover, it is worthwhile to indicate the four dimensions of the substantive task.[3] Power task that includes the obtainment and transformation the element of power. Affective task as the management of emotional aspects of social conflict. Instrumental task which assumes the response to certain crisis, control of change and planning for the future. Associative task, that is concerned with processes of organizing, communicating, developing alliances and managing outward relations.

Another approach to define the executive's task is to combine insights elements into operating task needs. This method should operate in accordance with the view of the executive and the leadership task requisites inferred from emerging conceptions related to the nature of the organizational system.

E. Values

They are the ideas that concern desirable conditions of affairs and preferable means for the attainment of those ideas. Concepts of values are vital for advancing the study of administrative leadership. Actions which are carried out by the executives are viewed as valid. They act in such a manner because their values and beliefs are legitimate and have been accepted on the part of their subordinates. Values are mirrors that reflect the visions and the manners of the leaders and their actual behavior. Value analysis is supposed to accomplish certain assignments.[4] First, is the exploration of operative values as related to administrative leadership behavior both within and across cultures. Second, value analysis is required to explain the origins and patterns of change of leadership related values. Third, the value analysis might lead for the identification of new values implied within the realm of leadership behavior. The fourth task of value analysis is to describe and judge the management performance under various conditions.

F. Settings

It can be defined as the physical, technological, economic, social, and cultural features of the environment of behavior. The main idea of the concept of setting indicates that administrative leadership behavior is formulated in an environment that includes human-made and natural components. It is assumed that leadership behavior is affected by influences of the environment either directly or indirectly. There are two approaches to analyze the concept of setting.[5]

The first is the wholistic approach which emphasizes the importance of culture, history and various stages of development. This approach views the human society or its subunits as a distinctive pattern of associated parts transcended from the past conditioning the present and providing the opportunities and limitations for the future.

Another approach for the analysis of setting is the incremental method. Fundamentally, this approach focuses upon certain aspects of the environment rather than attempting to characterize the effects of the setting as a whole. Naturally, relationships do exist between the whole and the part, but one may be emphasized over the other.

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(3) **Ann Ruth Wilner,** *Charismatic Political Leadership*, Princeton, Princeton University Press, 1981, p.**42.**
(4) **Jean Lacouture,** *Charismatic Political Leadership in the Third World,* New York, Knophr Press, 1978, p.72.
(5) **John Cartwrigt,** *Political Leadership in Africa***,** London, Croom Helm, 1983, p.130.
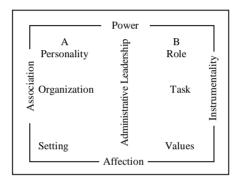
However, it is well understandable to contend that the executive's behavior is taking shape in a certain organizational setting. Subsequently, the organization influences the leader's behavior and vice versa.

Apparently, in general there are four major interdisciplinary factors that seem to characterize human behavior, power affection, instrumentality and association (design. 1).

Power is the actual or attempted control of one part over another in the define system. The concept of affection implies the feelings and emotions of individuals.

Instrumentality refers to task or problem-solving techniques. And association means the structure that links various parts of a behavioral aggregative system and enhances its operational function.

In brief, the conceptual (design. 1) which is composed of the six variables illustrates the collective interdependence flow of the process that formulates the administrative leadership style of the executive.

Design (1) framework for the analysis of administrative
leadership "Conceptual Design".

The variables of personality, Organization and setting that are situated in column (A) are the materialized variables. Meanwhile, the variables of role, task, and values that are placed in column (B) are the non-materialized variables.

Part II

Thus far, an objective analysis of the variables for administrative leadership has been argued extensively. The following discussion will be an attempt to apply, moderately, the conceptual model to study the leadership style for two previous African executives Julius Nyrere (of Tanzania) and Jomo Kenyata (of Kenya). Those leaders were considered relatively effective in achieving the development process of their countries[*].

(*) Currently the presidents of those states are: Hassen Mwingi and Daniel Moi.

I. Julius Nyrere: (1961-1985)

Presumably, Nyrere is the founding leader and architect of the new state of Tanzania. He was born in Tabora of a small size tribe called Zanaki. In his early age he looked after the cattles as a shepherd boy. Later on, he was fortunate to attend local school and continued his higher education in Edinburgh College to receive graduate degree in history and economics.[6].

His leadership behavior can be attributed to the effectiveness of several significant factors. The tribal life of Nyrere has great impact upon his administrative idea and personal conduct. The self-reliance, educated person at home and abroad, as Nyrere, is also another factor that has an influence upon his leadership style.

Nyrere enjoys humanistic qualities, has a charmful personality, highly intelligent, loves to debate, consistently honest, reliable and sincere. This configuration of ingredients added more attractiveness to his charisma for the elites and the masses alike. He devoted much energy on the expense of his teaching job in order to emancipate Tanganika from the British domination. With the support and dedication of his colleagues who frame together Tanganika African National Union, TANU, as a political party, the country achieved its independence early in the sixties of the present century.[7] Following, Nyrere was elected the chief of TANU and then the President of newly independent Tanzania.

The personal charismatic qualities of Nyrere is built upon the twin attributes of his administrative role as the country's founding father and his presidential leadership role of Mwalimu (Respected Teacher).

The country is inhibited by various tribal communities. The task which is assigned ahead for the new leadership is to consolidate the divided ethnic groups and meanwhile, apply effective economic policies to improve their standard of living [8].

The first objective, according to Nyrere, can be achieved through the establishment of a one political party system visioned in TANU. Gradually, the citizens will abandon their parochial tribal loyalties to enhance the strength of the party organization TANU. The new allegiance is considered, overtime, to function as a vital factor on the path for national integration.

On the other hand, TANU is alleged in the economic field to serve for the welfare of Tanzanian society. In this regard Nyrere advocates the application of the concept of Ujamaa as the true feature of African Socialism.[9] Thus, the tribal environment of communal way of living had shaped the leader's view of socialism. The new ideology of Nyrere was explained in Urusha declaration of l967.

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(6) **William Edgett Smith**, *We Must Run While They Walk: A Portrait of Africa's Julius Nyrere*. New York, Random House, 1984, p.69.

(7) **Julius Nyrere,** *Ujamaa-Essays on Socialism*, Oxford University Press, 1979, p.48.

(8) John Lonedale, The Tanzanian Experiment, *African Affairs*, **vol.** 4, **2**, 1978, p.120.

(9) **Michael Wolfers,** *Politics in the African Organization*, Unity, London, Methuen, 1976, p.210.

Ujamaa experiment is the primary manifestation of the leader's managerial doctrine, and attitude of mind needed to ensure that the people care for each other's welfare. No hatred feelings among the tribal communities, which enjoy harmonious life, work and share the production of goods in a collective manner.

Ujamaa rejects the idea of class conflict in Marxism. It implies the concept of the extended family, in which people are equal, and there is no place for racialism, tribalism, religious intolerance or discrimination. Tanzanian leadership had chosen a non-violent and gradual approach to achieve relatively successful, pragmatic socialism. Systematically, the state created necessary methods to nationalize and control the means of production in order to minimize and curtail the exploitation of the needy by the rich.

In the political realm, TANU is considered to be the sole representative of the masses. From this point of view, Nyrere contends that the one party state is more in accord with the traditional tribal attitudes of conducting public issues, namely, the elders sit under a tree and hold conversation with others until they all reach a general agreement.[10] The one party system is vital to overcome divisions among citizens and hence modify the structural cohesion of the society.

The leader's faith in achieving policy of national self-reliance motivated the people of Tanzania to rely on their work first whereby the country can protect its independence and freedom internally and externally simultaneously.

The domestic problems of Tanzania have not diverted the leadership continental outlook. Nyrere comprehended the political, social, and economic settings of African sister-states.[11] He performed a conspicuous role for the implementation of Pan Africanism through the gradual approach the liberation movements so that the emancipation of southern Africa from racism stigma faithfully will come true in the near future[*]. On the global scene, Nyrere maintains a balanced strategy with the Eastern and the Western blocs by his adherence to the policy of nonalignment.

Thus far, it appears that the application of the proposed conceptual framework of leadership to the Tanzania case serves quite properly.

Nyrere leadership personality, his awareness of the social and economic setting on the internal and external levels and effective responses for the demands and aspirations of his people are major contributions for the continuation of Nyrere's rulership. And as long as the administrative leadership strategy acts within the conducive context the duration of the executive's office will remain intact. Yet, Ujamma the socialist experiment of Tanzania had not escaped certain pitfalls and shortcomings. Moreover, the Nyrere gradual approach to Pan Africa was not an easy goal to achieve.

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(10) **John Nellis,** *A Theory of Ideology the Tanzanian Example*, Oxford University Press, 1980, p.145.

(11) Julius, Nyrere, A United States of Africa, *Journal of Modern African Studies*, vol. 3, **1, March 1973,** P. 116.

(*) Recently, Nelson Mandela, The African national leader, has been released after he served twenty-seven years in prison in South Africa.

2. Jomo Kenyata: (1963-1978)

Africa has not experienced a controversial leader as was Kenyata. He remained in charge of the presidential office since Kenya obtained its independence 1962, until he passed away in 1978. No specific date of birth is available but he lived over eighty years. His personality growth can be traced to childhood where he was raised in a tribe called kikyuy, hearding the cattle and learning Christianity in a missionary institution.[12] Kenyata developed a complex and difficult character motivated with dynamic personality and impressive appearance.

He traveled to England and the Soviet Union on different occasions where he got the opportunity to meet Nkrumah and other advocates of Pan Africanism[13].

During early fourties, Kenyata became self-aware about Kenya's political future. However, his role was consolidated through the guardianship of Kenyan African National Union (KANU) as a national party aiming towards the freedom of the country from the British control.[14] In the thrust of struggle for independence the Mau Mau movement emerged in which Kenyata played an immediate significant role. Certainly the colonial power harassed and jailed him for few years until he was released. The crucial role played by Kenyata for the unity of the movement was absolutely imperative and geared to the freedom of Kenya more peacefully when seemed possible[15]. Then, he was crowned the presidency of the newly born state. The new era of independence required from Kenyata qualified performance in order to cope with economic, social, and political conditions.

On the other economic side Kenya's leadership adopted a developmental system based on private ownership and favored the growth of middle class activities. Consequently, Kenyan economic infrastructure found itself in need of Western capital inflow to manipulate the modernization of the traditional national economy. [16] Socially, Kenyata, was aware of the components of his country's different ethnic communities. He applied an effective policy of national integration manifested in the loyality for the order and the law of the central government rather than the local tribalism. [17] Besides that, he tried to create fair ethnic participation in the administrative process of the modern system.

One the political scene, Kenyata's position disfavored the two party system, accused it as costly and hinders the goal of national unity. [18] Thus KANU remains the sole political machine under the control of Kenyata as a national symbol and the focal point of the system. In general, Kenyata's capitalist economic approach for development resulted into the concentration of wealth in the hands of the few at the expense of the needy masses.

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(12) **Jeremy Brown**, *Kenyata*, London; George Allan and UNWIN, 1984, p. 135.
(13) **George Delf**, *Jomo Kenyata*, Garden City, Doubleday, 1981, p. 40.
(14) **Richard Cox**, *Kenyata's Country*, London; Hutchinson, 1985, p. 68.
(15) **Carl G. Rosebery**, *The Myth of Mau Mau*, New York, Meridian Book, 1986, p. 93.
(16) **Selassie Barekat**, *The Executive in African Government*, London, Heinemann, 1974, p. 16.
(17) **Henry Bretton**, *Power and Politics in Africa*, London, Longman, 1973, p. 85.
(18) **Joel Barkants**, *Politics and Public Policy in Kenya and Tanzania*, New York, Praeger, 1979, p. 150.

Part III

This part of the study is devoted for the analysis of the leadership style of Kwame Nkrumah (of Ghana) and Idi Amin (of Uganda). Those leaders were considered in effective in achieving the development process of their countries[*].

1. Kwame Nkrumah: (1956-1966)

President Nkrumah is considered a spectacular leader in his native country, Ghana, in particular, and generally a vigorous advocator for the achievement of African unity. He engineered the administration of Ghana for almost two decades till his disposition mid-sixties of the current century.

His personality is deeply rooted in the African culture which is influenced by tribal customs and traditions. Though he was raised by his mother in a self reliance family, he maintained to have natural grace and sense of humour which contributed to his charisma.

As a young African, Nkrumah aspired to pursue his education abroad. He received an American scholarship from Licon University in the State of Pennsylvania where he completed his highest graduate degree in politics and economics.[19].

His personality as an African, and the exposition to the Western culture and values modified his leadership behavior. During the colonial period his self-conscious convinced him to believe that the prime goal of struggle is to free Ghana from the Yoke of British foreign domination. Then, early in the fifties with the collaboration of his followers he formed the organization of Convention People's Party (CPP), as an administrative machine working for the achievement of Ghana's independence [20]. That dream became true in 1957 followed by the election of Nkrumah as a president.

His leadership task for the new state was faced with dual realities. First, he realized independent Ghana will be better off economically and socially through adopting the drive of scientific socialism.[21] This advocacy can be traced back to Nkrumah presence in the United States. During his engagement in the graduate studies, he was affected by the writings of Marx and Lenin. Though he was in favour of Marxism ideology to solve Ghana severe economic problems, he emphasized the notion of fitting socialism into the African context.

The newly elected president recognized that useful application of socialism to the African soil should take into consideration African unique conditions. Accordingly, socialism in Africa can be achieved not through revolution against capitalism, on the contrary Nkrumah conceives that African socialism can thrive through the gradual reform of African communalism way of life. Nevertheless, he also diverges from Marxism on the question of class struggle and contends that in African communalism it

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(*) Currently the presidents of these states are: Flight Lieutenant Rawlings and Yoweri Museveni.

(19) **Peter Omari**, *Kwame Nkrumah*, New York, African Publishing Corp., 1982, p. 147.

(20) **Timothy Bankole**, *Kwame Nkrumah*, Northwestern University Press, 1983, p. 36.

(21) **Stephen Dzirasa,** *Political Thought of Dr. Kwame Nkrumah*, Guinea Press, 1979. p. 15.

is difficult for social classes to rise and flourish[22]. Hence, the class conflict as a basic concept of Marxism has no foundation in African socialism. Explicitly, Nkrumah asserted in his work, "Neo-Colonialism" that capitalism has altered its tactics of direct colonization. Recently, it exploits economic and political devices to control the destinies of developing countries. This is what has been termed neo-colonialism era.

In his attempt to apply these principles into practice, he chose to centralize the powers in CPP as a socialist party. Thus, Nkrumah was viewed as the catalyst of the ultimate authority in Ghana. [23]

The other major concern of Nkrurnasim was the strife for the achievement of African unity. From early times, Nkrumah had an all African unified perspective. He viewed the United States and the Soviet Union as the world strongest powers merely due to the fact of each one's unity. Therefore, he tried enthusiastically to unite fragmented Africa through channels of economical, political and defense cooperation.[24]. Apparently, Nkrumah's ceaseless effort to exert more energies to settle domestic matters and continental policies had not on the long run, matched his expectations and aspirations.

He was, relatively; incompetent to establish a balance between realities and wishes either at home or abroad. The ineffectiveness of planning, had later, contributed to the downfall of his regime. Moreover, Nkrumah had paid less attention to create permanent roots among the Ghanaian masses. He was interested to obtain glory and control of power rather than to establish a populist base for the perpetuation of his administrative leadership.[25]

On the other hand, the charismatic personality of Nkrumah and his prominent role in CPP to solidify and develop Ghana served to maintain his ruler ship for a certain period. But with reference to the conceptual framework of leadership which is designed at the start, it is essential to realize that the longitude of survival for the leader has, in general, to take into account the compact set of the variables to interact continually and persistently.

In the case of Nkrumah, surely he was far idealistic in appreciation for the concept and realization of African unity. Actually, the African social and political setting was unconductive to respond favorably to Nkrumah's appeal for continental unity.

Moreover, the external environment stood at odd with Nkrumah's socialist policy. The sharp decline in the price of cocoa product worldwide, had generated dissatisfaction at home, provided that the Western powers collaboration in opposition to Nkrumah's leadership behavior had hasten the move for a military coup d'etat to take over power and ousted Nkrumah while he was on a state visit to an Asian socialist country.[26]

(22) **William P. Mahoney Jr., Nkrumah** in "Retrospect", The Review of Politics, vol.**30**, **2**, April 1986. p. 246.
(23) **Trevor Jones,** *Ghana First Republic*. London Methuen, 1976. p.148.
(24) **Dennis Austin,** *Politician and Soldiers in Ghana*, London, Frank Cass. 1975. p.98.
(25) **Kwame Nkrumah,** *Neo-Colonialism: The Last Stage of Imperialism*. London Panaf Publication, 1974, p.18.
(26) **Henry Bretton,** *The Rise and Fall of Kwame Nkrumah*, London, Pall Mall Press, 1976, p. 125.

Yet, fairly to state that, Nkrumah's leadership did have an impact on Ghana in particular and on African continental affairs at large. But nevertheless, Nkrumah had not really proved to be successful in building strong socialist Ghana or provide a remarkable solution to unify fragmented Africa.

2. Idi Amin Dada (1971-1978)

Since the Marshal Amin seized power in 1971 until he was ousted in 1978, his personality and behavior became the most controversial and ambiguous rule in the African continent[27].

No certain knowledge is available about his early childhood. However, a general impression from the literature reveals that Amin's unusual personal behavior can be explained by the fact that he passed from a traditional peasant background into the sophisticated world of modern politics without any intermediate feudal preparation.[28].

Amin's recruitment in the King's African Rifles and the experience of dependently complexities of British colonialism in respect characterized the marshal's behavior since his seizure of supreme authority.

Another significant factor that illustrates Amin's leadership style is his Nubian origin. The Nubi community dominated previous events in Uganda. Descended from Southern Nilotic tribe, the Nubies have a reputation of homicide and sadistic brutality.[29]

The unstable socio-economic and political setting of Uganda, prior to the military intervention, accounted for the coup d'etat to overthrow Oboto while he was attending a summit commonwealth conference in Singapore[30]. Since Marshal Amin had apparently succeeded in consolidating his power he continued immediately eliminating opposition forces and suspended all political activities in the country.

The Marshal had gone to extremes in his actual foreign policies though he achieved short-term advantages. He had no coherent administrative ideology, he contradicted himself frequently and claimed that it was unnecessary to explain or justify his verbal fluctuations.

He shifted his foreign policy so often, for instance, he called the Israelis his friends, the following day he described the Arabs the same[31]. While trying to have economic aid from the Western powers he dared to break relations with Britain. Despite the fact that Amin tried to play shrewdly the cards of the game, he had not shown himself as really skillful, calculating leader[32]. However, on the whole, Amin's military leadership scored negative record in human rights, economic development and relations with his neighbors.

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(27) **Ali Mazrui** and **Michael Tidy**, *Nationalism and New States in Africa*, London, Heinemann, 1984, p. 277.
(28) **Frank Cutteridge Frank**, *Military Regimes in Africa*, London, Methuen, 1985, p.96.
(29) **Ken Kotecha,** *African Politics: The Corruption of Power*, University Press of America, 1981, p. 125.
(30) **Samuel Decalo**, *Coups and Army Rule in Africa*, New Haven, Yale University Press, 1976, p. 38.
(31) **Peter Gukina,** *Uganda: A Case Study in African Political Development*, University of Notre Dame Press, 1982, p. 120.
(32) **Pat McGowan**, African Military Coup d'etat and Underdevelopment, *The Journal of Modern African Studies*, Vol. 22, **4**, 1984, p. 635.

The citizens of Uganda were impatient for the moment to replace the unpredictable Amin.

As the applied part of the research indicates (design II) there are certain similarities and differences that exist among those African leaders.

They had experienced British colonial domination in their countries. The leaders of Ghana, Tanzania and Kenya struggled to achieve political independence and attempted to accomplish a self-reliance economy.

But on the other hand, each leader realized that his country's unique conditions should have different paths of economic development and administrative system. The leader of Uganda was obsessed by concentrating power in himself and far less concerned about economic growth of the country.

Conclusion

The research has established a conceptual framework of analysis for the objective variables used to comprehend the phenomenon of administrative leadership. These variables can be stated as personality, role, organization, task, values and setting.

Personality is the characteristics that identify an individual human being and encompass qualities that may be shared with other members of the society.

Role is a set of socially defined expectations of behavior independent of personality.

DESIGN II. Comparative scheme mirrors the similarities and differences among the four African leaders.

	characteristics	Nkmmah (Ghana)	Nycre (Tanzania)	Kenyata (Kenya)	Amin (Uganda)
A -	1. Ex-colonial power 2. Independence year	Britain 1957	Britain 1961	Britain 1963	Britain 1962
B -	1. Origin 2. childhood 3. Education	Tribal Self-reliance United States (Politics& Econ.)	Tribal Shepherd Britain (History& Economics)	Tribal Shepherd Christian missionary Institution	Tribal - less than primary education
C -	1 Type of rule 2. Admin. organ. 3. Power-base 4. Power transition 5. Duration period 6. Personality 7. leadership style	Civilian CPP One party system Military takeover 1956-1966 charismatic Authoritative	Civilian TANU Mass participation Constitutiunal 1961-1985 charmful Benevolent authoritative	Civilian KANU Elite Constitutional 1963-1978 Dynamic Manipulate authoritative	Military - Military Military take-over 1971-1978 Dictator Dictatorship
D -	1. Economic strategy	Scientific Socialism	Ujamaa	Capitalism	Undefined
E -	1. African unity (approach) 2. Foreign relations (Orientation)	Comprehensive East	Gradual Non-aligned	Gradual West	Disorder Undecided
F -	Policy judgment	Failure	Relative success	Success	Failure

Organization is the interpersonal interaction system by which the normal person is related to a specific human society.

Task is the objective requirements for decisions to be formulated, problems to be solved or functions to be executed.

Values are the ideas concerning desirable conditions of affairs and: preferable means for the attainment of those ideas. Setting is the physical, technological, economic, social and cultural features of the environment of certain behavior.

The research demonstrated the factual behavior in the process of decision-making for four African leaders. Those leaders were, Nyrere (of Tanzania), Kenyata (of Kenya), Nkrumah (of Ghana) and Amin (of Uganda).

Explicitly, the research emphasized the fact that a sole variable is insufficient to provide a comprehensive explanation for the attitude of the leader's behavior in certain conditions.

Hence the collective treatment of those variables is indispensable in order to achieve reasonable response for each leader's behavior.

Although, the analysis discovered close correlation between given variables, however, each leader's behavior had different approach in the course of administrative process.

This phenomenon of leader's different behavior is attributed to the interplay of other various factors in the policy of decision making.

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الإطار التحليلي للقيادة الإدارية في البلاد الأفريقية:
تنزانيا، كينيا، غانا، وأوغندا

حلمي يوسف

قسم الإدارة العامة – كلية العلوم الإدارية

جامعة الملك سعود — الرياض – المملكة العربية السعودية

المستخلص: يهدف هذا البحث بصفة أساسية إلى تحديد مفهوم القيادة الإدارية في أعلى مستوى النظام الإداري للدولة، وذلك باللجوء إلى استخدام إطار تحليلي يتكون من ستة متغيرات افتراضية وهي:

١ – الشخصية Personality التي تؤثر في سلوك الأفراد منذ عهد الطفولة ثم المراحل اللاحقة لها التي تبلور عملية النمو والتطور الإنساني.

٢ – الدور Role ويقصد به الكيفية التي يتصرف بموجبها القائد الإداري لإنجاز مهمته الإدارية.

٣ – المنظمة Organization وهي البيئة الإدارية المحددة الرسمية التي تجري فيها التفاعلات الرسمية بين الأفراد المنتسبين إليها.

٤ – الواجب Task ويقصد به المسؤولية الملقاة على عاتق القائد الإداري وتوجيهه نحو الالتزام بتصرف معين سعيًا إلى حل المشاكل والقضايا التي تعيش فيها المنظمة الإدارية.

٥ – القيم Values وهي مجموعة الأفكار والعقائد التي يكتسبها الفرد ويتبناها ويدافع عنها، وبناء عليها يتوصل إلى اتخاذ قرارات معينة يقصد بها تحقيق الأهداف المنشودة للمنظمة الإدارية.

٦ – البيئة Setting المظاهر الرئيسة من طبيعية، اقتصادية، اجتماعية وغيرها التي تتصف بها حياة مجتمعات معينة، يعيش فيها القادة الإداريون ويتأثرون بها في تحديد مسارات سلوكهم في الحياة العملية.

هذا وسوف يعمد البحث إلى التحليل الموضوعي للسلوك الواقعي في عملية اتخاذ القرارات عند بعض القادة الأفريقيين فيما يتعلق بتصريف شؤون دولهم، وسيختبر البحث مدى وأهمية الاعتماد على هذه المتغيرات وقدرتها في التأثير على عملية اتخاذ القرارات للحالات الدراسية المعنية.

ويحدد البحث القادة الأفريقيين موضوع الدراسة بأربعة وهم جوليس نيريري في دولة تنزانيا، جومو كينياتا في دولة كينيا، كوامي نكروما في دولة غانا، ثم عيدي أمين لدولة أوغندا.

وعليه يتكون البحث من ثلاثة أجزاء وتعقبها خاتمة ونتائج ثم قائمة المراجع العلمية للدراسة.

وسيتم في الجزء الأول من البحث دراسة نظرية يجري فيها تحليل للمتغيرات قيد النظر. أما الجزئين الثاني والثالث في البحث فيتناولا بالتركيز مهمة اختبار صحة تلك المتغيرات في تفسير وتحديد السلوك الفعلي للقادة المعنيين . وفي الخاتمة يقدم البحث خلاصة ونتائج.

ويستخلص البحث في النهاية أنه من الصعوبة بمكان الاعتماد على متغير بحد ذاته لتقديم تفسير واضح لسلوك القائد الإداري في ظروف معينة، ومن ثم فإنه من الضروري استخدام أكثر من متغير محدد لنتمكن من التوصل إلى تفسير موضوعي لتصرفات وسلوكيات القائد الإداري إزاء القضايا التي تصادفه في المنظمة الإدارية.