

BINDURA UNIVERSITY OF SCIENCE EDUCATION

DEVELOPING A NEW LEADERSHIP EFFECTIVENESS AND SUSTAINABILITY FRAMEWORK FOR STATE-OWNED ENTERPRISES: A CASE STUDY OF AIR ZIMBABWE

BY

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B224630B

A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR A MASTER OF BUSINESS LEADERSHIP DEGREE, GRADUATE SCHOOL OF BUSINESS

BINDURA, ZIMBABWE

JUNE 2024

APPROVAL FORM

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DEGREE: **MASTER OF BUSINESS LEADERSHIP**

YEAR DEGREE AWARDED: **2024**

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DECLARATION

I, John Simon Kamhara, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgments, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.



06/06/2024

STUDENT SIGNATURE **DATE**

DEDICATION

This work is dedicated to my wife and children, my son-in-law, and our grandchildren.

All praise to Jehovah.

ACKNOWLEDGEMENTS

I thank my supervisor Dr. T. Fundira of the Bindura University of Science Education Graduate School of Business. I am grateful for the support provided by my wife, Lesley S Kamhara and our children, Makatendeka F. Kamhara, Dr. Murudo L. Kamhara Mutape and Allen Mutape, and Zadziso D. R. Kamhara, who all supported me with love, encouragement, and checking on my progress. I do acknowledged the inspiration of my my mother, Constance Mushure, who continued to study and upgrade her qualifications at a mature age. I do acknowledge family, friends and workmates who readily assisted and supported me, special mention to Mr. Andries Mpofu. My colleagues in the Masters in Business Leadership class were wonderful source of encouragement and sharing of knowledge. I am grateful for you all. I extend my gratitude to the Bindura University of Science Education Director, Lecturers and all staff for their professionalism. Above all I am grateful to Jehovah who enables me.

ABSTRACT

This study sought to investigate the need for a new leadership development framework for leadership effectiveness and organizational sustainability of SOEs. A Case study of Air Zimbabwe was made and conclusions drawn can be applied to other SOEs. Reports by the AG formed a basis for seeking a solution to apparent leadership challenges highlighted. Badarai (2020), examined a transformational leadership model while he teamed up with Kotze in 2023 to look into a performance leadership model. Chamisa M.G. et al (2019) researched leadership and failure of SOEs. The more important aspect in this study is that Chamisa et al linked failure of SOEs to leadership. This study seeks to examine the link of leadership development to effectiveness of leaders to the extent that they are likely to reduce malpractices, increase effectiveness, and thus ensure sustainability of SOEs. This study was looking at going further to bring in a new concept of a mandatory leadership development framework. A mixed methodology was used to conduct the research. It was found that there is no leadership development at Air Zimbabwe, and that this had a negative effect on leaders' effectiveness and the SOE's sustainability. There is a need for a new leadership development framework which is made mandatory for SOEs. Further research is required on the methodology of making the framework mandatory.

Keywords: Leadership Development, Leadership Effectiveness, SOE Sustainability and Transformational Leadership, Air Zimbabwe

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LIST OF ACRONYMS AND ABBREVIATIONS

AG – Auditor General

CEO – Chief Executive Officer

CGU - Corporate Governance Unit

GoZ - Government of Zimbabwe

IRBM - Integrated Results Based Management

N – Total Number

N/A - Not Applicable

ND – No Date

OECD - Organisation For Economic Co-Operation And Development

PGSEP – Performance Guidelines for State Enterprises and Parastatals

RBM - Results Based Management

RBPPS – Results Based Personnel Performance System

SEP - State Enterprises and Parastatals

SERA - State Enterprises Restructuring Agency

SOE – State Owned Enterprise

CHAPTER ONE

BACKGROUND TO THE STUDY

The 2021 Auditor-General (AG) report highlights continued governance failures in State Owned Enterprises (SOEs) and Parastatals. The AG has continued to request the embracing of government regulations and incorporation of AG report recommendations into the practices of the SOEs. Despite this, there remain the same shortcomings. It would appear that attention needs to be turned to the capacity of leadership of the organisations, of which Air Zimbabwe is a typical example of an SOE. While Acts governing SOEs, for Air Zimbabwe the Companies Act, and Public Entities Corporate Governance Act outline what must and must not be done to have a positive outcome of the commercial performance of an SOE, there is no indication of mandatory requirements that the custodians who will implement the Acts are adequately developed to appreciate and implement correctly.

This study used Air Zimbabwe as a case study to find out any relationship between the poor performances and the development of the leaders of SOEs. It would appear there is a need to explore this dimension, that is, leadership development to enhance the chances of the leaders' effectiveness which will result in commercial success and sustainability of the SOE

STATEMENT OF THE RESEARCH PROBLEM

Threat to the effectiveness and sustainability of the SOE, Air Zimbabwe, due to inadequate leadership development

"… governance issues have continued to dominate my report for State Enterprises and Parastatals." M. Chiri (2021)

The AG puts the major cause as leadership failure to comply with governing rules. This failure demonstrates lack of skills which some studies have proffered possible solutions as transformational leadership, and performance model. Outside these studies, government or its appointed boards and commissions have mostly relieved SOE leaders of their duties. There is no indication of a framework to develop leaders in an effort to capacitate them for the right performance.

Badarai (2020) researched a model for transformational leadership to cover the "skills gap" reported in SOEs in Zimbabwe. Badarai, E., Kotze, M., & Nel, P. (2023) conducted a study where they proffered a "performance model" for the effectiveness of SOE leaders

This study seeks to explore the need for the creation of a framework to be incorporated as mandatory policy for organization directed development of leaders in SOEs. This is a perspective which does not seem to have been explored.

RESEARCH OBJECTIVES

1. To establish whether or not there is leadership development at Air Zimbabwe
2. To explore the existence of a relationship between leadership development and leadership effectiveness
3. To examine the relationship between leadership development and organization sustainability
4. To determine the existence of leadership development policy at Air Zimbabwe
5. To investigate the need for a framework for leadership development at Air Zimbabwe

RESEARCH QUESTIONS

1. Does Air Zimbabwe practice leadership development?
2. What is the effect of leadership development or lack of leadership development on leadership effectiveness and organization sustainability at Air Zimbabwe?
3. Does Air Zimbabwe have a leadership development policy?
4. Is there a need for a mandatory leadership development framework at Air Zimbabwe?

PROPOSITION

The lack of a mandatory leadership development framework has resulted in leadership ineffectiveness at Air Zimbabwe and threatens the sustainability of the organisation.

RESEARCH ASSUMPTIONS

1. There is inadequate knowledge about leadership in the organization
2. Leadership capacity is not sufficient to effectively lead the organization

3. There is a threat to continued existence of the organization due to inadequate leadership capacity
4. Implementation of a Leadership Development framework in the SOE will address inadequacies and eliminate the threat of total failure of the SOE.

JUSTIFICATION OF THE RESEARCH

Leadership development is normally an operational issue to be carried out routinely by organisations. The AG's reports show that corruption, shareholder interference, politics and other such issues were not interrogated in the audits, and what was evident was leadership failure as a huge cause to SOEs failures. Having other instruments enforcing governance, it is apparent that the individuals or groups of individuals entrusted to take charge of these need to be developed so that they have capacity to lead the SOEs.

Badarai (2020) proposed a transformational leadership approach while Badarai, E., Kotze, M., & Nel, P. (2023) proposed a performance model to deal with lack of leadership skills. This assumes leaders are developed sufficiently to implement these approaches. This study aims to look into the area of mandatory framework for the development of the person so that there is assurance that the leader can implement correctly, instruments available to them.

With existing propositions, SOEs have continued to flounder. That indicates there is still a gap existing which needs to be studied – Leadership Development concept.

PURPOSE OF THE STUDY

This study explored and examined the relationship between Leadership Development and effectiveness of SOEs leaders as well as the SOEs sustainability. It will establish whether or not there is a need for a mandatory Leadership Development framework similar to corporate governance frameworks which are in place with the sole purpose of assuring the capacity of the leader to lead the SOE is enhanced.

SIGNIFICANCE OF THE STUDY

Significance is importance of the study to various groups. Creswell (2018).

SOE employees and leadership:

The study highlighted the need for employees and leadership in SOEs to undergo leadership development.

The study aroused the need for employees and leadership in SOEs to self-assess for suitability and take necessary actions to build the right capacity for leadership

Leadership will be made aware of the need to develop their subordinates for leadership and to set up a framework for the program

Corporate level Leadership

The possibility of a tool to use will help policy makers to monitor leadership development processes

Regardless of the outcome of the research corporate level leadership will be made aware of the need to put more importance to leadership development to empower leaders in their organisations

The Shareholder (Government and or its line ministries)

Government will benefit by having an area which a statutory framework may be put in place to assist in the monitoring and evaluation of SOEs (and Government) leaders

Benefit to Education/ Knowledge

The research will bring to the fore discussions pertaining to mandatory leadership development frameworks

The results of the study also adds to studies already conducted such as "What Makes Leadership Development Succeed?" by Yemiscigil A., Born D., and Ling H. (2023). This study found that Academy organisations do well because they begin the development of their employees from low-level positions in the organization and do not mind losing these developed individuals to other organisations. This research can add to studies of organizational cultures in relation to leadership development.

PRELIMINARY LITERATURE REVIEW

In an article published December 2023 in the Forbes Business Council Post Chief Executive Officer of Black Briar Advisors says, "A robust leadership development program is crucial for any organization that aspires to thrive in the long term." The framework speaks to the culture of an organization. Prachi Juneja (ND) writing in Management Study Guide says leadership

development is a two-way process with the employer and employee both willing to undergo the process. From an employer perspective, Juneja says this is a trait in Academic Culture organisations. The same is said by Abbott S, Abrahams R, and Groysberg B (2023) writing for Harvard Business Review. All the thoughts are toward persuasive and incentivized methodology. Can this work in State Owned Enterprises?

The Zimbabwean government has Results Based Management (RBM) in which Leaders at every level are called to account periodically. Dandira M et al (2020) discuss the Results Based Personnel Performance System (RBPPS) which is part of RBM. The human resource component is expected to perform to expected levels. There is no clear-cut requirement for Leadership Development of the human resource. Up to 2022 State Owned Enterprises (SOE) were assessed through their own guidelines put together by the Zimbabwean Government. An Integrated Results Based Management system was put in place and has come into use in 2023 incorporating SOEs and the Civil Sector. There does not seem to be any apparent framework for Leadership Development.

Kjellstrom S, Stalne K, Tornblom O (2020) examine the complexity of understanding what leadership development is and attribute this to the equally unclear definition of leadership. However, they advocate that leadership development must be undertaken, and in a framework in which the participant is made to feel the need to develop. Willingness to develop can come about if there is a perceived reward from undertaking this development. Due to the different purposes of private companies and SOEs there is a need to tailor leadership development in a way that will address the particular organization and its employees. Kjellstrom S, Stalne K, Tornblom O (2020) highlight this need to adjust leadership development programs to organisations and individuals' needs. Mark E. Mendenhall et al (2018): "There is consensus among scholars and practitioners that a dedicated set of advanced and sophisticated policies and practices is needed to manage talent effectively across an organization …" The stress is on having "policies and practices"

Leadership theories bring out what the type of leadership is and bring awareness of the type of leadership individuals, and organisations exercise. "In response to the highlighted leadership skills gap and poor performance in the state-owned enterprises, the present study sought to address this by developing a transformational leadership and organisational performance model" Badarai E (2020). "Leadership style is the way a leader approaches managing team members. These styles

were formally developed as a result of studies on leadership theory, and each style includes distinct qualities." Birt J (2023);

Transformational and other theories of leadership depend on execution by the leader. There is a gap of policies and a framework at state level to ensure a deliberate structured development of leaders. "The workbook contains self-assessment tools and is based on the questionnaire-interview format used for profiling leaders in my books: *Thought Leaders, Design Your Career,* and *Exemplary CEOs.*" Pandit S. (2008). This tool is an answer in line to the need for leadership development but it is again voluntary and driven by personal desire. The gap is a need for a tool that can be made mandatory in SOEs. "Through a series of experiments, surveys, and analyses of data from more than a thousand participants in six different leadership development programs around the world, the authors determined that these initiatives can substantially boost personal growth and wellbeing — but only when implemented correctly." Yemiscigil A, Born D, and Ling H. (2023). What is "correct implementation"? How can correct implementation be ensured? These are issues to be looked at through this study.

There is a case for investigation, that is, a framework for leadership development in SOEs. The literature here does not go to the extent of putting up a framework to make this leadership development mandatory. This may not be required in private organisations where, as the literature shows, there are other incentives to energise leadership development. The question is whether SOEs have similar arrangements. Literature has often remarked that from Strategic plan implementation, corporate governance, financial management, and several other issues there has been failure. This failure has many facets, one of which, within a supportive environment may be Leadership capacity. Leadership capacity can be improved by leadership development programs made mandatory through a policy framework. Literature from this study will add to the body of existing literature on leadership Development.

METHODOLOGY

Philosophy/Paradigm

The approach used to conduct the research was the Pragmatic philosophy which enabled flexibility for mixed methods of research. The problem under investigation requires numbers as well as perspectives of the population sample.

Research design

A Mixed Method will be employed.

Sampling

The population was Air Zimbabwe employees at the time conducting the study. Stratified sampling method will be used since leadership development is a process that is ongoing experience beginning from Onboarding, and exercised at every level. Three level will be used, that is non-managerial employees, Managerial employees from supervisory level to senior management, and Executive management up to the Chief Executive. A sample of fifty percent of personnel at each level will be used for the study.

Data collection techniques

Primarily data was collected through observations including interviews and use of documents to find required data. Questionnaires designed to suit the different levels will also be used.

DELIMITATIONS

The Case Study was at Air Zimbabwe Headquarters at the Robert Gabriel Mugabe International Airport.

LIMITATIONS

This study was conducted during difficult conditions where budgets for development and training are likely to be trimmed. However, a successful organisation will find these difficult circumstances as a reason to develop leaders for change management. It is not always that leadership development requires financial resources, and the study will look at all possible signs of deliberate mandatory leadership development. Another limitation is that results may not reflect every Zimbabwean SOE, as well as all levels of employees. The research results will still be useful by providing a plausible position which can be used for more study or adjusted application.

ETHICS

Access to information was requested properly, and the information will be published only to extents acceptable to the participating individuals and organization. In formulating the report laws applicable will be adhered. Correct ways of acknowledging authors of material used in the study will be observed.

PROPOSED TIME TABLE

Date ►	January	February	March	April	May	June
Process ▼						
Proposal	19-Jan-24	15-Feb-24				
Stage 1		25-Feb-24	25-Mar-24			
Stage 2			26 Mar 24 - 19 Apr 24			
Stage 3				20-Apr-24	16-May-24	
Stage 4					17 May 24 - 28 May 24	
Stage 5						29 May 24 - 06 Jun 2024
Final Submission						10-Jun-24

Table 1.1 Schedule for the Research Project

BRIEF OVERVIEW OF CHAPTERS

Chapter 1: This chapter provides the background to the study and provides an overview of the research from the research question, objectives, methodology up to the findings and recommendations.

Chapter2: A background of the case study used is given in this chapter. The main discussion in the chapter is a review of literature concerning performance of Zimbabwe SOEs, leadership and leadership development. This review shows studies already conducted in relation to the research topic and shows the existing gap which justifies this research study. It also establishes the theoretical and conceptual framework for this research study.

Chapter 3: The methodology chapter brings out the pragmatic philosophy used in this research study. It highlights that the approach used is a case study. Also discussed is the population, sample and sampling approach, data collection instruments, and the plan for data collection and analysis.

Chapter 4: Data collected is presented and analysed this chapter. Analysis used SPSS. Reliability of the data collection instrument was checked using Cronbach's Alpha. In this chapter, Frequency measures were used to arrive at findings and resultant recommendations.

Chapter 5: Having established reliability of the main data collection method, and analysed the data using SPSS, conclusions were reached and presented in this chapter. These mainly showed the need for mandatory Leadership development framework. Recommendations were presented in this chapter, including suggestions for further research.

SUMMARY

This study used Air Zimbabwe as a case study to find out any relationship between the perennial reported poor performances and the development of the leaders of SOEs. It would appear there is a need to explore this dimension, that is, leadership development to enhance the chances of the leaders' effectiveness which will result in SOEs commercial success and sustainability. Results of the study will reveal more information on the area of leadership development an aid in its possible use as an instrument to enhance chances of leaders of SOEs successfully leading their organisations to commercial success and sustainability.

Observation and information from documents, interviews, and questionnaires will be used to gather data on the subject. The process will begin with getting the requisite permission from the organisation to access information and gather information through interviews and distributing questionnaires. The data gathered will be compiled analysed. The research will be and exploratory research in order because it intends to bring out an area which seems not to have been researched before.

As an area touching on individuals there is a likelihood of information obtained through questionnaires and interviews being protected or biased. This is the reason of using the different methods of collecting data in this study.

CONCLUSION

The motivation of this study is to find out the input made into the person of the leaders that is separate from provision of financial and material resources, to increase their chances for better delivery as required. It would appear the development of a leader in an SOE is left to the individual. This is what this study would want to study and bring forward a new or strengthen an already existing idea and practice.

Qualtrics XM is an American Experience organisation sharing ideas and creating tools which improve organisations. They have developed an instrument - *Qualtrics 360 Development* – to help "empower your employees to quickly identify and close their talent gaps so they can become better leaders and drive greater business impact." This covers all levels of employee with the aim of making them become "better leaders" to bring about success in business. Private business is competitive and tends to buy into such ideas. This may not be the same with SOEs. The study here will help bring to the fore such thinking for SOEs.

The idea is shown in the Zimbabwean government where it has Staff Colleges, and the

Zimbabwe Military Academy for their defence forces leadership development, Highlands Training Centre and Management Training Bureau for the civil sector. This study seeks to explore the possibility of mandating the same approach for SOEs.

The study will be conducted as a case study of a typical SOE, Air Zimbabwe, over the period February, 2024 to June, 2024 as proposed in this document.

CHAPTER 2

LITERATURE REVIEW

BACKGROUND TO THE CASE STUDY

Brief History

Air Zimbabwe Pvt. (Ltd) is a State-Owned Enterprise wholly owned by the government of Zimbabwe. The company started in 1946 as Central African Airlines owned by the then Federation of Southern Rhodesia, Northern Rhodesia, and Nyasaland, became Air Rhodesia owned by Rhodesia at the break-up of the Federation, and Air Zimbabwe at Zimbabwe's independence in 1980 (Air Zimbabwe Official Website 2023). In 1998 Air Zimbabwe Corporation was turned into a private limited state enterprise through Air Zimbabwe Corporation Repeal Act No.4 of 1998.

As a Private Limited State owned company, Air Zimbabwe temporarily ceased operations between 2010 and 2012 due to financial challenges. Court action by Air Zimbabwe employees who had been retrenched in 2009 without being paid nearly resulted in the liquidation of Air Zimbabwe in 2012. After the resuscitation of Air Zimbabwe, there was another setback when Air Zimbabwe was placed under reconstruction led by Robby Saruchera from 1st August 2018 to 1st August 2021.when an interim board of directors was put in place. A substantive board of directors was put in place on 1st August 2022 (Razemba F., 2022).

Company Structure

The inaugural chairman of the board, Dr. S. Gwarinda. Stepped down and was replaced by Dr. C. Mutasa, who was soon appointed early 2024 to head the Zimbabwe Government's Mutapa Fund Board of Directors. One inaugural board Member, Mr. Edmund Makona was appointed Air Zimbabwe substantive Chief Executive Officer in November 2023 after acting from April of the same year. Presently the Air Zimbabwe Board of Directors consists of a board chair, Mr. Never Nyemudzo, a vice chair, and six board members. Board Committees consist of Finance, Audit, and Risk.

Air Zimbabwe has a Chief Executive Officer (CEO) at the helm. Below the CEO are managers who presently report directly to the CEO. The company has advertised for Directors

who, once recruited, will form the executive management with the CEO. Most of the company's Managers are in acting capacity, an issue pointed out in the Auditor General's 2022 Report. Employees of Air Zimbabwe including management presently number two hundred and twenty four (224).

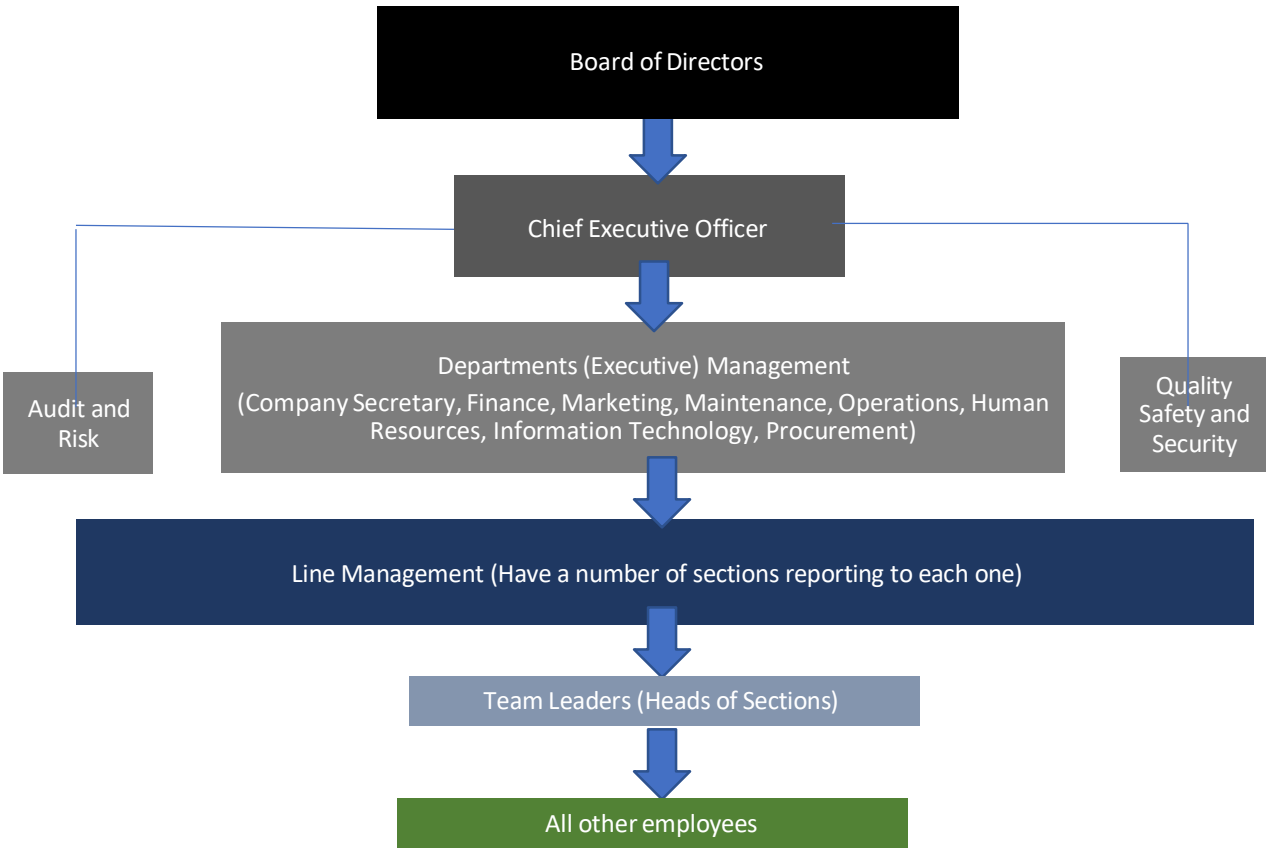


Fig 2.1 Organisational layout of Air Zimbabwe. Quality Safety and Security, and Audit and Risk report have a monitoring role. Heads of these units are at executive management level
(Adapted from Air Zimbabwe Corporate Management Systems Manual 2023)

Air Zimbabwe has not produced 2020 to 2022 financial statements. The AG reported on Air Zimbabwe's 2019 financial statement, on which the AG reserved her opinion.

REVIEW OF LITERATURE

Introduction

Three variables are being looked at in this study to discover any possible link or lack of a link between them. Effectiveness and Sustainability are the dependent variables to be examined in relation to leadership development, the independent variable.

"… governance issues have continued to dominate my report for State Enterprises and Parastatals." M. Chiri (2021)

It appears the major cause of the SOEs' shortcomings is leadership failure to comply with governing rules. This failure suggests a lack of skills which some studies have proffered possible solutions as transformational leadership, and performance model. The State has often dismissed SOE leaders in the event of failure.

"I continue to appreciate efforts made by Government in the form of statutory/structural reforms, inter alia, enactment of the Public Entities Corporate Governance Act [*Chapter 10:31*] and establishment of the Corporate Governance Unit (CGU) in the Office of the President and Cabinet, that have contributed to reduction in entities without boards. However, … In this report are instances of weak oversight over internal controls … The governance issues can be addressed if there are frequent assessment of internal control systems of these entities." Kujinga R. (2023)

Framework for good governance is in place as put in the AG's 2022 Report. The question is whether the "weak oversight" and increased failure to adhere to prescribed frameworks is deliberate, laxity, or lack of capacity, an indicator of a need for leadership development. There is no indication of a framework to develop leaders to capacitate them for the right performance. Is there is an assumption that leaders must know how to go about their work without further development? There is an apparent gap which may need to be addressed, that is a framework to empower leaders for correct performance to enhance effectiveness and sustainability of Air Zimbabwe as an example of an SOE.

Defining the SOE

A look at the Zimbabwe Auditor General's Report (2022) shows that any organization in which government has sole ownership, or controlling shareholding is an SOE. This is supported by the definition in the PGSEPs (2017) which is quite brief and follows.

"SEPs are assets owned by the state on behalf of the public."

The latest definition accepted and used by the AG is the definition by Willemyns (2016) which defines SOEs by their different categories, while the PGSEPs (2017) definition agrees with the definition by the OECD (2015). Therefore the case under study is an SOE. The different

categories of SOEs may give rise to differences in practices as far as leadership development is concerned. This leads to disparities, which, with a framework has the possibility of being corrected.

Mthombeni Admire (2023) researched challenges in SOEs' Corporate Governance. The results and areas covered by questionnaires did not include the area of leadership development. A pertinent point in the research was the alluding to enforcement of the Corporate Governance laws by various instruments which gives credence to this researcher's aim of examining the possibility of enforceable leadership development framework at Air Zimbabwe as an example of an SOE.

What Leadership Development Is

"In this same institutional context, but broadened in scope and with the passage of time, the current study explores what mentorship is available to faculty, program heads and staff, and leadership including academic chairs, deans, associate deans, and senior managers." Murdoch H. et al 2021.

The above statement sets out one side of discussions on leadership development that is in agreement with the theoretical framework theory of transformational leadership. Development can be by personal effort. In the above and the article by Birt J (2023) the focus is on collaboration between the leader and mentee. This leads to the concept being investigated, that is, an enforceable standard leadership development framework.

Prachi Juneja (ND) writing in Management Study Guide says leadership development is a two-way process with the employer and employee both willing to undergo the process. From an employer perspective, Juneja says this is a trait in Academic Culture organisations. The same is said by Abbott S, Abrahams R, and Groysberg B (2023) writing for Harvard Business Review. All the thoughts are toward persuasive and incentivized methodology. Can this work in State Owned Enterprises?

Kjellstrom S, Stalne K, Tornblom O (2020) examine the complexity of understanding what leadership development is and attribute this to the equally unclear definition of leadership. However, they advocate that leadership development must be undertaken, and in a framework in which the participant is made to feel the need to develop. Willingness to develop can come about if there is a perceived reward from undertaking this development. Due to the different purposes of

private companies and SOEs there is a need to tailor leadership development in a way that will address the particular organization and its employees. Kjellstrom S, Stalne K, Tornblom O (2020) highlight this need to adjust leadership development programs to organisations and individuals' needs. Mark E. Mendenhall et al (2018): "There is consensus among scholars and practitioners that a dedicated set of advanced and sophisticated policies and practices is needed to manage talent effectively across an organization …" The stress is on having "policies and practices". The statement here widens the avenues by which leadership development may be carried out. Notions often want to restrict leadership development to "desk" learning which is not true.

Leadership theories bring out what the type of leadership is and bring awareness of the type of leadership individuals, and organisations exercise. "In response to the highlighted leadership skills gap and poor performance in the state-owned enterprises, the present study sought to address this by developing a transformational leadership and organisational performance model" Badarai E (2020). "Leadership style is the way a leader approaches leading team members. These styles were formally developed as a result of studies on leadership theory, and each style includes distinct qualities." Birt J (2023);

"Through a series of experiments, surveys, and analyses of data from more than a thousand participants in six different leadership development programs around the world, the authors determined that these initiatives can substantially boost personal growth and wellbeing — but only when implemented correctly." Yemiscigil A, Born D, and Ling H. (2023). What is "correct implementation"? How can correct implementation be ensured? These are issues to be looked at through this study.

Theoretical Framework

a. The performance Model

In 2017 the Office of the President and Cabinet Ministry of Finance and Economic Development State Enterprises Restructuring Agency (SERA) came up with, and distributed Performance Guidelines for State Enterprises and Parastatals (PGSEPs). This is a good framework if put in the hands of capable people. That is where a gap arises. How can such a good framework be put to effective use? The change of Zimbabwean government in 2017 saw the introduction of the Intergrated Results Based Management concept for government and SOEs. To quote a portion of the Air Zimbabwe Strategic Plan Review document covering 2022 to 2025,

"Air Zimbabwe (Pvt) Ltd Strategic plan … This current Strategic Plan has been adjusted and aligned to the Integrated Results Based Management (IRBM) System requirements as being implemented by the Government of Zimbabwe (GoZ)."

It is clear that a Performance Model approach is being applied by government. Performance contracts are entered into and the leadership is evaluated against the performance contract. The question remains on how capable leadership is to implement these frameworks. There remains a gap which does not appear to be addressed – the development of leaders to assure the understanding and correct implementation of the performance model frameworks.

On another hand it may seem like talking about the obvious as a person appointed to leadership is supposed to have the qualities needed for the job. Perhaps the discussion on the conceptual framework of what leadership development is can bring out whether or not this is obvious.

Badarai, Kotze, & Neil (2023) conducted a study where they proffered a "performance model" for the effectiveness of SOE leaders. They researched the role of operational leadership performance on the results pre-independence for Zimbabwe and post-independence. The apparent differences in the performance of leadership pre-independence were due to leadership style and factors caused by the leadership style, as well as other factors such as politics. However, the role of leadership in the failures of SOEs is significant. This is a key fact in the research being pursued by this researcher in that it puts some emphasis on leadership style. Essentially this insinuates to the need to examine whether development of leaders is of such significance as to warrant a framework.

The Zimbabwe government's year 2017 Performance Guidelines for State Enterprises and Parastatals (PGSEPs) states that the government's 2016 survey found "that most SEPs did not have any effective performance management systems". On the basis of these findings the government set out to put up a framework for performance management. The result of that is these PGSEPs as well as subsequent statutes such as the Public Entities Corporate Governance Act which aim to enhance performance management monitoring and corporate governance in SOEs. This is in addition to other statutes governing the different categories such as "Private Limited", "Commissions", or "Parastatals" into which these entities fall. It is evident that the focus is on the

performance model concentrating on the systems which monitor performance, like the performance contracts used to evaluate the incumbent's performance.

It does not seem as there is any requirement for development of incumbents in leadership positions, Initial qualifications may be required, yet it is not clear that further development is mandated. Development of post holders and potential post holders, in a scenario where it is not required by a framework, becomes a consequence and can be totally ignored resulting in poor performance of individuals and the organization. The government's IRBM monitors performance through results. The gap being looked into in this research is the issue of the development of the individual occupying or with the potential to occupy a post.

Dandira M. Dr. et al (2020) researched the Zimbabwe government's Results Based Management (RBM). They showed the history of RBM to have emanated from a combination of Drucker P.'s Management by Objectives (MBO), and Program Performance Budgeting Systems (PPBS) which developed, by the 1980s to the 1990s, into RBM. The focus of this RBM was on, among other factors, performance measurement, and performance evaluation. The aim being to account to the nation's public the results of the resources input by the government. An insinuation towards leadership development is in the requirement by partners to government such as United Nations Development Fund (UNDF) and International Monetary Fund (IMF) to ensure "the decision making processes, skill and capacity of staff" and other inputs with a bearing on results were of the correct level.

In their research, Dandira et al (2020) quote Maphosa (2016), Thomas (2005), and Rassapan (2009) as putting human resource and individual performance as being critical to the success of the RBM. However, the approach is appraisals and performance agreements. There does not seem to be a focus on development of the human resource to increase their capacity to produce the correct performance. While skill and capacity are considered, the framework does not show a deliberate leadership development framework. It appears there is an assumption that once engaged as skilled the performance should be guaranteed. There is a suggestion that employees will develop themselves when they are motivated. This is near the concept being investigated in this research, except that there is no mandatory framework to ensure the leadership development aspect.

b. Transformational Leadership Model

The Transformational Leadership model is about a leader relating well with their colleagues, motivating them through clear and friendly communication, and being a model for subordinates. Birt J. (2023). There is a narrow indication toward development in the modeling part. This is more motivational and persuasive and does not constitute a framework that can become mandatory. Transformational and situational leadership models have been a common feature in modern leadership concepts and practices.

A close practice of transformational leadership is mentorship. Motivation, communication, and modeling are the broad aspects of mentorship, much the same as the transformational leadership model. Mentorship brings about individual development and is a positive approach to leadership development. This is how a study of the development of personnel at polytechnics starting from the post-ordinary level to the executive level perceives mentorship. Murdoch N. H. et al (2021). In essence, this is a transformational leadership model since mentorship involves the mentor also being a model to the mentee. Murdoch N. H. et al (2021) suggest an organizational approach to mentorship with the result of it growing into an organisational culture. This is the mirror of the new framework this researcher is looking into, except that in SOEs the motivation towards an orgnisational culture may be isolated to some and not all SOEs, thus raising the question of a need for a mandatory framework that may be enforceable.

Badarai (2020) researched a model for transformational leadership to cover the "skills gap" reported in SOEs in Zimbabwe. The approach by Badarai (2020) was towards a collaborative approach where leadership skills were to be developed in SOEs at the organisational level and produce better performance from SOE leaders and the organisations they lead. In the findings of the research Badarai (2020) found a soft approach, alternatively, persuasive influence would benefit the SOEs. The leader–follower influence was not significant but there was still a positive result suggesting that a soft approach would result in leadership development.

"Soft influence tactics, for example, rational persuasion, use reason to encourage follower commitment and persuade followers to carry out tasks." Badarai (2020).

The only challenge with the conclusions here is the enforceability, or the persuasion by the Zimbabwean government to have SOEs willingly take this up when the majority are struggling to

follow statutes. It also brings into question the enforceability of any possible leadership development framework. When looked at from the Behaviourist learning theory perspective which shows that when the mind develops it naturally implements what it has learned, and secondly that the failures to implement statutes is mainly lack of knowledge, as Badarai (2020) says, it is possible that leadership development can have a positive outcome.

The Conceptual Framework

Leadership Development

Authors suggest that there is a need to focus on a particular leadership development theory for an organization in order to ensure harmony in implementation, avoid disorder caused by varied approaches to management. Karthikeyan C. Prof Dr, (2021). It would seem that the approach that is leaned on in in the present day is Transformational leadership since its base is inspiring personnel to achieve rather than other forms like transactional leadership which tends to be impersonal and seemingly concerned with output. Transactional leadership on its own may not be suitable for sustainability if rewards are no longer viewed as satisfactory whereas Transformational leadership development motivates and so is likely to bring sustainability.

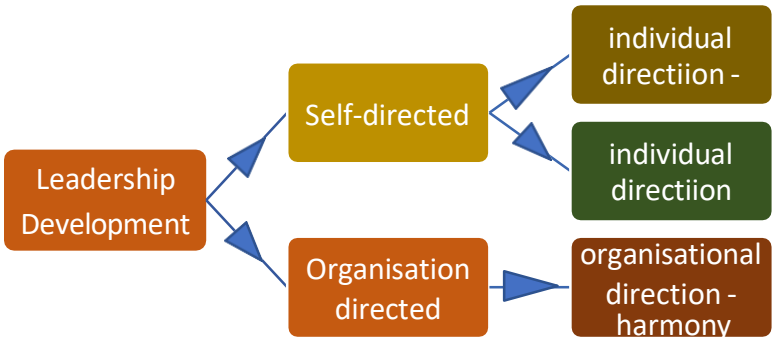


Fig 2.2 Concept by J S Kamhara (2024)

The illustration above shows the difference to be found between self-directed as compared to organization directed Leadership development, the Independent variable in this study.

Leadership effectiveness

Gilliland, K (2023) says that leadership intervention can bring about better work efficiency and satisfaction in employees. Transformational leadership is seen to give more leeway of

freedoms for everyone to contribute. This brings about leadership effectiveness. From this perspective the approach in this study is looking at Transformational Leadership development.

Varela, N. D, et al (2020) depict four aspects of transformational leadership in organizations. The University of Cambridge Institute for Sustainability Leadership also use a diagrammatic depiction which also indicate that Transformational leadership is an effective leadership style

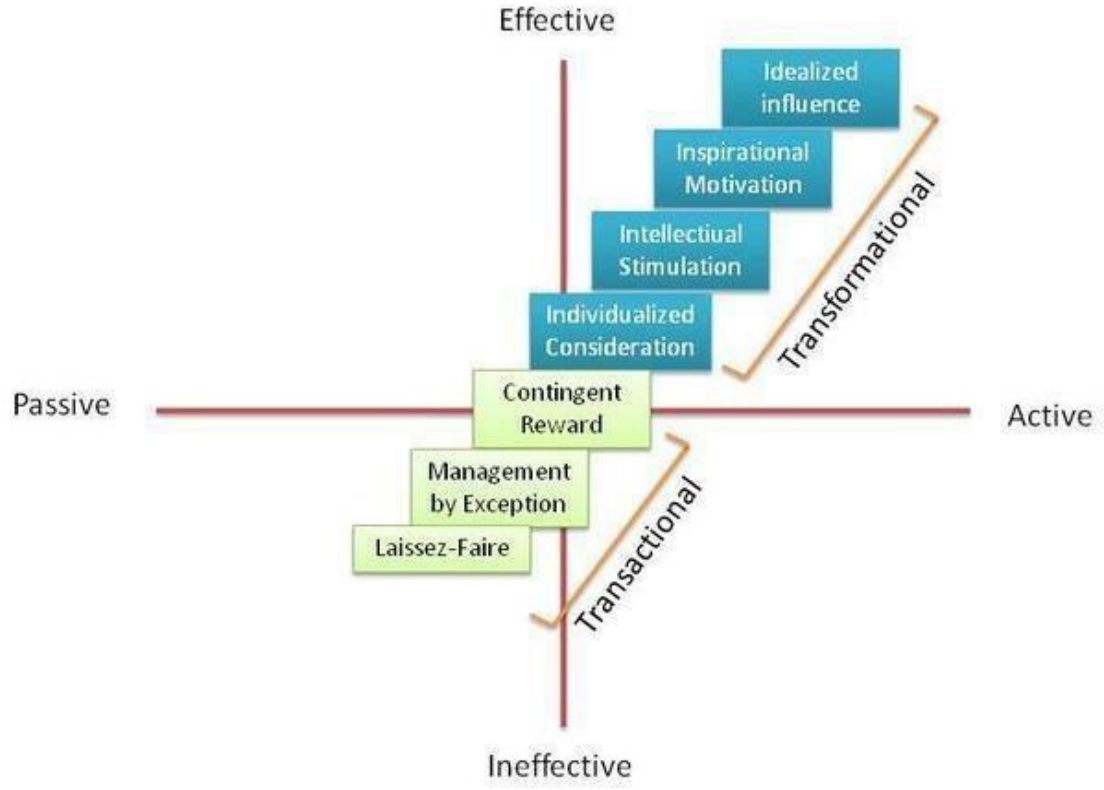


Fig 2.3 Leadership style effectiveness (Concept by Bass and Avolio, 1990)

This shows clearly the motivational and individual attention aspects which are part of Transformational leadership Development and make this form of leadership development bring effectiveness as well as sustainability. The aspect which is not evident is the enforcement. Does the organization, Air Zimbabwe get to enforce the implementation of Transformational leadership development in its organization?

Sustainability of the SOE

In order for an organization to be sustainable, that is, long term survival, there must be an organisation-owned program for leadership development. Nalley S. (2023). The framework speaks to the culture of an organization. In this case, the organization is the broad SOE viewed through

Air Zimbabwe as the case under study. This is the precursor to the different methods to be used to develop leadership, of which mentorship has already been pointed out as parallel to transformational leadership.

A study by Stanford Research Center, the Carnegie Foundation, and Harvard University shows that success of jobs, both for individuals and organisations is 85% due to soft skills training (development) and 15% technical skills training. This emphasises the need for leadership development for sustainability. It indicates that studies already conducted suggest that leadership development is needed for organizational success and sustainability. Carmichael P, Jr. (2023).

Leadership development is only one of the issues which influence sustainability of the Air Zimbabwe, yet it is crucial in handling all other aspects, as the literature alluded to above indicates. This indicates that the concept of leadership development for sustainability is worth researching.

CONCLUSION

There is a case for investigation, that is, a framework for leadership development in SOEs, using Air Zimbabwe as a Case Study. The literature here does not go to the extent of putting up a framework to enforce this leadership development. This may not be required in private organisations where, as the literature shows, there are other incentives to energise leadership development. The question is whether Air Zimbabwe has similar arrangements. Literature has often remarked that from Strategic plan implementation, corporate governance, financial management, and several other issues there has been a failure in Air Zimbabwe and other SOEs. This failure has many facets, one of which, within a supportive environment may be Leadership capacity. Leadership capacity can be improved by leadership development programs made mandatory through a policy framework. This Leadership Development will be most successful if one theoretical approach is taken so that there is no conflict between different styles. Literature from this study will add to the body of existing literature on leadership Development.

Qualtrics XM is an American Experience organisation sharing ideas and creating tools that improve organisations. They have developed an instrument - *Qualtrics 360 Development* – to help "empower your employees to quickly identify and close their talent gaps so they can become better leaders and drive greater business impact." This covers all levels of employees with the aim of making them become "better leaders" to bring about success in business. Private business is competitive and tends to buy into such ideas. This may not be the same with the SOE, Air Zimbabwe. The study here will help bring to the fore such thinking for Air Zimbabwe.

Existing literature seems to leave the gap of a "No Choice" leadership development framework to enhance leaders and employees for better performance of individuals in Air Zimbabwe and sustainability of Air Zimbabwe. This forms the basis for this research to ascertain the link, or lack thereof between leadership development, the independent variable, and the two dependent variables – Leadership effectiveness and sustainability.

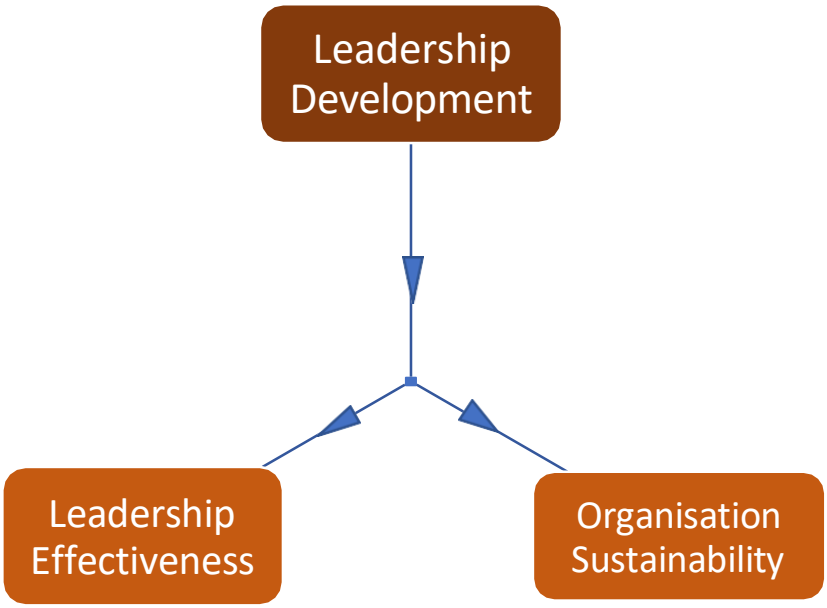


Fig 2.4 The Conceptual Framework

Concept by J. S. Kamhara (2024)

CHAPTER 3

RESEARCH METHODOLOGY

3,1 Introduction

Overview

This research was undertaken to explore the possibility of putting up a framework for mandatory leadership development in SOEs to assure leadership effectiveness and business sustainability. The study explores the link between leadership development and long term success of SOEs. There are similarities in the processes of leadership development state owned enterprises (Kjellstrom S et al 2020). Therefore, the approach to this research used a case study (Creswell 2018, Saunders M K 2019) of a typical SOE, Air Zimbabwe, to establish whether or not a mandatory framework is required for SOES. The questions raised which the study attends to are:

- Does Air Zimbabwe practice leadership development?
- What is the effect of leadership development or lack of leadership development on leadership effectiveness and organization sustainability at Air Zimbabwe?
- Does Air Zimbabwe have a leadership development policy?
- Is there a need for a mandatory leadership development framework at Air Zimbabwe?

These questions are meant to address the purpose of the research. In this chapter the researcher is discusses the research process from the philosophy and design adopted through to the analysis of data collected.

3.2. Philosophy

This research is about exploring an idea with the view of proffering a possible solution or generating conversation around leadership development as a tool to leadership effectiveness and business sustainability in SOEs which may gravitate in a solution to assure that leaders are assisted to achieve desired organizational goals. For that reason a pragmatic approach was chosen which is useful for a mixed method approach to the research (Biggs R.et all 2022, Creswell J.W., Creswell J.D. 2018).

3,3 Research Design

There are three variables in the research which are leadership development in SOEs, the independent variable, and the dependent variables which are leadership effectiveness, and business sustainability. The independent variable and the questions on existence of leadership development need a quantitative approach whereas the dependent variables, which can be viewed through different perspectives, are best addressed through a qualitative approach. The result of this is a

mixed approach research design (SAGE Publications Inc. Chapter 1 ND), which is what has been applied in this research. This entailed the use of existing records, interview of personnel responsible for training and development, and application of a questionnaire at all levels

3.4 Why Use the Case Method

The use of the case method has faced criticism on whether the result of one case can be applied to other cases considering that today's world is quite volatile and mobile (Heskett J. 2022). While there are disadvantages this researcher considered factors of ethics and access which could make it difficult to collect data in some SOEs (Greener S. Dr., Martelli J. Dr 2018; Biggs R. et al 2022). This would have resulted in a lot of time consumed with the possibility of coming out without a result.

Reports by the Zimbabwe government AG up to 2022 have indicated a general common failure in the majority of SOEs where one hundred and seventy issues of governance were reported in 2022 rising from eighty-one in 2021, and only forty-five percent of issues raised against SOEs, prior to year 2022, have been addressed (AG Report 2022). There was a general trend of majority negative reports which tends to strengthen the validity of a case study approach to the research topic. The result of this Case study can be applied to SOEs in general reliably.

3.5 Sampling

Probability sampling was administered. The stratified sampling was used. Development begins at lower levels of organisations all the way up to Executive levels (Lee Y. et al 2022). Two major strata, Managerial and non-managerial level were used. This method assured that data at every level is collected and analysed to give a correct picture of the organisation's development program. The sample was restricted to the Air Zimbabwe headquarters for simpler administration process of the sampling. It is also because the headquarters employee spread is representative of its four outstations which number between twenty and twenty-five in total. This choice of sampling method was also informed by the knowledge that random sampling reduces bias, or selective identification of participants which may bring about biased data (Saunders 2019).

In order to reduce the level of error the sample size was put at thirty at levels below the organisation's line management, and all line and executive management (Saunders M.N.K et al 2019). This is in line with recommendations of statisticians of a sample size which will reduce the margin of error.

3.6 Data Collection

Records of training and development within the organization were used as one basis for data. Leadership development activities conducted such as relational development, mentoring. Seminars and exchange programs with other organisations were also considered (Lee Y. et al. 2022). Verification of any other developmental activities was checked through unstructured interviewing of the responsible Human Resources person. A closed-ended type of questionnaire with section A asking on personal information and section B using the Likert scale was administered to a sample of the employees targeting to thirty. The Likert scale used ranges from "strongly agree" to "strongly disagree", and "negative" to "positive" as appropriate on the question. The questionnaire was pre-tested and changed several times with three individuals until it was in its current format.

As this is a mixed method approach these instruments enabled extracting data on physical issues such as whether or not (the questionnaire), and how much (observation and the interview) development activities were carried out. This entailed observation of activities and deducing what that might mean with respect to the variables being studied (Bouchrika I., PHD 2024). At the same time self-assessment questions on effects of development or lack thereof, on their abilities as leaders addressed the social side of the study – a pragmatic philosophy (SAGE Publications Inc.).

The questionnaire structure was in two parts with the first part seeking to establish the status of employees in terms of level and department at which the participant is stationed. The questionnaire also sought the views of the participant on the effectiveness of leaders and performance of the organization as a whole. This helped in linking leadership development to leadership effectiveness and sustainability.

3.7 Ethical Issues

In gathering the data the researcher will be careful to seek consent from the organization and agreement with those approached to respond to questionnaires. The same thing will be observed in the interview of the person responsible for development in the organization, the Human Resources Manager. (Saunders M. et al 2019). Observations used in this study are those either in the public domain, or those which are not likely to result in harm to the organization or individuals. Any data collection process or methods which may not be lawful will not be used (Creswell J.W, Creswell J.D. 2018).

3.8 Data Analysis Plan

Data gathered was categorised (coding) according to whether it is qualitative (descriptive) or quantitative. A second category is the level of development activity, that is, to put data which depicts technical level of activities on its own and data concerning development activities on its own. This enables assessment of the real development as compared to training activities which enhance technical capacity rather than leadership capacity (Greener S. Dr., Martelli J. Dr. 2018). An example is where training on maintenance of an aircraft is conducted, as compared to a seminar on fuel management and how it affects revenue. Other helpful categories used were job status, age, and gender. These give indicators for the primary research, and may also be useful for other conclusions.

Discourse analysis of the interview and observations will be applied on descriptive data gathered (Saunders M.N.K et al 2019). This way any trend in the discourse encountered during data gathering will be detected and grouped to deduce a meaning out of the data in relation to the research.

A suitable data analysis tool, SPSS was fed with the data and analysed by the software using automatic linear regression and descriptive statistics. Since the researcher is looking at what kind of direct relationship exists between the independent and dependent variable these methods of analysing. The results provide a guide on the conclusion drawn.

3.9 Validity and Reliability

In qualitative research the validity is inbuilt in the research proposal and processes, while reliability is determined by how much the data sources and processes used are viewed as reliable and repeatable. This researcher built into the research stages instruments to ensure validity and reliability, such as the sample size and methods of gathering data like closed-ended questionnaire. Quantitative criteria can be tested using statistical instruments on applications as SPSS, An example which this researcher has used in this report is Cronbach's Alpha.

Greener S. Dr., Martelli J. Dr. (2018) say that reliability is strengthened with an in depth literature review, which this researcher has endeavoured to achieve I chapter 2 of this report.

3.10 Conclusion

Methodology has provided a link between the idea being researched here and results that were obtained and which became the basis of the conclusion to the research. The instruments

employed in the research process such as the questionnaire and the interviews have been crafted in a way that they assure reliability and validity of results.

CHAPTER 4

FINDINGS, DICUSSION AND ANALYSIS

4.1 Introduction

The purpose of this case study is to explore the need to create a new framework in the form of a mandatory policy of directed leadership development in SOEs. This is a perspective which does not seem to have been explored. The researcher's objectives are to find out the nature of the relationship between leadership development and effectiveness of leaders and sustainability of the case, Air Zimbabwe, to find out whether there is a policy on leadership development which the organization follows. From the findings of this research study a conclusion can be drawn on the implication on all SOEs. The findings here relate to Air Zimbabwe.

This report presents tables and charts to show the results of the survey and interpret the meaning of the patterns displayed. This is the quantitative approach of the mixed methods applied in this research which used measurers of central tendency (mean, mode and median) with standard deviation showing validity of the instrument used. Qualitative approach will be a discussion of observations and an interview conducted with the Human Resources Manager.

4.2 Returned Questionnaires

Thirty two questionnaires were returned which satisfied the sample size target of thirty. There were challenges in distributing questionnaires to personnel working in areas observing abnormal working hours. The effect of this phenomena is negligible. The questionnaire had 24 items, seven of which formed section A which was on personal information, and the remainder of the items. Cronbach's alpha was used.to check reliability (internal consistency) of the questionnaire (Cresswell J M, Creswell J D 2018; Saunders MKN et al 2019).

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items tested in the Questionnaire
.748	.701	22

Table 4.2. Consistency Test of the Questionnaire used

The indication from the test is that the questionnaire is reliable as alpha was above 0.70. Two items were left out of the test and reasons will be given in the following stage.

4.3 Personal Information

4.3.1 Level of Occupation

The questionnaires were distributed with consideration of two main groups of managerial and Non-managerial employees to reduce bias which may occur due to attitudes and protectionism. The following table shows the distribution.

Level of occupation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non Managerial	25	78.1	78.1	78.1
	Managerial	7	21.9	21.9	100.0
	Total	32	100.0	100.0	

Table 4.3. Level of Occupation of Participants

The distribution here is normal for an organization considering that managerial employees are appointed to oversee a significant number of employees. This section and the section on Field of Occupation were included in the questionnaire to ensure responses come from all strata and fields and so reduce bias. Biggs R. et al (2022) says that bias can be reduced by the sample size, randomization of locations for sampling and avoiding deliberate inclusion or exclusion of specific groups. These two biodata stages help to ensure data was collected without this bias. Should these aspects be interrogated against leadership development, effectiveness and sustainability? This researcher is of the view that since the objective of this research is about effects of organization directed leadership development these aspects need not be interrogated in that respect.

It is a clear that the Engineering field of occupation had the highest percentage. This is due to the fact that Engineering is the largest single unit in Air Zimbabwe. It is also important to note that this field of occupation there are subfields such as clerical, requisitioning and supply of spares, training, work planning and records and a number others which more soft-skill than hard skill engineering. Thus there was no deliberate inclusion or exclusion of personnel.

Field of occupation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	engineering	23	71.9	71.9	71.9
	HR	3	9.4	9.4	81.3
	Commerce	2	6.3	6.3	87.5
	Finance	3	9.4	9.4	96.9
	other	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Table 4.4 Field of Occupation of Participants

Leadership development is done at all levels because potential is found at every level, and includes diverse demographics and ways of thinking (Stephen Nalley. 2023). This factor runs right across all items of biodata which were included in the questionnaire.

4.3.2 Gender and Years of Service in Organisation

Gender, and years of service in the organization were put into the questionnaire to make participants comfortable to answer the succeeding question which was the question significant for the research. The researcher reasoned that skipping these could bring suspicion and bring bias to succeeding items that is Age, and Years in Present Position. These two items are not going to be interrogated further as their indications do not have a significant bearing on the research at this point. The two items were left out in the reliability test for this reason.

4.3.3 Age

The numbers of employees in the different age groups is distributed relatively evenly. The highest percentage is found in the above 55 age group. Organisational sustainability may be affected when age group skews towards the higher age group end. From the frequency curve this danger is not apparent as at the lower end there is also a significant deviation from the mean.

ROI is a major consideration in any organization. Organisation Executives consider the impact on the business, mostly reflected in financial ROI, as the measure of success of Leadership Development (Phillips P. P., Ph.D., Phillips J. J., Ph.D. 2023), and therefore their investment into Leadership development programs. It is obvious that an organisation is not likely to spend much on development or training personnel in the age group approaching retirement.

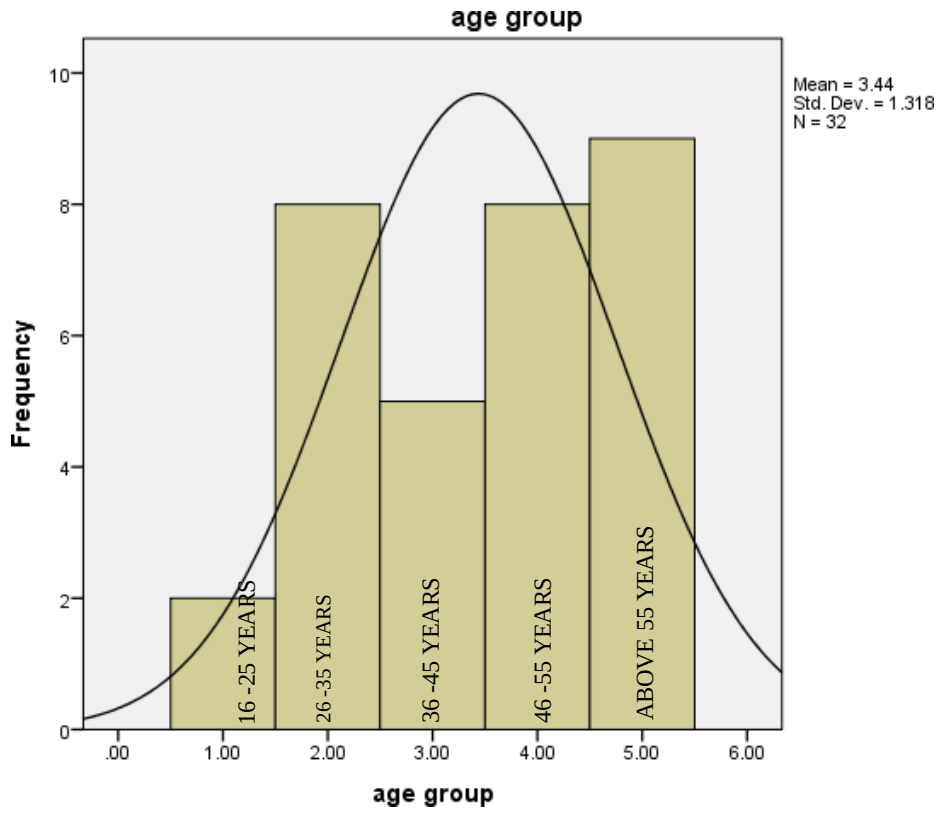


Figure 4.5. Age Distribution of Participants

From the distribution shown in the figure there is a significant number in the age groups which organisations are likely to invest in developing with the hope of getting a ROI for a reasonable time afterwards. This speaks to sustainability of the orgamisation. The age distribution in this research is not likely to make the organization reluctant to develop their personnel, and expect effectiveness and long term benefit – sustainability.

4.3.4 Qualifications

Qualification statistics are an indicator of the level of knowledge of employees and their capacity for leadership development at all levels. The indication from the statistics of educational and professional qualifications at Air Zimbabwe is that all personnel are educated enough to undergo leadership development and become effective to sustain the organization. Tables below show the statistics.

	Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Educational	Valid	O level	4	12.5	12.5	12.5
		A level	16	50.0	50.0	62.5
		Degree	11	34.4	34.4	96.9
		N/A	1	3.1	3.1	100.0
		Total	32	100.0	100.0	
Professional Qualification	Valid	.00	1	3.1	3.1	3.1
		N/A	1	3.1	3.1	6.3
		Cert	4	12.5	12.5	18.8
		Diploma	13	40.6	40.6	59.4
		Higher National Diploma	4	12.5	12.5	71.9
		Degree	9	28.1	28.1	100.0
		Total	32	100.0	100.0	

Table 4.5. Qualifications of Participants

4.3.5 Years in Current Position

As already mentioned at the beginning of this section The data can be linked to leadership development in that a person in any position must have been developed before occupying or once they occupy the position. Effective Leadership for Sustainability is about teams. Every person involved in the vision being pursued has to be developed as a leader to appreciate what is at hand and so be effective and bring sustainability to the organisation/ team (Institute for Sustainability Leadership ND). Therefore the qualification in the tables above show that the employees can be developed for personal effectiveness and sustainability of the organisation. The relationship between this item and leadership development is the capacity to learn, understand and implement.

4.4 Leadership Development, Effectiveness and Sustainability

Three sections are provided for by the questionnaire to seek an answer to the research proposition that a new mandatory framework for leadership development is needed to assure the organisation (in this case Air Zimbabwe) of effective leadership and its sustainability. These are

- The existence of Leadership development (framework)
- Leadership effectiveness as a result of leadership development (framework)
- Organisation Sustainability as a result of Leadership Development (framework)

Data gathered through the questionnaire was used to determine the results with questions one to eight seeking to find out if leadership development exists at Air Zimbabwe. The relationship of leadership development to effectiveness is found by analysing responses to question nine, while organisational stability is checked through questions ten and eleven. Responses to questions twelve and thirteen are opinions on whether a new mandatory framework for leadership development is needed and support responses given on effectiveness and sustainability. Responses to questions fourteen to sixteen are about respondents' personal understanding of the issues under question and validate the responses already given.

4.5 Mandatory Training

Technical training are mandatory by virtue of the need for a competent person on the one to one, or point to point activities which are the actual drivers of organisational success and is often the entry point to any occupation. The same goes for Regulatory training which is for compliance with industry, national or international requirements. Examples in Air Zimbabwe are Certificate or Diploma level requirements for specialised functions in every department, and training required by the CAAZ to issue Licences for personnel to execute their functions. The results of the data gathered indicate that such training has been conducted adequately. The link with the study being conducted is that whenever personnel training, and so possibly, development, is mandatory it will be conducted, thus giving grounds for the need for a new framework of directed leadership development in the organisation, such as transformational leadership which seems suitable for Air Zimbabwe. The finding is demonstrated in the tables and graphs which follow.

On a scale of one to seven with four as the middle or neutral position all measures of central tendency are above four towards the agree side. This shows that mandatory training is sufficiently provided and the same principle of Mandatory could be applied to leadership development to ensure that development is conducted.

		I have received adequate Technical training in last 5 years	received regulatory training in last 5 years
N	Valid	32	32
	Missing	0	0
Mean		4.3750	4.7813
Median		5.0000	5.0000
Mode		6.00	5.00
Skewness		-.523	-.858
Standard Error of Skewness		.414	.414

Table 4.6: Effect of "Mandatory" in Executing Required Training – Central Tendencies

The table of frequencies and percentages below show that on the positive – PA to SA - there are 18/32 responses and a cumulative 56.3% on one question and for the same items 21/32, and 65.3%. Theis confirms the mandatory training is conducted.

		I have received adequate Technical training in last 5 years		**I have received adequate regulatory training in last 5 years**	
		Frequency	Percent	Frequency	Percent
Valid	SD	4	12.5	1	3.1
	D	2	6.3	2	6.3
	PD	4	12.5	2	6.3
	NEU	4	12.5	6	18.8
	PA	7	21.9	10	31.3
	A	8	25.0	9	28.1
	SA	3	9.4	2	6.3
	Total	32	100.0	32	100.0

Table 4.7: Effect of "Mandatory" in Executing Required Training

4.6 Does Air Zimbabwe Have Leadership Development?

		SD	D	PD	NEU	PA	A	SA	Total
I have received Leadership development training	Frequency	6	4	8	10	2	1	1	32
	Percent %	18.8	12.5	25.0	31.3	6.3	3.1.	3.1	100
	Cumulative %	18.8	31.3	56.3	87.5	93.8	96.9	100	
The organization has sent me on exposure attachment to another organization / department	Frequency	17	5	5	0	5	0	0	32
	Percent %	53.1	15.6	15.6	0	15.6	0	0	100
	Cumulative %	53.1	68.8	84.4	84.8	100			
The organization has a clear policy on leadership development	Frequency	8	8	5	7	3	1	0	32
	Percent %	25	25	15.6	21.9	9.4	3.1	0	100
	Cumulative %	25	50	65.6	87.5	96.9	100		
All employees are aware of the organisation's leadership development policy	Frequency	7	7	5	7	2	2	2	32
	Percent %	21.9	21.9	15.6	21.9	6.3	6.3	6.3	100
	Cumulative %	21.9	43.8	59.4	81.3	87.5	93.8	100	
I have been adequately equipped for my current position	Frequency	3	2	5	11	8	3	0	32
	Percent %	9.4	6.3	15.6	34.4	25	9.4	0	100
	Cumulative %	9.4	15.6	31.3	65.6	90.6	100		
The organization has adequately developed me for a higher position	Frequency	7	4	9	4	6	1	1	32
	Percent %	21.9	12.5	28.1	12.5	18.8	3.1	3.1	100
	Cumulative %	21.9	34.4	62.5	75	93.8	96.9	100	

Table 4.8: Is There Leadership Development at Air Zimbabwe?

Table 8 shows that all variables analysed, except for the one on attachment, reach a figure above 50% at PD. The indication is that there is no leadership training in the organisation. The odd variable of attachment rises significantly at neutral to beyond 65%**.** Badarai, E., Kotze, M., & Nel, P. (2023) and Badarai (2020) use a performance model and a transformational Leadership model respectively to suggest a way of bringing out the leadership effectiveness. However, Chamisa M. G. et al (2019) sees the SOE leaders as developed but jus lacking controls and being greedy. The researcher here sees a possibility of developing the leaders to carry out their activities with a

conscious corporate government approach. Taking advantage of weak systems means there is a need for leadership development. In that area.

The four components of Transformational leadership make it a suitable tool for leadership development. Transformational leadership aims to influence (developmental), motivate through inspiration, stimulate the intellect, and make considerations on the individual (Khan et al. 2020) – This is leadership development. The component that is needed is how to ensure implementation of the leadership development. Khan et. al. (2020) speak about the influence and not enforcement. This is the new researcher this researcher examined in this study. How does the shareholder, government, ensure its SOEs leadership undergo leadership development?

4.7 The Relationship between Leadership Development and Leadership Effectiveness?

To examine this relationship the researcher used linear regression (automatic on SPSS). There was one target variable against six predictors. The target scale on the Questionnaire ranged from "very negative" to "very positive" with values one through seven.

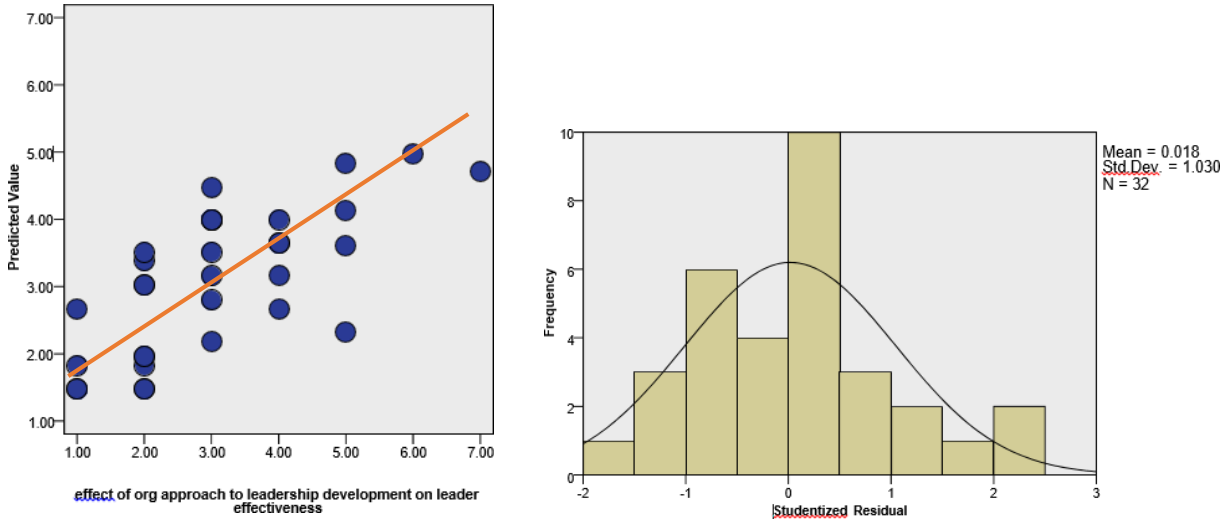


Figure 4.6: effect of org approach to leadership development on leader effectiveness

The scattergram shows a pattern of a linear relations between the predictors and the target variable.. The skew in the histogram is towards the negative as shown by the normal distribution and bars of the histogram. The effect of the organisation's position, that is lack of leadership training, is that it reduces, or curtails leadership effectiveness. In the qualitative tools used the result was the same.

4.8 The Relationship of Leadership Development and Sustainability

Sustainability is seen and predicted in the performance of an organisation. A poorly performing organisation is going to be unsustainable. Leadership affects performance as leaders are able to bring about solutions to ensure sustainability of the organisation. The relationship between leadership development and its effect on organisational performance was examined. Two Targets were used against six predictors.

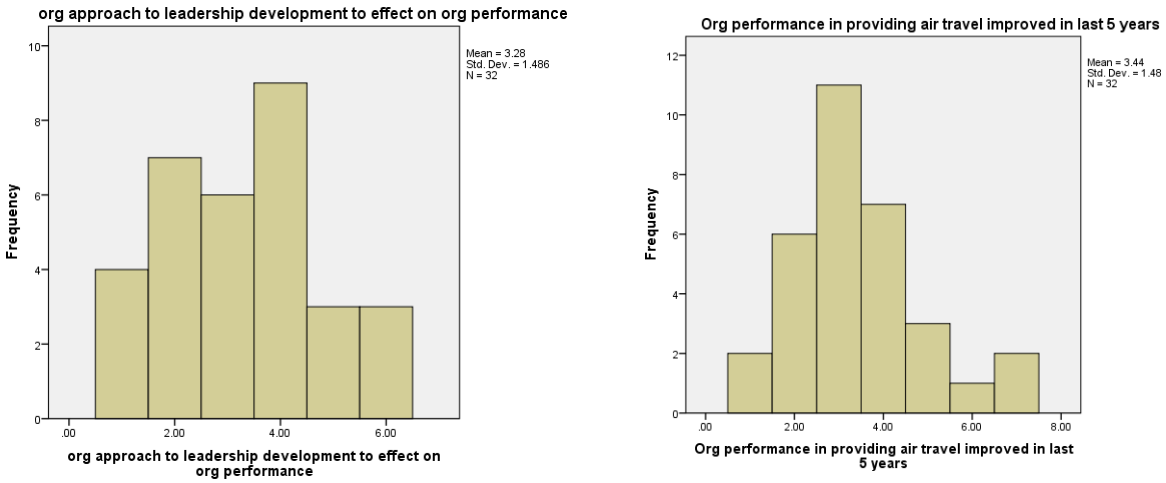
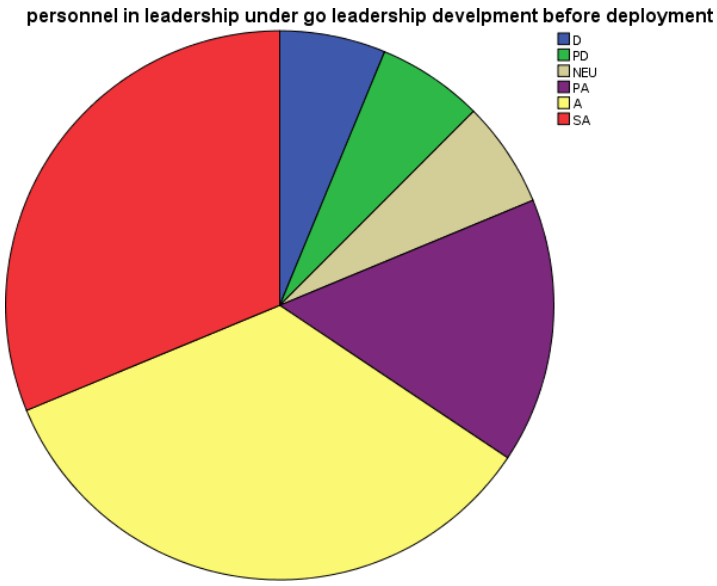


Figure 4.7: effect of org approach to leadership development on organisation performance

How lack of leadership development has affected performance and the core function of the organisation is seen in the histograms with the skew below the neutral mark of four. This is interpreted as reduced performance which negatively affects organisational sustainability with the possibility of complete closure of an enterprise. Observations made will be discussed later and will give more insight to the issue of sustainability.

4.9 Mandatory Leadership Development

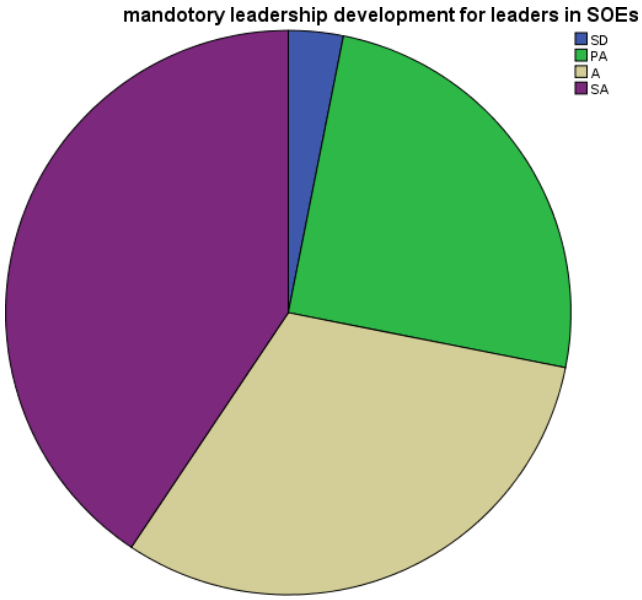
Two items in the Questionnnaire directly sought responses on whether policy framework for mandatory leadership training should be in place at organisational level, and at national level (by government). Responses are summarised in the pie charts which follow.



The red, Cream, and purple in the pie chart represent SA to PA which all indicate that the overall perspective is that at organization level personnel appointed to leadership positions **must** undergo leadership development. In essence this is speaking to the a framework for mandatory leadership development for those appointed to leadership, before or after appointment

Figure 4.8. Mandatory leadership development at organization level

Results for the government requirement for mandatory leadership development is shown in the following pie chart.



The case for government to put in place a mandatory requirement for leadership development for all appointees to leadership positions the responses overwhelmingly agreed. The blue on the pie chart is the negative, and the remainder is agreement. Again this is speaking to the a framework for mandatory leadership development for those appointed to leadership, before or after appointment

Figure 4.9. Mandatory leadership development at organization level

This issue here is the new framework which differs from what leadership development authors have put forward. This may be compared to the Corporate governance framework put in

place by the government to make mandatory practices that are normally obvious for anyone taking a position of responsibility. Authors such as Badarai (2020) advocate for a framework which is voluntary and reasonably expected of organisations. In private organisations this works well as there are other incentives in place to encourage application of the framework. In SOEs the incentives are not in place and the sense of ownership lacks, which means there is a need for a mandatory framework to be in place.

4.10 Qualitative Approach

In Order to confirm the position of lack of leadership development obtained from the questionnaire, and possible causes for this state of affairs the researcher interviewed the Human Resources Manager who is the person responsible for personnel development (Air Zimbabwe Strategic Plan 2023– 2025 Review). This interview was conducted with the idea to seek clarity from the Human Resources Manager's perspective. An ideal approach would have been to seek interviews with other senior personnel in the department. This was not possible due to structural and personnel change that took place in the months of April to Date/. A table to show the Interview and responses is appended here.

Ethical issues of permission to record the interview on an electronic device were observed. The Human Resources Manager opted not to be recorded on a device so the responses were captured on paper. The summary of the interview is that there is agreement in the Human Resources Manager's responses with the findings through the questionnaire. He expressed that there was no support for leadership development as it seemed to compete for resources with mandatory training. In his thinking leadership development should be implemented at all levels for succession planning and for those promoted leadership training tailored to the organisation needs should be implemented. The Human Resources manager felt that personnel who are promoted should undergo induction related to their new position instead of having to find their own way around. All responses by the Human Resources Manager confirmed findings of the survey.

Interview With Human Resources Manager		
	Question Summary	**Response**
1	Length of Service in HR	14 Years
2	Capacities in which served	Pay and Administration (12 Years) Human Resources Manager (2Years)
3	Responsibility for Training and Development budget ?	Human Resources
4	HR Recommends or ensures training and development?	Design, provide Facilitates Training and Development. Present state is that Development is not taking place though requested.
5	Has Organisation done enough in past five years on leadership development?	No. Commitment to finance leadership development is low.
6	Thoughts on Current organisation Leadership Development approach on leaders' effectiveness and organisation performance?	Has negative effects on effectiveness and organisation performance
7	Leadership Development before appointment to Leadership positions?	Yes. The development must be directed and tailored to organisational needs.
8	Should Personnel in non-leadership positions undergo leadership development	Yes. Important for succession because the organisation must continue operating
9	Agree with Government putting in a framework for mandatory leadership development in SOEs?	Yes. Particularly Induction of personnel in line with positions assumed when a person is promoted

Table 4.9: Is There Leadership Development at Air Zimbabwe?

Texts Analysis and Observations for Five years

4.11 AG Reports

the AG reports going back five years show that Air Zimbabwe is more than two years behind in submission of financial statements and has also not passed on corporate governance issues. These issues are routine Leadership issues and failure in these areas point more towards a

need for leadership development to improve performance and enhance chances of sustainability of Air Zimbabwe.

4.12 Organisation Training and Development Records

Indications in the organisation's training records show that mandatory training has been conducted, but there is no record of leadership development in the last five years. A leadership development topic, Decision Making, has been conducted fro Engineering and Operations personnel as an extract from the mandatory Human Factors, and Crew Resources Management training.

4.13 Decisions on Equipment Acquisition.

Two contrasting events about one aircraft acquired by Air Zimbabwe show effectiveness of leadership and are in indicator to organisational sustainability. In these articles there is the same announcement of acquisition of the same equipment one year apart. It is apparent that government had made all necessary provisions such as payments but the organisation could not bring the equipment home for a period stretching one year. (Masamvu A. 25 January 2024, Ndoro N. 10 Mar 2023). In March 2023 the Minister of Transport and Infrastructure Development was announcing delivery of the acquired plane at the end of March, and indicated that government had taken care of its side of the business. It took almost another year for Air Zimbabwe Leadership to get the equipment acquired. This can be put down to effectiveness of leadership. A direct effect on the organisation is its sustainability due to this way of doing business. Mandatory Leadership development can be of assistance to get leadership to know what and how to do business in a way that will sustain the organisation.

4.14 Service Provision

The major mandate of Air Zimbabwe is to provide air travl network in SADC and be a gateway to link SADC to the World (Air Zimbabwe Strategic Plan 2023 – 2025 Review, www.airzimbabwe.aero). This has not been achieved in the time frames which were set for their achievement. Leadership effectiveness comes into question. This also clearly will impact organisation sustainability.

4.15 Manpower Issues

From evidence of the biodata in the questionnaire there is no clear evidence of aging workforce. Resent recruitment of trainees by the organisation indicates that there is a positive move to ensure succession and sustainability of the organisation.

For ethical issues the researcher cannot posit anything that is not in the public domain or that they have not received permission to use.

Summary

In this section the data was analysed and discourse conducted on qualitative material gathered. The main issues being interrogated of relationships between Leadership Development and Leaders' effectiveness as well as organisation sustainability were found to have a significant linear relationship. Thus leadership development for leaders' effectiveness and organisation sustainability is needed. Transformational Leadership was found to have concepts which make it the most suitable approach. The research also found that mandatory training receives support in terms of resources , thus strengthening the position that a new mandatory framework for leadership development is needed, especially where personnel are promoted, there must be a mandatory program for development.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Leaders are the ones who evaluate encounters of their organisations with the internal and external environment and must create ways to navigate and ensure organisational sustainability. To accomplish this the leaders must be developed. This study found that at Air Zimbabwe there is a need for a mandatory leadership development framework and this is representation of what the majority of SOEs require going by the AG reports which have shown an increase in non-compliance despite having instruments such as Corporate Governance Act to guide them.

Regression analysis, and graphs, charts and tables which provided from the SPSS program showed these findings. This was followed by qualitative approach where the discussion confirmed the findings from the Questionnaire

5.2 Conclusions

The starting point is that the Instrument used, the questionnaire was proved reliable by scoring above 0.7 thus conclusions drawn from findings of the instrument can be deemed reliable. The research design and methodology such as checking results of the survey with an interview and observations assured that results are valid. This was verified by the SPSS software used to analyse the data. The study is therefore reliable and results valid.

Demographics indicated that there are sufficiently capable personnel across the organisation who can undergo leadership development. The average age fell between 36 and 45. This is a good indicator for sustainability of the organisation showing a balance between youth and experience with capacity to be developed.

Mandatory training is supported with resources and the organisation ensures it is conducted. The measures of central tendency showed that those who received mandatory training were slightly to above the neutral point of four on the scale of one to seven. The reason it is close to the neutral is because there are some areas where there is no mandatory training. Leadership development, on the other hand has not been conducted for over 55% of respondents. The Human Resources Manager corroborated this saying resources are not provided. This brings in the conclusion that there is a need to make leadership development mandatory.

Relationship of leadership development and leadership effectiveness, as well as organisational performance (sustainability) is that both are dependent on leadership development

such that there is a need to put in place a framework for directed leadership development. It also leads to the need for this framework to make leadership development mandatory. Pie charts in figure 7 and 8 show that creating a mandatory leadership training framework is necessary.

The interview with the Human Resources Manager and observations made corroborate responses given to the questionnaire with the conclusion that a framework for mandatory leadership development to assure leadership effectiveness and organisation sustainability. This is a new framework differentiating from other frameworks in the aspect of making it mandatory.

This study was based on a case study of Air Zimbabwe. Reports by the AG and events on the ground of organisations such as ZUPCO, ZISCO, NRZ to name a few which failed and are not operational point to, among other remedies needed, the need for Leadership development in SOEs. This Case Study applies to a majority of SOEs. To avoid similar happenings in other seemingly healthy SOEs a framework for mandatory (transformational) leadership development should be put in place.

5.3 Recommendations

5.3.1 SOEs must Resource Leadership Development

Resources must be put into leadership development at Air Zimbabwe and other SOEs. It is imperative that a proper budget be in place for leadership development. The base of effectiveness and sustainability is leadership.

5.3.2 Leadership Development Policy

Air Zimbabwe should put in place a clear leadership development policy and follow the policy. This should have conditions which assure that personnel cannot occupy positions or be promoted without undergoing leadership development.

5.3.3 Government Leadership Development Framework

In a similar manner to the corporate governance framework which is backed by law, the government should put up a framework for directed mandatory leadership development. In directing the leadership development there is an aim to avoid different models, which may not be compatible, being used in different organisations. Transformational Leadership is a good model for sustainability and growth.

5.3.4 Promotion Policy

A promotion policy must be put in place in the organisation which assures that promotion links up with organisation needs based leadership development. Zimbabwe's Military have staff

colleges which provide development for their officers and promotion requires a level of criteria for the person to fulfil to be promoted. This is a model which is good for effectiveness and organisation sustainability.

5.3.5 Onboarding Policy

Recruited personnel, and promoted personnel should undergo structured onboarding. This is going to develop the employee in the right direction and assist them to fit in whatever position they may have been put in. Much of leadership failure or underperformance has come from lack of understanding (being overwhelmed) of the requirements of the position one is assigned to. An onboarding policy ensures the process continues beyond induction until the person has adapted and fitted well into the organisation

5.4 Further Research

Further research is required on what kind of instrument should be used to mandate leadership development in SOEs. Should it be a new law or amendment of existing laws or instruments. Another aspect requiring further study is how to prescribe Leadership development theory to follow. The suggested theory her is Transformational Leadership.

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https://www.airzimbabwe.aero/

APPENDIX 1

QUESTIONNAIRE

Greetings. My name is John Kamhara. I am a postgraduate student at Bindura University of Science Education (BUSE). I am conducting research on leadership development at Air Zimbabwe as an example of State Owned Enterprises. Please, complete this ten-minute survey. The responses you provide are anonymous, will be handled with utmost confidentiality, and will be used for the purpose of this study only. Thank you for participating in this survey.

A. Personal Information - ***Please, tick the appropriate box(es)***

1. Level of Occupation

Non-Managerial			Managerial		
General Hand/ Semi-skilled	Clerical	Skilled/ Professional	Supervisory	Line Management	Executive Management

2. Field of Occupation

Engineering/ Maintenance	Operations	Human Resources	Commerce	Audit; Security	Finance	Other

3. Sex

Male	Female

4. Age Group (Years)

16 to 25	26 to 35	36 t0 45	46 to 55	Above 55

5. Educational Qualifications

Below 'O' Level	Up to 'O' Level	Up to 'A' Level	Degree

6. Professional Qualifications

N/A	Certificate	Diploma	Higher Diploma	Degree

7. Years of Service

	Up to 5	6 to 10	11 to 15	16 to 20	Above 20
In Organisation					
In Present Position					

B. Leadership Development, Effectiveness, and Sustainability. ***Please, tick the appropriate box. The scales increase from 4 (neutral) to the left negatively and to the right positively***

1. I have received adequate Technical/ Job Related training from the organization in the last five years?

Strongly disagree ◄——————————————————► ***strongly agree***

1 2 3 4 5 6 7

2. I have received applicable Mandatory/ Regulatory training from the organization in the last five years?

Strongly disagree ◄——————————————————► ***strongly agree***

1 2 3 4 5 6 7

3. I have received Leadership Development training from the organization?

Strongly disagree ◄——————————————————► ***strongly agree***

1 2 3 4 5 6 7

4. The organization has sent me on exposure attachment to another organisation/ department?

Strongly disagree ◄——————————————————► ***strongly agree***

1 2 3 4 5 6 7

5. The organization have a clear policy on leadership development?

Strongly disagree ← → *strongly agree*

1 2 3 4 5 6 7

6. All employees are aware of the office responsible for leadership development policy in my organization?

Strongly disagree ← → *strongly agree*

1 2 3 4 5 6 7

7. I have been adequately equipped by the organization for my current position?

Strongly disagree ← → *strongly agree*

1 2 3 4 5 6 7

8. The organisation has adequately developed me for a (higher) position in leadership?

Strongly disagree ← → *strongly agree*

1 2 3 4 5 6 7

9. In your assessment what is the effect of the organisation's current approach to leadership development on leaders' effectiveness?

very negative ← → *very positive*

1 2 3 4 5 6 7

10. In your assessment what is the effect of the organisation's approach to leadership development on the organisation's performance?

very negative ← → *very positive*

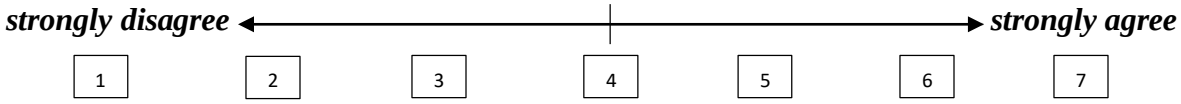
1 2 3 4 5 6 7

11. The organisation's performance in providing air travel solutions has improved in the past five years

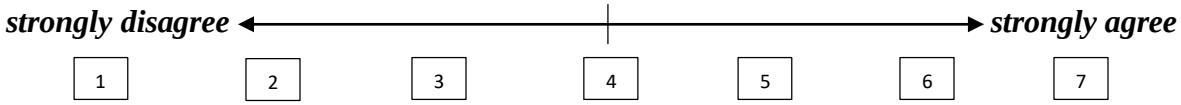
strongly disagree ← → *strongly agree*

1 2 3 4 5 6 7

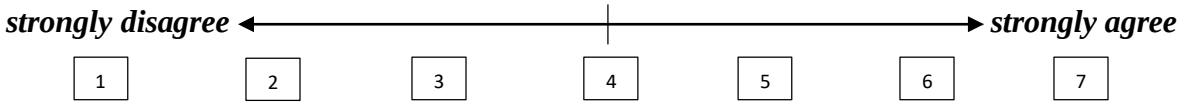
12. Personnel appointed to leadership positions in the organisation must successfully undergo leadership development before deployment



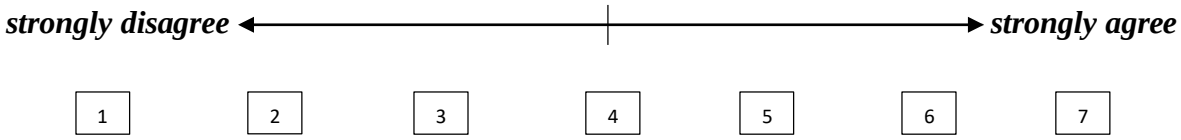
13. There should be a government requirement for mandatory leadership development of appointees to leadership positions in State Owned Enterprises



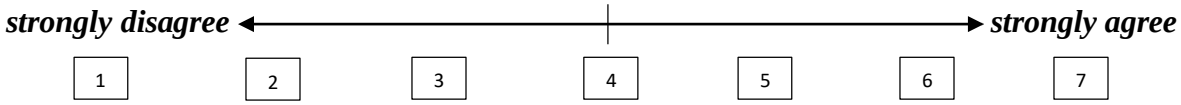
14. When organisation tasks have time pressures the leader should make decisions without consulting others



15. A decision considered to be the best is one with the largest consensus



16. Good leadership is to completely delegate as many tasks as possible in their entirety



APPENDIX 2

INTERVIEW – HUMAN RESOURCES MANAGER

1. **How long have you served in the Human Resources department?**
2. **What capacities have you served in?**
3. **Whose responsibility is the training and development budget?**
4. **What is your involvement in leadership training and development – recommending or ensuring it is done?**
5. **Do you feel the organization has done enough in the past five years as far as leadership development is concerned?**
6. **What are your thoughts on the effect of the current leadership development approach on leaders' performance?**
    a. **Does the current approach have a bearing on the effectiveness of leaders?**
    b. **What effect – positive or negative – does the approach have on overall organization success?**
7. **Do you believe leaders must first successfully go through leadership development before being appointed to leadership positions?**
8. **Should personnel in non-leadership positions undergo leadership training or development?**
9. **Do you agree or disagree with government putting up a framework for mandatory leadership development for leaders in State Owned Enterprises?**

APPENDIX 3

OBSERVATIONS AND TEXT ANALYTICS

(GOING BACK UP TO FIVE YEARS)

1. **Use Reports- Auditor General Report Information**
2. **Access Company Training and Development Records including attendance of Seminars**
3. **Assess leadership decisions on equipment acquisition, support, and deployment as linked to leadership development. (Include Press Reports)**
4. **Asses organisation capacity to provide services for which it is mandated by comparing with services actually being provided**
5. **Observe manpower issues as indicator of leadership capability – manpower demographics (age), recruitment of trainees, succession planning, labour disputes**

APPENDIX 4

ACCESS LETTERS

1. BUSE CONFIRMATION

BINDURA UNIVERSITY OF SCIENCE EDUCATION

P Bag 1020
741 Chimurenga Rd, Off Trojan Road
Bindura, Zimbabwe

Direct Line: +263 66210 – 6284
Tel: +263 66210 – 7615, 7531/2, 7622/4
Cell: +263 772 749 583
gsb@buse.ac.zw
jmwenje@buse.ac.zw

GRADUATE SCHOOL OF BUSINESS
Where Great Minds Meet

19 March 2024

TO WHOM IT MAY CONCERN

REF: REQUEST TO CARRY OUT RESEARCH: MR KAMHARA JOHN SIMON [B224630B], MASTER OF BUSINESS LEADERSHIP (MBL), PART 2.2 STUDENT

This letter serves to confirm that Mr Kamhara John Simon **[B224630B]**, is a Master of Business Leadership student in the Graduate School of Business at Bindura University of Science Education.

The student is the final stage of study which requires him to carry out a research. His dissertation is titled ***'Developing a New Leadership Effectiveness and Sustainability Framework for State-Owned Enterprises: A Case Study of Air Zimbabwe.'***

We would be grateful if you could give him any assistance he may require.

For more details, please do not hesitate to contact us.

Yours faithfully,

COORDINATOR
GRADUATE SCHOOL OF BUSINESS
FACULTY OF COMMERCE
PRIVATE BAG 1020, BINDURA
OFFICIAL

Dr. J. Mwenje
Director, Graduate School of Business

"Promoting Science for Human Development"

2. STUDENT REQUEST TO AIR ZIMBABWE

3957 3rd Street

Dzivaresekwa 1

Harare

22 March 2024

The A/Human Resources Manager

Air Zimbabwe Private Limited

P.O. Box AP1

R G Mugabe International Airport

Harare

Dear Sir,

Re: Request to Conduct Research at Air Zimbabwe for Personal Development Studies

I am attending development studies with Bindura University of Science Education (BUSE) at Master of Business Leadership (MBL) level. At this stage I am at the level of conducting research for the Dissertation (BUSE letter attached).

I need to gather information, in line with my topic, about personnel development at all levels at Air Zimbabwe. The line of information is to find levels of development of individuals in the organization, and how they were sponsored – whether personal or the by the organization. I will also want to find information on whether there is a link between appointments and personnel development for leadership positions.

This will be done through observation going back to about five to ten years, interviewing key position personnel such as A/ Mgr HR , as well as questionnaires administered to all levels of employees.

Your assistance in this matter is appreciated.

Kind regards

John Simon Kamhara

NOTE: In response to the attached letters Air Zimbabwe, through the Air Zimbabwe Human Resources Manager, granted this researcher verbal permission to conduct the study at the SOE.