



**INDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**GRADUATE SCHOOL OF BUSINESS**

**MASTERS IN BUSINESS LEADERSHIP**

**TITLE OF DISSERTATION**

**FACTORS IMPEDING THE SUCCESSFUL IMPLEMENTATION OF CORPORATE  
GOVERNANCE REFORM MEASURES IN ZIMBABWE-A CASE STUDY OF NRZ**

**BY**

**MANDIVENEREI SHUMBAIMWE B210265B**

**SUPERVISOR: DR. CHINODA**

**A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE  
EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR A  
MASTER OF MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE (MLC)  
DEGREE QUALIFICATION**

**BINDURA, ZIMBABWE**

**JUNE 2022**

## APPROVAL FORM

The undersigned certify that they have read and recommended to Bindura University of Science Education (BUSE) for acceptance a Dissertation entitled “Factors impeding the successful implementation of corporate governance reform measures in Zimbabwe-A Case Study of NRZ” by Mandivengerei Shumbaimwe B210265B in partial fulfilment of the requirements for the Degree of Master of Business Leadership and Corporate Governance (MBL).

Signature: .....

Date: .....

**Student:** Mandivengerei Shumbaimwe

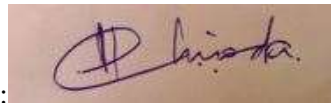
Signature:



Date: 29 June 2022

**Supervisor:** Dr. Tough Chinoda

Signature:



Date: 29 June 2022

**Program Coordinator:**

Signature: .....

Date: .....

**Faculty Chairperson**

Signature: .....

Date: .....

**External Examiner**

**RELEASE FORM**

NAME OF AUTHOR: MANDIVENEREI SHUMBAIMWE

TITLE OF DISSERTATION: FACTORS IMPEDING THE SUCCESSFUL IMPLEMENTATION OF CORPORATE GOVERNANCE REFORM MEASURES IN ZIMBABWE-A CASE STUDY OF NRZ

DEGREE: MASTER OF BUSINESS LEADERSHIP AND CORPORATE GOVERNANCE

YEAR DEGREE AWARDED: 2022

Permission is hereby granted to the Bindura University of Science Education Library to produce copies of this dissertation for private, scholarly, or scientific research purposes. The author reserves other publication rights for the dissertation or extensive extracts from it to be printed or otherwise reproduced without the author's written permission.

Signature: ..... 

**Date:** 29 June 2022

**Permanent Address:** Ministry of Finance and Economic Development  
Private Bag 7705 CY, Causeway  
Mgandane Dlodlo Building  
Corner Samora Machel Ave/Simon v. Muzenda  
Harare  
Zimbabwe

**E-mail:** mshumbaimwe@gmail.com

**Cell Number:** 0772 431 133

## DECLARATION

I, Mandivengerei Shumbaimwe, 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.

STUDENT SIGNATURE .....



DATE .....29 June 2022

## DEDICATION

I dedicate this dissertation to my wife, Tania and my daughters Melissa, Hillary and Victoria who supported me throughout the process. I also dedicate my dissertation work to late Deputy Accountant General, Ms. Catherine Maveneke, passed on in January 2021, who was my immediate boss. A special feeling of gratitude to my loving brother, Chafungamoyo; whose words of encouragement and push for tenacity ring in my ears.

## ACKNOWLEDGEMENTS

I would like to start my acknowledgments in gratitude to the Ministry of Finance and Economic Development management for allowing me to complete this dissertation successfully. Most of the dissertation was written during my daily responsibilities to the Ministry in particular the Accountant General Department, and I would like to acknowledge the Acting Accountant General, Mr. Zvandasara for making the task of writing this work such an enjoyable exercise.

I would like to express my sincere thanks to the Bindura University Management and the Lecturers Dr. Mwenje my Lecturer, and Dr. Chinoda as the dissertation supervisor; for their valuable feedback, expert guidance and constant support throughout all the stages of my dissertation.

I would like to take the opportunity to thank the Board and Management of the National Railways of Zimbabwe (NRZ) for their cooperation and the information provided.

Special thanks are also due to the Accountant General, Aid Accounting Funds and Parastatals (AAFP) personnel for their support.

My deepest appreciation and love goes to my wife and daughters for their waiting, love, and moral support which provided me the resolve to complete this study.

## ABSTRACT

The goal of this study was to see how corporate governance issues affect the image of state-owned businesses. To address this issue, the researcher devised the following goals: to determine the current state of corporate governance practices in SOEs, using NRZ as a case study; to identify corporate governance challenges affecting the corporate boards of SOEs, using NRZ as a case study; to determine the current state of corporate governance practices in SOEs, using NRZ as a case study; to assess the impact of political interference on SOEs' corporate image, using NRZ as a case study; to investigate the impact of directors' conflicting interests on SOEs' corporate image, using NRZ as a case study; and to identify potential remedial strategies to address the corporate governance challenges prevailing in SOEs' corporate boards, using NRZ as a case study. In order to answer the research questions based on corporate governance outlined in chapter one, the literature focused on theoretical and empirical data. For explanation of technical aspects of corporate governance, the perspectives of various academics and authors were scrutinized, and the literature under evaluation was sourced from journal articles, textbooks, and the internet. According to Bryman et al (2007), the Positivism paradigm holds the prospect that human errors, behaviors, and institutions can be evaluated as objectively as the natural world. Concepts may be quantified, postulated, and aims can be measured thanks to positivism. Primary data on the influence of corporate governance difficulties on corporate image in state-owned firms was collected using questionnaires. Because the data was original and directly from the respondent, the veracity of the material could be easily checked. The agency problem coming from the separation of ownership and control was shown to be the cause of corporate governance complications for state-owned firms in this study. The study also proposed potential solutions to these problems, including the adoption of International Public Sector Accounting Standards (IPSASs) and the establishment of incentive programs, among others.



## Table of Contents

<b>COVER PAGE</b> .....	<b>i</b>
<b>APPROVAL FORM</b> .....	<b>ii</b>
<b>RELEASE FORM</b> .....	<b>iii</b>
<b>DECLARATION</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>vi</b>
<b>ABSTRACT</b> .....	<b>vii</b>
<b>TABLE OF CONTENTS</b> .....	
<b>LIST OF TABLES</b> .....	<b>1</b>
<b>LIST OF FIGURES</b> .....	<b>1</b>
<b>CHAPTER 1</b> .....	<b>1</b>
<b>CHAPTER 2</b> .....	<b>7</b>
<b>CHAPTER 3</b> .....	<b>24</b>
<b>CHAPTER 4</b> .....	<b>32</b>
<b>CHAPTER 5</b> .....	<b>40</b>
<b>APPENDIX I: QUESTIONNAIRE COVER LETTER</b> .....	<b>44</b>
<b>REFERENCE</b> .....	<b>447</b>

## LIST OF TABLES

<b>TABLE 4.1 Distribution by Gender.....</b>	<b>32</b>
<b>TABLE 4.2 Age of Participants.....</b>	<b>33</b>
<b>TABLE 4.3 Challenges .....</b>	<b>35</b>
<b>TABLE 4.4 Skills that are necessary for effective implementation of the reforms .....</b>	<b>36</b>
<b>TABLE 4.5 Factors affecting corporate governance issues in NRZ .....</b>	<b>37</b>

## LIST OF FIGURES

<b>FIGURE 2.1 Stakeholder theory of Corporate Governance .....</b>	<b>21</b>
<b>FIGURE 4.1 Educational qualification for the Participants. ....</b>	<b>33</b>
<b>FIGURE 4.2 The most effective framework in NRZ.....</b>	<b>35</b>
<b>FIGURE 4.3 Integrity of the Board .....</b>	<b>38</b>
<b>FIGURE 4.4 Directors' Conflict of Interest .....</b>	<b>39</b>

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

This introductory chapter seek to explore factors impeding the successful implementation of corporate governance reform measures in Zimbabwe. The chapter presents the background of the study, research questions, research objectives, problem statement, significance of the study and organisation of the study.

### 1.2 Background of the study

#### Global view

Based on a report by the Organisation for Economic Cooperation and Development (2020:112), the concept of Corporate Governance has been in existence since the beginning of corporations, dating back to the 16th century, and its history continues to be rewritten especially with the consequence from the 2008 financial crisis placing a fuller focus on best practices for corporate governance principles. The report further indicates that the practice of corporate governance in the Public Sector has developed rapidly in recent years, and its importance has been emphasised around the world. Similarly, Mason and Simmons (2015) highlight that corporate governance reforms have become an increasingly interesting subject due to collapses of high profile international corporations pushing for demand and accountability in the utilisation of shareholders 's funds on a global scale. A report by the World Bank (2020) indicates that most countries such as the United States of America, United Kingdom and European union has continued to push for legislation and market activities that effectively implement corporate governance reforms in the public sector that will continue to influence global markets. The report further highlights that these countries have continued to push for the development of key governance trends such as board quality and composition, deeper focus on oversight corporate culture, investors placing limits on shareholder primacy and emphasising long-termism among others.

Similar, other countries in South America such as Brazil have continued to focus on overhauling compliance practises and implementing corporate government reforms to catch up with the global village. A study by OECD (2020) indicates that the Brazilian government has introduced measures

such as filing a comply or explain governance report as part of the original mandate stemming from the 2016 Corporate Governance Code. This has helped the country continue to be a driving force for corporate government reforms. Similarly, Asian Countries such as Japan and India have continued to push for corporate reforms to compete with global markets and to make them attractive to global investors. A global study by Apadore and Zainol (2014:160) indicates that these countries have focused on improving board accountability, proactive investor stewardship and several new comply or explain guidelines added to their corporate governance codes. Similarly, as part of the global trend to attract investments, curb corruption and strengthen corporate governance most African countries are continuing to push for the implementation of corporate governance reforms. As noted by Amba (2013) most African countries such as Rwanda, Tunisia, Egypt and South Africa among others have made major strides in amending their corporate governance code to set guidelines such as minimum independence requirements, establishing an objective CEO succession and dismissal process, and the unloading of cross-shareholding that are aimed at enhancing transparency.

### **Zimbabwe**

To catch up with the global village there have been concerted efforts to enhance corporate governance in Zimbabwe in recent years. As indicated by Maseda et.al (2015: 1234) this was partly stimulated by international social and economic developments as well as reaction to the increase in the number of corporate collapses within the country. In the main, the legal and regulatory framework the country has been determined by the Constitution, the Corporate Governance Manual, various Acts of Parliament governing public entities for example the Companies Act, Acts creating public entities and the Public Finance Management Act(PFMA) among others. As highlighted by Chingwenya and Mudzengerere (2013: 17) the country also launched the Corporate Governance Framework (CGF) for State Enterprises and Public Entities in November 2010 and National code 2015 among others. The main goals for such documents was to improve efficiency and effectiveness and to fulfil goals of profitability and affordable services in state enterprises and parastatals. With such a picture painted Maseda et.al (2015) notes that poor performance of the State-Owned Enterprises is still attributed to poor a Corporate Governance system. There is public concern that well-governed SOEs will play a pivotal role in fostering Zimbabwe's economic development and social transformation in line with the goals of Vision 2030 hence the need to investigate factors impeding the successful implementation for corporate governance reform measures in Zimbabwe.

### **1.3 Problem statement**

With such a picture painted in the background of the study it is clear Zimbabwe has made major strides in trying to implement corporate governance reform measures to catch up with the global village, react to increase in the number of corporate collapses, curb corruption and attract global investors. Similarly, over the last decade we have seen crucial corporate governance reforms and milestones. The most remarkable being the adoption of the first Zimbabwe National Code on Corporate Governance in 2015 and the promulgation of the Public Entities Corporate Governance Act in 2018 and Companies Act in 2020. As revealed by a study conducted by Maune (2015: 170) there is still increased cases of corporate governance breaches as reflected through boardroom squabbles, corporate scandals, abuse of office and corruption especially in the public sector (State enterprises and parastatals) becoming a handicap to Zimbabwe 's economic growth and development aspirations under the Vision 2030. Although corporate governance may not be the main driver for economic performance and development it is a significant contributor. Despite having made strides in implementing corporate governance reforms embracing change and compliance of best practises still remains a challenge for many organisations hence the need for the study to investigate factors impeding the successful implementation for corporate governance reform measures in Zimbabwe.

### **1.4 Research objectives**

#### **Main research objective**

This main objective of this study is to assess the factors impeding the successful implementation of Corporate Governance reform measures in Zimbabwe.

#### **Secondary research objective**

- a. Identify the challenges faced in reforms implementation.
- b. Identify the necessary skills for the effective implementation of the reforms.
- c. Explain the effectiveness of the approaches to Corporate Governance in NRZ?
- d. Determine the Corporate Governance factors that affect the NRZ in provision of effective leadership to the organisation

### **1.5 Research questions**

#### **Primary research question**

The pertinent research question that this study addresses is the identification of the factors impeding the successful implementation of the corporate governance reforms in Public Entities in Zimbabwe.

## **Secondary questions**

The research question was subdivided into sub questions that sought to establish the factors that saddled the successful implementation of the Corporate Governance reforms in line with the attainment of Vision 2030.

- i.** Identify the challenges faced in reforms implementation
- ii.** Identify skills that are necessary for effective implementation of the reforms.
- iii.** Explain the effectiveness of the Corporate Governance approaches in NRZ.
- iv.** What are the Corporate Governance factors that affect the NRZ in provision of effective leadership to the organisation?

## **1.6 Research assumptions**

To effectively carry out this study, the researcher will be guided by beliefs and philosophy. These philosophical foundations and assumptions underpin the research problem. They form the contextual interaction theory used to guide the study. The research is carried out under the following assumptions

- a. That the Corporate Governance reform blueprint remain unaltered in the reasonably foreseeable future;
- b. That relevant stakeholders will have serious commitment to implement the Corporate Governance reforms or policy;
- c. That adequate timeously funding is provided to implement the Corporate Governance reforms; and
- d. The true, accurate, and unbiased information will be provided and that the conclusions drawn by this study will be valid and determined by the above assumptions.

## **1.7 Significance of the study**

The research becomes significant when it comes to examining the important factors affecting the efficiency of the Corporate Governance reforms and practices by the Government. Management needs to understand the factors that must be controlled so that the achievement of Good Corporate Governance values can be optimized. This research becomes significant and important as it may help ease the burden of the state budget subsidy which carries a significant portion in the national budget. The findings of the research will also seek to contribute to the improvement of the public sector transparency and accountability through recommendations on how to improve Public Service delivery; and enhanced ease of doing business as well as reduction in corruption among others. The

research is carried out in partial fulfilment of my degree under study, Master of Leadership and Corporate Governance. The researcher is a Government employee charged with the role of Financial Oversight on State Owned Enterprises and this study will help to develop academic skills through engagements of experienced personnel with the objective of establishing the success or failure of corporate governance reforms in Zimbabwe. The skills learnt will help ailing SEPs to align their strategies to good corporate governance practices and enhance their performance. The study seeks to contribute literature on corporate governance in the public sector and evaluate the factors that affects successful implementation as well as how corporate governance failure impacts on national development. This research may also be used by the university as a referral material in similar research undertakings.

### **1.8 Structure of the dissertation**

This project is divided into 5 chapters. Chapter one is the introductory chapter which comprises of the background of the study, research questions, research objectives, research assumptions, problem statement, significance of the study and organisation of the study. Chapter 2 is literature review and conceptual framework. Chapter 3 presents the research methodology where research approach and research strategy is identified. In addition, research design, methods, target population, sampling methods, research instruments are also presented. Chapter four presents the presentation and interpretation of results. Conclusions and recommendations from the study are contained in chapter 5.

### **1.9 Chapter summary**

This chapter was an introductory chapter to the research. The chapter presented the background of the study where various stories globally and regionally on the implementation of corporate governance reforms in the public sector was highlighted. The chapter also presented the problem statement, research objectives, research questions, study assumptions, significance of the study and dissertation outline.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The study reviewed theories and models related to corporate governance measures in SOEs in this chapter; and a distinct attention to the literature that was exclusive to ethical concerns that are associated with SOE operations. The conceptual and theoretical research relating to the embedding factors that hinder corporate governance practices was also deliberated and was presented in the next chapter. The chapter was concluded with an account of the discussed literature.

#### **2.1. Conceptual Framework**

According to Walsh (2017), a conceptual framework is an argument that, gives the research issue under consideration, a specific concept chosen for any investigation, as well as any predicted relationship between them, is appropriate and beneficial.

##### **2.1.2. Corporate Governance**

The definition of corporate governance most widely used is “the system by which companies are directed and controlled” (Cadbury Committee, 1992). More specifically it is the framework by which the various stakeholder interests are balanced, or, as the IFC states, “the relationships among the management, Board of Directors, controlling shareholders, minority shareholders and other stakeholders”. Furthermore, corporate governance was also defined as a system of good corporate governance and set out a practical methodology for implementing and monitoring (*Real World Corporate Governance – a Programme for Profit Enhancing Stewardship, FT Pitman 1998*).

##### **2.1.3 Influence of other factors on company performance**

Most corporate governance reforms are now focused on three basic factors that is the size of boards, their independence and diversity. The size, independence and diversity of the governing board largely determines the quality of the monitoring role exercised by the board and the extend of communication with stakeholders and shareholders for enhanced sustainable reporting. The entity’s performance and level of responsiveness may also be determined by the size of the board. This explains why the Agency theorists favours large boards while the stewardship theory promotes application to smaller size of the boards arguing that large size of the governing boards may have a

negative impact on the performance of the organisation. The extent of the advisory and monitoring functions required of the board are factors that determine the size and composition of many boards.

The board of directors also has key function of supervising or monitoring management in an effort to deter opportunistic behaviour by managers and avoiding the potential conflicts that can arise between management and ownership. However, research has it that, a board that is relatively large with diversity may seem to advocate for more social oriented objectives than a learner board since they are aware and sensitive to society's demands.

With the Stewardship theory there seems to consent that smaller boards are more unified groups which attracts minimal costs of monitoring compared to large boards where monitoring is much more intricate and can be less effective with high potential of conflicts.

Lehn et al. (2009) suggested that large boards of directors can provide a higher grade of counsel; in other words, if the complexity of the business develops, the board will attempt to recruit more directors with the appropriate knowledge to provide guidance. The evidence at hand supports this claim. Therefore, it is argued and concluded in works like Booth and Deli (1999), Coles et al. (2008), or Farag and Mallin (2017) that more guidance is needed when dealing with a more complex firm, and that this is represented in a bigger number of directors. 4 There are studies in which the association is not found, hence this conclusion is not universal.

Previous studies done by Zahra (2018); Johnson (2016) and Daily (2019) amongst others have mentioned that board of director's have roles they need to fulfil and attributes that they must have in order to ensure firm improved performance and performance. The attributes being board composition which refers to board size, director types and minority representation (Zahra, 2018); board characteristics referring to directors' backgrounds in terms of age, educational backgrounds, values and experience (Chidziva, 2016). Mueller (2019) and Vance (2018) have explained the different roles boards have which are strategy roles whereby boards are responsible for formulating strategies and monitoring their effective implementation; service roles whereby boards are supposed to enhance the company's reputation, establishing contacts, giving counsel and advice to the management (Pfeffer, 2017); control role whereby boards have the power to assess firm performance, evaluate CEOs and define executive reward policies (Chidziva, 2016).

Hillman (2017) states that board of directors need to have knowledge on and aware of improved performance issues. He also suggests that there is need for induction training of directors to improve their understanding of improved performance issues. Davis (2017) suggest that boards need to have improved performance committees that improve the company performance. On another important

aspect, inside directors seem to possess more depth in terms of knowledge of the business as compared to their external counterparts. This led to the suggestion that a positive relationship between internal and external directors, as the internal directors provide better advice and greater experience.

Due to uncertain financial impact, a lack of improved performance expertise on the board, not being perceived as a priority by stakeholders, and a lack of knowledge of the board's fiduciary obligation, according to Midland (2016), boards were failing to participate in improved performance concerns. Therefore, the purpose of this study is to clarify how boards might improve corporate performance. Boards must understand their responsibilities. The board of directors has been widely researched as a factor impacting the extent of corporate orientation towards social responsibility and enhanced performance by Gennari (2019) and other scholars. This strategy to enhanced performance is focused on ensuring the company's competitive edge, meeting stakeholder expectations, grabbing opportunities, and managing risk (Gennari, 2019). Therefore, the board of directors ought to practice corporate social responsibility, safeguard the interests of stakeholders, uphold and manage ethics, and safeguard the environment.

Boards are responsible for ensuring that businesses are aware of their social obligation (Chidziva, 2016). According to Mueller (2019) and Vance (2018), who have described the various roles boards can play, these roles include strategy roles, where boards are tasked with developing strategies and overseeing their effective implementation; service roles, where boards are expected to improve the company's reputation by making contacts and providing guidance and advice to management (Pfeffer 2017); and control roles, where boards have the authority to judge business performance, rate CEOs, and set executive compensation (Chidziva, 2016). According to the CFA Institute, analysts evaluate a company's corporate governance structure and stakeholder management based on a number of aspects. These elements consist of the following:

**i. Economic Control and Voting Power**

Typically, corporations have a voting system where each share has one vote. The threat to shareholders increases, nevertheless, when economic ownership and control are segregated.

**ii. Representation on the Board of Directors**

To establish whether the experiences and skill sets of board members are in line with the present and future requirements of a company, analysts examine the information that is

already accessible. It is also feasible that a board's makeup is suitable for a certain period in a company's history. To help the organization adapt to new business requirements, the membership may still need to be altered. Additionally, the ability of a corporation to adapt to change may be constrained if a board's membership is predominated by long-tenured employees.

**iii. Compensation and Company Performance**

Analysts evaluate components of remuneration plans to see if they complement or conflict with important performance factors. Although this evaluation is fairly subjective, several red flags may warrant closer examination. These red flags include:

Plans with a weak alignment with the interests of shareholders. Plans whose results show little fluctuation over several years. Plans with extensive payouts in comparison to businesses with similar performance. Plans based on incentives from an earlier time in the company's history and plans with unique strategic ramifications.

**iv. The Impact of Company Investors**

Investor behaviour can limit or enhance the process of effecting corporate changes. For example, a sizable affiliated shareholder can shield a company from the voting done by outside shareholders. Shareholder activism can also create a substantial turnover in a company's shareholder composition.

**v. The Profusion of Shareholder Rights**

It is of paramount importance to analysts to know whether a company's shareholder rights are strong, weak, or average when compared to those of other businesses.

**vi. The Management of Long-term Risks**

Analysts may consider how a company manages its long-term risks as a significant factor in their overall assessment of the company.

**2.1.4 Corporate Governance Challenges and Strategies**

Empirical evidence has been employed by Afolabi (2013) to find points of view on key components of strong corporate governance practice for the companies listed in his study: institutional features,

the board of directors and the impact of external factors. In this study, the relevant research problem was identifying the components that are needed for strong corporate governance in the sub-companies. The main results were as follows: 1. Enforcement, disclosure, transparency and regulatory frameworks may be necessary to strengthen the corporate governance practices of all countries in the Sub region (SSAA). 2. There is evidence that members of the Board can achieve good corporate governance by devotion to transparency and communication. 3. Duality of boards of directors may impede corporate governance standards (the separation of roles between the chairman and the CEO). 4. The study found that the accounting system plays an important role in the promotion of good governance in all sub-regional nations. Political aspects, cultural and social influences, corruption, and economic variables like macroeconomics, nevertheless all play a part.

Chang and Wong (2002) developed methods to capture political influence in China's listed firms' decision-making and conducted direct tests to establish the relationship between political intervention in these companies' decision-making and their performance. The study shows that political meddling in these companies' decision-making has a negative impact on their performance. This study not only addresses a critical corporate governance issue for China's publicly traded enterprises, but it also brings together theoretical and empirical components of the effects of political influence on company performance.

According to Qi et al. (2020), the energy industry's sustainability is one of the most pressing concerns in emerging nations due to the requirement for long-term production and managerial capacity. As a result, corporate governance may help to enhance the energy industry's sustainable output. The objective of the research is to identify a set of criteria and dimensions to examine the strategic approach to sustainability based upon corporate governance in the energy industry of emerging economies. In this work, the hybrid decision making model with interval-rated intuitionary flat literature sets (IVIF) is expanded and the related criteria and dimensions in a literature-based corporate governance strategy are defined. The DEMATEL (IVIF decision making trial and evaluation laboratory) was built to assess the relative value of criteria and dimensions. The IVIF VlseKriterijumska Optimizacija I Kompromisno Resenje (VIKOR) method is used to rank the performance of sustainable energy businesses in emerging economies based on corporate governance. The use of sensitivity analysis to understand the coherence of ranking outcomes is very common. The findings show that by addressing the social capital of board members, the energy industry could give more long-term results than traditional management approaches. Furthermore, mass-economies are intimately linked to the energy industry's long-term production capacities and

have the best performance results for sustainable energy production strategies based on corporate governance. The findings are examined in order to make policy recommendations based on the comparison of emerging economy analysis results for future research.

Albert et al. (2020) developed a theoretical model that portrays the antecedents of emotional attachment in the travel environment by combining branding, marketing, and information systems theories. The authors used a Web-based questionnaire to collect empirical data from 236 respondents. The proposed theory-driven model was tested using confirmatory factor analysis and structural equation modelling. According to the study, customers' brand loyalty is influenced by social media rewards and benefits. On social media, interactivity and rewards contribute in the formation of a stronger brand image. In result, brand loyalty and image have a positive impact on emotional connection.

One approach for encouraging businesses to embrace sustainable practices is to concentrate on the board's makeup. According to studies, a corporation's financial performance may be impacted by the composition of the board of directors (Max, 2020). To evaluate the relationships between board composition and firm sustainability practices, however, no empirical research has been conducted. This investigation uses empirical analysis to examine whether the composition of the board of directors affects a company's sustainability (Jizi 2017). Board composition refers to factors like board size and director types.

The traits and leadership philosophies of each board member affect how the corporate board operates, according to Jizi (2017). Max (2020) is of the view that a 1-tire system can be used by the boards to improve the performance of the bank since no beaucratic form the long tire structure is involved. In addition, Hist (2019) is of the view that a mixed tire might be the best since its situational it allows a board to choose between 1-tire and 2-tire depending on the situation at hand within the banking sector. In contrast to agency theorists who prefer large boards, the stewardship theory advocates for smaller boards because it claims that larger boards have a negative impact on the performance and sustainability of the organization (Max, 2020). Smaller boards, in line with stewardship principle, are easier to manage and conflict-free. The argument holds that because the directors' and their managers' goals are similar, sustainability goals may be easily reached.

According to Ngwakwe, Ganda, and John (2016), a fair board is cognizant of the need of effective boards. Independent directors, according to Said (2009), strengthen the monitoring role by

encouraging increased sustainability reporting and better stakeholder and shareholder participation (Davis, 2017).

Independent directors usually support more socially conscious goals since they are conscious of and receptive to societal expectations, according to Ibrahim and Angelidis (2016). Said (2009) argues that the presence of independent directors augments the monitoring function, inspiring sustainability reporting and amplified communication with stakeholders and shareholders (Davis, 2017). According to Zahra (2018), the corporation has a better capacity and ingenuity to engage in sustainability initiatives if the board is more independent. Max (2020) argued that board skills determine performance, hence other scholars like Leung (2015) advocated for board diversity as one of the ways to enhance board effectiveness. Scholars refer to board diversity as a demographic phenomenon entailing age, gender, ethnicity, skills and educational background (Daily, 2019). According to Chidziva (2016) the best boards are composed of directors with different skills, knowledge, information, power and time to contribute. Post (2016); Rao (2017); Webb (2004) is of the view that a greater proportion of women directors in the boards, a company will appear ethical and demonstrate good corporate citizenship (Landry 2016). Independent directors are also known to bring along beneficial attributes to the organization such as experience to the boardrooms (Masulis, 2017). Daily (2019) suggested that directors who come from different backgrounds bring in knowledge, expertise and experience that diversity predicts performance.

#### **2.1.4.1 Challenges in corporate governance (The Company Ninja (2019-21))**

The rules governing corporate governance have been changing for a while. However, there are still several issues that are impeding the development of corporate governance. These difficulties include

- i. There are no statutory restrictions for privately held businesses; the main document on corporate governance primarily applies to publicly traded organizations. Public or private unlisted enterprises are not covered by it. As a result, these companies fail to comply.
- ii. Exorbitant director compensation - It frequently occurs that directors receive excessive compensation, even though the company is losing money. This causes director power to be abused and deprives the company of capital.

- iii. The Board of Directors must meet frequently to maintain the proper operation of the business. This is due to the lack of regular meetings. To identify the differences in how the companies run, the management and directors must have effective communication. Many directors fail to schedule regular meetings, which results in poor management and a lack of communication.
- iv. Lack of Transparency - To give stockholders a clear picture, the company's financial reporting on profits and losses needs to be unambiguous. However, many directors falsify these reports to give stockholders a false impression of the company. Additionally, these kinds of actions expose the business to civil and criminal litigation. The management frequently makes the claim that disclosing a particular type of information will help the rivals. They cite this defense as justification for withholding crucial information.
- v. The dual role of Chief Executive Officer (CEO) and Chairperson - lack of separation the roles of the CEO and the Chairperson mostly results in the concentration of power in the hands of one individual. This has however been associated with significant problems in most corporate governance systems. As a result, these individuals abuse their positions of authority and fail to hold top management accountable.
- vi. Lack of Corporate Social Responsibility (CSR) Activities: Although the Companies Act of 2013 requires CSR activities for businesses, a significant portion of those businesses are not covered by this requirement. As a result, many businesses abuse the resources that society provides without giving anything back.
- vii. Poor Accountability mechanisms – Accountability refers to holding one responsible for his or her actions or behaviour. Lack of responsibility is a factor that must be present for good corporate governance to exist. However, many businesses disregard the creation of such policies that hold each department liable to the others. This opens opportunities for management to improperly conduct themselves in a way that may harm shareholders.
- viii. Ethics violation – Defying the guiding morals and beliefs although not necessarily a legal infraction, can have serious implications to the operational effectiveness of the company.
- ix. Conflict of interest: The board or management of the corporation may frequently find themselves in situations there may be constant conflict of interests between the management, shareholders and themselves.

- x. Poor implementation –Businesses may create a sound corporate governance policy but the same may not successfully be implemented because of resisting managers. This as a result will damage the company's reputation as well as putting it at risk of lawsuits, among other consequences.
- xi. Directors' office tenure – The period it takes for board to be in office has a bearing on the nature of decisions and strategies they can formulate and adopt. While it is necessary for directors to retire every few years to purge the ineffectiveness of the governing body, this could cause short-term performance to take precedence over long-term planning.
- xii. Adequacy of diversity in the board and management allows for the presentation of various viewpoints and aids the business in viewing issues from various perspectives. Though it is common in the UK and contributes to guaranteeing lesser pay inequality, most businesses do not permit employees to serve on the board.
- xiii. Poor whistleblower process:- In Indian legislation' suggested that a whistleblower method is still ineffective where the identity of a corporate whistleblower can be quickly determined and as a result, employees are afraid to disclose any wrongdoing because their careers are on the line. The legislation should protect the whistleblowers and there is need an anonymization of the whistleblowers. In Zimbabwe there seem to be no legislation giving guidance to whistleblowing.
- xiv. Family-owned businesses: These are extremely common in India. Principal leadership roles, including as director, manager, chairman, and CEO, are frequently held by family members. As a result, decisions about the personal and business are not balanced. As a result, the company's growth may be hampered, and those serving as key managerial people may take advantage of the situation to abuse their positions of authority.
- xv. Ambiguous laws: There are numerous rules governing corporate governance for different companies. This makes it possible for regulations to be implemented with confusion and loopholes.
- xvi. Influence on independent directors: The corporate culture shows that independent directors are subject to influence and may not act in the interests of stakeholders. Additionally, using the power of the other directors, those independent directors who do represent the interests of the stakeholders are dismissed.

- xvii. Lack of involvement of the Board of Directors - In certain businesses, management takes control of every aspect of the business, with the Board of Directors only acting as document signers. The management is given far too much power as a result.

### **2.1.5 Skills required to implement corporate governments in governments**

A Corporate Governance Consultant plays a significant role in providing high-quality support and assistance to the organization's secretaries. This position is created to assist particularly in diary management, project and administrative support and company management.

Other duties includes, assisting in facilitating the statutory compliance of the organization, updating and reviewing all data and ensuring accuracy of each records, working with a broad range of stakeholders to provide advice to clients for the interest of their business, provide secretarial services like submitting annual returns and filings, supporting active corporate governance like anti-bribery and data privacy, developing knowledge of local requirements in constitutional rights of different countries if you have international clients.

#### **i. Critical Thinking:**

Critical Thinking is the ability to think clearly and rationally while understanding the logical connection between ideas in a reflective and independent thinking.

A Corporate Governance Consultant will always seek to determine whether the ideas, arguments and findings do represent the entire picture while identifying, analysing and solving problems by deducing consequences from what he knows and making use of the information gathered

#### **ii. Innovation:**

Innovation is the process of translating new invention into a service that creates value or brings better solutions that meet the requirements.

A Corporate Governance Consultant ought to introduce innovation in their business to help save time and money giving a competitive advantage to grow and adapt the business in today's marketplace as well as creating more efficient processes and ideas with a likelihood for your business to succeed.

### **iii. Troubleshooting:**

Troubleshooting is solving a problem or determining a question to an issue which is often applied to repairing failed products or processes on a machine or a system.

A Corporate Governance Consultant must be able to diagnose any trouble in the management flow caused by a failure of any kind and determine to remedy the causes of the symptoms with the final product being the confirmation that the solution restores the process to an excellent working state.

### **iv. Accuracy:**

Accuracy refers to the closeness of a measured value to a known value or standard that is passed by the governing laws.

A Corporate Governance Consultant has to always be accurate with figures and data used and required in the office without any guesswork or estimations to facilitate precise and correct information in every department creating an authentic environment that will be respected by the workers.

### **v. Appearance and Grooming:**

Appearance and Grooming are the way one presents themselves in a professional environment or the workplace with the aim of gaining positive impression and respect as well.

A Corporate Governance Consultant must be an example in proper grooming and professional appearance while ensuring all the workmates adhere to the basic guidelines presented for good grooming in the workplace that represents the company wherever they go.

### **vi. Orientation to Work:**

Orientation to Work is the introduction that is given to a new worker whereby he is introduced to co-workers and given relevant information like schedules, performance standards, benefits and facilities, names of the supervisors, etc.

A Corporate Governance Consultant must ensure that all new employees go through an orientation process to assimilate into the workplace and become familiar with what is expected of them.

### **vii. Enjoyment of the Job:**

Enjoyment of the Job is the ability to enjoy what you do rather than enjoying what you earn from it.

A Corporate Governance Consultant needs to creatively learn of ways to motivate his employees to benefit from the workplace by matching their personality to the culture of the organization where they fit best and allowing them to explore their hidden talents to grow and mature with the team.

### **viii. Personal Relationships:**

Personal Relationships is the relationship between individuals who have or have had a continuing relationship of any nature either professional or informal.

A Corporate Governance Consultant reserves the right to take prompt action if an actual or potential conflict of interest arises concerning individuals who engage in a personal relationship that may affect terms and conditions of employment and he should not also date a subordinate.

### **vix. Problem/Situation Analysis:**

Problem/Situation Analysis is the ability to solve problems and assess situations to know what kind of solution is required to calm it down.

A Corporate Governance Consultant should learn how to identify and analyse problems and situations as well as use available resources to resolve them constructively by reaching a consensus through looking at an issue in a professional, not personal way.

### **x. Knowledge Management:**

Knowledge Management is the ability to manage knowledge and information that is presented to the company from different sources without overlooking any of them.

A Corporate Governance Consultant ought to creatively channel all the new information, tools, input, and methodology mean by actively practicing the art of knowledge management within the business by harnessing the organization's inherent wisdom's platform in one place.

## **2.1.6 Corporate governance framework**

In developing the Framework, cognisance has been taken of the diversity of SOEs and their peculiar operating environments, hence the Framework provides generic guidelines and actions that governs the operations of SOEs. In the event of inconsistency between this framework and the governing legislation, the legislation takes precedence. State Owned Enterprises are generally governed by the Companies Act (Chapter 24:03), while Parastatals are governed by individual Acts of Parliament. This framework aims at providing corporate governance guidelines that complement the existing laws.

Every state enterprise or parastatal shall adhere to and implement the principles of sound corporate governance policies, procedures and practices , as required by section 50 of the Public Finance Management Act (Chapter 22:19) (PFMA). Furthermore, Section 91 of the PFMA provides for penalties for non-compliance with principles of sound corporate governance policies, procedures and practices.

This Corporate Governance Framework (CGF) outlines the objectives, principles, guidelines and ethical standards to bind and guide all SEPs in Zimbabwe.

In adopting this CGF, the Government intends to provide for a code of governance that will foster a culture of observance and adherence to regional and international best practices in organisational governance. In crafting this framework, a careful review was undertaken of several regional and international corporate governance codes including the Malawi Code, the King III Code of Governance for South Africa, the Organization for Economic Cooperation and Development (OECD) Guidelines on Corporate Governance of State Owned Enterprises, the United States' Corporate and Auditing Accountability and Responsibility Act (Sarbanes-Oxley) of 2002 and subsequent revisions to the Act following the global economic crisis, and practices in the East, especially in China where concerted efforts are underway to transform a model that has been associated with a command economy into a modern enterprise system based on the corporatization of State Owned Enterprises (SOEs).

## **2.2 Theoretical Framework**

### **2.2.1 Agency theory**

By accepting to undertake payroll duties on their behalf, payroll administrators becomes accountable to the principal by whom they are employed. The agent is accountable to the principal.

The Agency theory involves the problem of directors controlling a company whilst shareholders own the company. In the past, a problem was identified whereby the directors might not act in the shareholders (or other stakeholders) best interests. Agency theory considers this problem and what could be done to prevent it.

By accepting to undertake a task on their behalf, an agent becomes accountable to the principal by whom they are employed. Corporate governance is a framework for governing and controlling businesses. The governance structure establishes the rights and responsibilities of the many members of the corporation, as well as the rules and procedures for decision-making (Coleman, 2018). As a result, corporate governance lays out the framework for setting and achieving goals while taking into account the social, regulatory, and commercial context (Adeusi, 2016). Furthermore, Corporate governance, in a more restricted sense, refers to the formal framework of corporate directors' accountability to the company's owners (et al. El-Kassa, 2015).

The agent theory is another name for the principal-agency hypothesis. The idea is based on Alchian and Demsetz's (1972) economic theory, which Jensen and Meckling further expanded (1976). According to this notion, the agents are hired by the company's shareholders, who are the owners or principals. The directors or managers, who act as the shareholders' agent, entrust the management of the business to the principals. The Agency dilemma arises because it is always possible for management (agent) to be swayed by personal interests and fail to behave in the best interests of the owners (principals) (Kiranmai, 2019). Delegation is one of the fundamental management concerns in most organizations. When a principal decides that an activity must be completed but is unable to do so simply, delegation happens (Levi-Faur, 2016). The principle has the option of appointing an agent to represent them (Adeusi, 2016). Unfortunately, just as the principals are unable to complete the activity themselves, they frequently struggle to determine whether they have engaged the right individual to complete the assignment and whether it is being completed properly (Anita, 2017). Adverse selection and moral hazard are two concerns: finding the right agent and knowing that they will complete the job correctly (Ginting, 2020). Moral risks exist when the principal and the agent have divergent objectives and risk perspectives; the principal cannot expect that the agent will act in the principal's best interests (Fredrick, 2016).

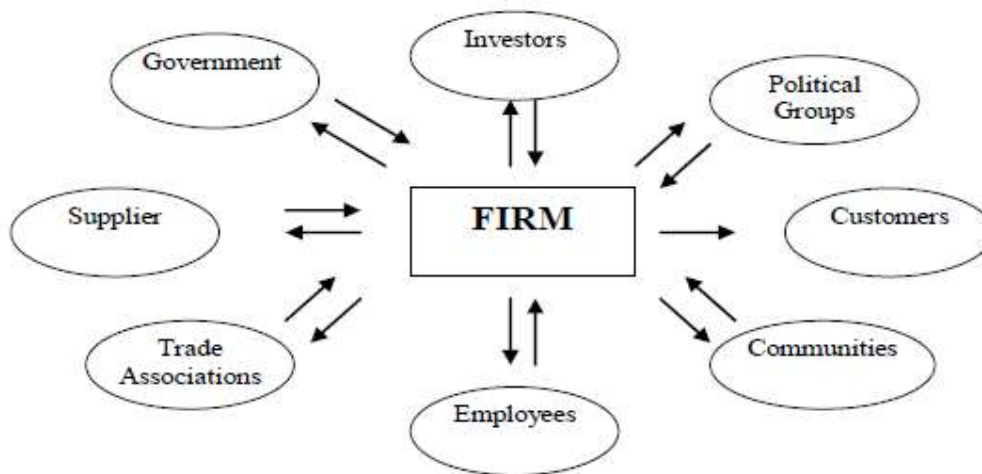
The application of the principal-agency theory to SOEs is more complex than the application to the private sector (Rughoobur, 2018). In the private sector, principle-agency interactions become obvious through the specificity of the contract between the principal and the agent, whether written or unwritten (Flavia, 2015). In this perspective, the only significant distinction between a public

and a private firm is that the government, or individual politicians, can influence the company's activities through control over management (Anita, 2017). This significant disparity frequently has a direct impact on the overall success of public projects. Duncan (2005:4) contends that the government can be viewed of as an agent of society when examining the principal-agent relationship. This is an effective approach to addressing the issue of SOE politicization. Society expects state-owned firms to be effective and the goal should not be to eliminate the agent in order to alleviate the Agency's problems; rather, the goal should be to limit the possibility of this happening (Duncan, 2005).

### 2.2.2 Stakeholder Theory

Stakeholder theory incorporated the accountability of management to a broad range of stakeholders. It states that managers in organizations have a network of relationships to serve – this includes the suppliers, employees and business partners. The theory focuses on managerial decision making and interests of all stakeholders have intrinsic value, and no sets of interests is assumed to dominate the others.

**Figure 2.1.** Stakeholder theory of Corporate Governance.



**Source:** papertyri.com/research gate.com.

### 2.2.2 Approaches to Corporate governance

The International Corporate Governance Network (ICGN), 1995, aimed to encourage the development of good corporate practices worldwide. It has published a statement on global corporate governance principles (revised 2005), which gives an indication of why corporate governance matters are so important to institutional investors. ICGN, 1995, commented that the governance of a corporation is one of the key factors that investors consider when they decide where to allocate their investment capital.

### **2.2.3 Rules-Based Approach to Corporate Governance**

A rules-based approach to corporate governance is based on the view that companies must be required by law (or by some other form of compulsory regulation) to comply with established principles of good corporate governance. The rules might apply only to some types of company, such as major stock market companies. However, for the companies to which they apply, the rules must be obeyed and few (if any) exceptions to the rules are allowed.

#### **i. The rules-based approach in the US: Sarbanes-Oxley Act 2002**

In the US, corporate governance was not regarded as important until the collapse of several major companies in 2001 and 2002, and large falls in the stock market prices of shares of all companies. This major setback for the US stock exchanges damaged investor confidence. It was recognised fairly quickly that one of the reasons for the unexpected collapse of several companies ('corporations') was poor corporate governance. Enron and WorldCom were the two most notorious examples, but there were others too. There were several well-publicised cases where:

- i. A company in serious financial difficulties was dominated by a chief executive and a small number of other senior executives, who appeared to be running the company in their own interests, without concern for the interests of shareholders (other than themselves).
- ii. Financial reporting was misleading.
- iii. Financial controls were weak and inadequate to prevent the misleading reporting, and to prevent fraudulent activities by some executives.

Politicians soon became involved in analysing the problems in the stock market and the collapse of companies such as Enron and WorldCom. This involvement of politicians soon led to new

legislation to improve standards of corporate governance. This was the Sarbanes-Oxley Act 2002, which was named after its two main sponsors in the US Congress.

## **ii. Principles-Based Approach to Corporate Governance**

A principles-based approach to corporate governance is an alternative to a rules-based approach. It is based on the view that a single set of rules is inappropriate for every company. Circumstances and situations differ between companies. The circumstances of the same company can change over time. This means that: - the most suitable corporate governance practices can differ between companies, and - the best corporate governance practices for a company might change over time, as its circumstances change.

It is therefore argued that a corporate governance code should be applied to all major companies, but this code should consist of principles, not rules.

## **2.4 Conclusion**

The literature discussed above by the researcher was used to compare with the findings from the organisation. The researcher reviewed all the processes undertaken by SOEs in order to find out if all concerned parties are complying with laid down procedures in computerised accounting system and also to find out inherent challenges in the processing system. In the next chapter the researcher presents the method used to carry out the research study.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter defines the procedures the researcher utilised to carry out this study. The study's research design, data collection instruments, data gathering strategies, ethical considerations, a description of the study sample, and the analysis and interpretation of the data that will be used in the study are all included in the methodology.

#### **3.1 Research Approach**

Research methodology is a significant component which systematically resolves a research problem (Ghuri and Gronhaug, 2010) and the researcher identified the qualitative method as appropriate for the research study. The qualitative paradigm rests on the interpretive and constructivism (Secker et.al 1995 in Gounder 2012). The researcher and the object of the study are interactively connected

such that findings are mutually created within the context of the situation which shapes the inquiry. (Guba and Lincoln, (1994) in Gounder 2012). Gaining that kind of insight into the hearts and minds of respondents is best acquired by using smaller and highly targeted samples which this study will do. Qualitative research questions are asked not only for information but also allow the investigator to probe the richness of emotions and motivations that are related to the topic (Dyer, 2016).

However, qualitative research has got its limitations. Misusing the capabilities of this approach is common. As researchers oftentimes fall in love with the data ironic results and assume that the results are projectable which is an incorrect assumption. The reason being that the analysis is subjective and deals with a sample size, so project ability is impossible. Another misconception of this approach is that the approach is expected to produce definitive conclusions. Realistically, the findings do not give investigators definitive conclusions, but only with adequate information to establish a strong basis for decision making.

In regard to the above, this study shall use the qualitative and quantitative research approach so as to understand factors impeding the successful implementation of corporate governance reform measures in Zimbabwe.

### **3.2 Research design**

A research design is defined a system, framework, or plan utilized to produce answers to research tests by Cooper & Schindler (2008). Like Creswell (2007), who claims that a research design is the framework for the study that binds all of the components of a research project together.

A research design is a set of approaches and processes which the research utilises in the collection and analysis of data as well as in the measurement of the variables identified in the research study (Saunders, Lewis and Thornhill 2019). Burns and Bush (2013) defined the research design as a assortment of specific practises and procedures for data gathering and analysis that support the overall problem-solving strategy. It is emphasized by Politand-Hungler (2004) as a research technique for problem solving. David and Sutton (2004) stated that, it offers a framework for gathering and interpreting data for study. When thinking about the context of strategic personnel, the topic of knowledge management techniques cannot be reduced to a simple model exercise or unsubstantiated guesswork. As a result, it was critical to learn first-hand details about the perspectives and experiences on a more concrete level.

The study employed the descriptive research design due to its power in describing the various trends and patterns and to enhance the researcher's ability to understand the variables of the study. The

descriptive research design in data collection provides the ability to collect accurate data and provide a clear picture of the phenomenon under study (Sekaran and Bougie 2010).

### **3.2.1 Descriptive Research Design**

The descriptive research design is one of the quantitative research methods and aims at describing situations and finding out what the actual situation is. Survey methods are often used for the collection of descriptive data (Borg & Gall, 1989). As mentioned above, the researcher used the descriptive research design method. The decision-making process in descriptive investigations is heavily influenced by the researcher's own thoughts and expertise in offering direction (Gummerson, 1991). Descriptive research is beneficial for case studies because it creates the circumstances for flexibility, clarifies the research problem, and reduces the likelihood of bias, according to Gummerson (1991). The most crucial quality for producing a trustworthy study, according to the researcher, is its capacity for using qualitative research techniques.

### **3.3 Target population**

A target population is a collection of people from whom a researcher will draw conclusions and who have the data needed for those conclusions (Bajpai, 2011) The study populace is the object of the study, or the individual being described or assessed (Lucey 2019). Polit and Hungler (1999) add that the individuals have similar characteristics, in line with the sampling criteria used by the researcher, while Chaudhury (2010) asserts that the target population contains the information required by the researcher.

The participants in this study were all members of the NRZ Board of Directors and executive management. Only one SOE (NRZ) was targeted out of all of Zimbabwe's SOEs. As a result, the target population in NRZ was board members and top management. This is due to a lack of time and financial resources to conduct research on all 107 SOEs.

### **3.4 Sample size**

Respondents at the managerial level of Zimbabwe's National Railways made up the study's sample. As a result of this, the researcher received responses from 30 senior management responders and the sample size was 30.

### **3.4.1 Sampling Technique**

Because this study combines the qualitative and quantitative paradigms, it was only natural that the researcher adopts nonprobability sampling procedures. Snowballing, quota sampling, convenience sampling, and purposive sampling are examples of nonprobability sampling approaches (Yin, 2009). Because he was limited to this job, the researcher selected purposive sampling to help him achieve his research goals. Purposive sampling, according to Baxter and Jack (2008), is the selection of study participants or data sources based on the expected richness and relevance of information in relation to the study's research questions. They went on to say that sources with data that are expected to challenge rather than merely support a researcher's understanding about the study topics should be included in the sample because of their depth and relevance (Baxter and Jack, 2008). The researcher used random purposive sampling in this investigation. It also includes case-by-case sampling. He chose at random certain examples that would almost certainly produce the information needed (Yin, 2009). The researcher chose information-rich participants who were informed and informative about the corporate governance processes in SOEs and corporate board turnover he was looking into.

#### **3.4.1 Sample and sampling technique(s)**

Yin (2014) defines sampling as a way of selecting respondents from a predefined population as representative of the entire population for a study. The procedure employed to select a sample from a larger theoretical or study population is influenced by the nature of the analysis being executed. For the purposes of this study, the researcher employed purposive sampling in the selection of 10 participants because it ensures that the researcher obtains relevant data from respondents who are fully informed about the research phenomenon under study. According to Babbie (2018), purposive sampling is a sampling technique whereby participants are chosen because of their expertise or knowledge in the area under study.

A sample, according to Field (2007), must represent 30% or more of the research population. By using a sample, the researcher can avoid wasting time and money that would have been required if the entire research population had been used.

### **3.5 Sources of data**

The research will use primary and secondary data to gather data that addresses the research questions.

### **3.5.1 Primary data**

Saunders et al (2015) defines primary data as the data gathered specifically for the research study being undertaken. In this study it is gathered based on the case study strategy. This case study encompasses methods like documentary analysis, questionnaires among others. Primary data is data collected by the investigator for the reasons of the study through interviews and questionnaires. Primary data sources according to Peterson (2015) are directed explanations or descriptions of events whose objective is to search for answers to the research questions alluded in the first chapter. Primary data will assist with benefits of gathering specific data under study and collected in the best format desired

### **3.5.2 Secondary data**

Robson (2016) asserts that data already gathered in some other context other than other current study. Secondary data is data gathered by others for some other study but being utilised by the researcher to aid with a vision to the problem solving in the research, (BBFH 404). The secondary data sources will include previous studies, previous performance reviews, government publications, websites and scholarly articles on the matter, and other general articles as well as annual reports. It offers adequate background information, builds credibility for the study and assists in clarifying the problem during the exploratory research study process. Secondary data will cut on cost and time, since the data already exist. However secondary data doubts of quality since it was gathered for other studies.

### **3.6 Data collection procedures**

Data collection procedure relates to how data was collected. The researcher conducted the study on his own without any assistance in order to render the research more reliable by removing some unnecessary biases and improving on validity of the research. The researcher shall distribute questionnaires over a two-week period of time. The researcher will self-administer the questionnaires. All the questionnaires were standardized in order for validity and reliability. As data was gathered, data was promptly arranged and organized checking completeness of data.

### **3.7 Research instrument(s)**

To collect the data that answers the research questions, the researcher uses appropriate research instruments. According to Leedy (2015) states that these are tools which assist the investigator in

collecting relevant data that enables the answering of the research questions. There are numerous instruments that can be utilised to gather data for instances document analysis, tests and exercises and questionnaires, (Pierce, 2016).

Questionnaire will be used to collect data from the training officers from different disciplines who are decision-makers and implementers in their particular areas and the questionnaires were used. A semi-structured interview will be used this entails the use of both closed questions and open-ended questions with suitable follow-ups on questions which are dependent on the responses given.

### **3.7.1 Questionnaire**

Due to the COVID 19 pandemic containment measures, the researcher restricted himself to the questionnaire method of data collection. A sequence of questions in a given subject about which respondents' views are sought is the definition of questionnaire by Sommer and Sommer (2014). Meanwhile, Mugenda (2013) views it as a document that asks the same question to every respondent that make up the sample. This study shall use the semi structured questionnaire to get primary data from respondents. The questionnaire was opted for because of it being economical, saves time, guarantees privacy hence participants answer as honestly as they can and can reach many respondents at the same time. However, the researcher is not in total control of the data exchange process and will not be able to probe further particular responses, (Rule, et al 2016).

## **3.8 Reliability and validity**

### **3.8.1 Validity**

Validity measures whether the research findings resent a true and trusted view of the research events. Qualitative data validation and verification depends upon subjective interpretation, (Zikmund, 2013). Validity measures the truthfulness of the measurement being done within a particular research. It focuses on the degree to which the results after the analysis of data are a representation of the phenomenon being studied. In order to ensure validity of this study, the researcher shall employ consistent measurement procedures for the proposed interpretations including evaluated evidence related to the inferences to be made. As pointed out above, this study shall use triangulation to ensure credibility, conformability and transferability.

### **3.8.2 Reliability**

Reliability measures consistency and data is regarded as reliable if the results that will be generated can be repeated. According to Orodho (2014) reliability looks at the degree to which empirical

indicators or measures are consistent across two or more attempts to measure the theoretical concepts. Reliability and validity for this research will be observed through monitoring if the research instruments give the same or almost the same results.

### **3.9 Data presentation and analysis**

Data analysis refers to deducting and giving meaning to the data collected (Rod, 2014). In the context of this research, data analysis will be guided by the objectives. Data that was gathered will be coded and organised in order to check if all questions have been answered especially with questionnaires. Tables with frequencies and percentages, graphs and charts and thematic analysis will be used to present the findings. Oates (2016) contends that qualitative data analysis means that patterns and themes have to be abstracted from aurally, visually and verbally gathered data. Numbers are seldom used to code qualitative data. Words and phrases mostly represent the patterns and themes identified in qualitative data, (Zikmund *et al.*, and 2013).

### **3.10 Ethical considerations**

Prior to starting this research study, the researcher shall deem it necessary to ensure that ethical issues of the respondents will be observed. Therefore, concerted efforts shall be made to ensure that the study conformed to the principles of ethics.

Every researcher is subjected to a moral code that they should adhere to, according to research ethics (Moulton, 2004). Throughout the investigation, the researcher adhered to the ethical standards. All respondents were asked for their permission, and the researcher respected their request for anonymity. According to the researcher, maintaining confidentiality is crucial. Nothing was distributed to public or private entities.

Additionally, the researcher will make every effort to ensure that the results were accurately reported. Prior to starting the research, permission from all authorities was requested for the collecting of data inside the institution. Additionally, it will be important to conduct the study in a way that participants had little to no impact on respondents' and companies' regular business activities.

Research ethics outlines that every researcher is held by a moral code that they should be committed to (Moulton, 2004). The researcher upheld the ethical guidelines during the study. The researcher

sought consent from all respondents and upheld their desire for anonymity. Confidentiality was viewed by the researcher as very important by the researcher. Nothing was given to other organizations or the general public.

The researcher will also put all stops to ensuring that the findings were reported truthfully. Permission was sought from all authorities for data collection within the institution prior to commencing the research. Also, it will be necessary to conduct the study in such a way that participant involvement caused no/minimal disruption to the everyday operations of the respondents and organizations. Throughout the investigation, the researcher considered the potential harm that may be done to both individuals and organizations and used preventative measures, as advised by Mauch and Park (2003). Participants will be guaranteed privacy with regard to their contributions and names. Individual responses' confidentiality will be respected in accordance with the pledge made.

### **3.11 Chapter Summary**

In this chapter the researcher looked at the research design and methods, target population sampling techniques like the purposive sampling, research instruments, data collection methods, validity and reliability as well as the data analysis and presentation methods plus the ethical considerations were discussed. The next chapter is data presentation and analysis of the collected data.

## CHAPTER 4

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In this chapter, the results of the research are presented. The scholar composed data which was pertinent to purposes of the study. According to Borg (1989:45) “data presentation refers to the statistical and graphic presentation of data collected by the methods used in the research methodology, that is it is the way data is presented and this is being achieved through the use of tables, pie charts and bar graphs. The analysis and discussion of the collected information was the basis of assumptions and recommendations in Chapter Five. The study questions are as delineated underneath:

- i. Identify the challenges faced in reforms implementation
- ii. Identify skills are necessary for effective implementation of the reforms?
- iii. Explain the Government’s approach to Corporate Governance?
- iv. What are the Corporate Governance factors that affect the NRZ in provision of effective leadership to the organisation?

#### 4.2 Presentation data

##### 4.2.1 Response Rate by Participants

The study consisted of 30 surveys and was circulated by the scholar to the NRZ’s management and directors. Furthermore, the researcher collected all 30 questionnaires. This was conceivable because the researcher delivered and collected questionnaires from respondents personally.

##### 4.2.2 distribution by Gender.

Centred on the findings, it was concluded that males 21 participants dominated females with 9 respondents in the NRZ management department.

**Table 4.1. Distribution by Gender.**

Female	Male	Total
9	21	30

**Source: Primary Source 2022**

The table above shows the gender of the respondents who participated effectively in this study was distributed in such a way that the majority of the respondents were males (21) who constituted almost 70% of the total number of respondents. The remainder of the percentage is explained by the number of female’s respondents who amounted to 30%. The information presented above in Table 4.2 indicated that the male’s employees are more than female’s employees.

**4.2.3 Years in Service in Management and Board of NRZ**

**Table 4.2: Age of Participants.**

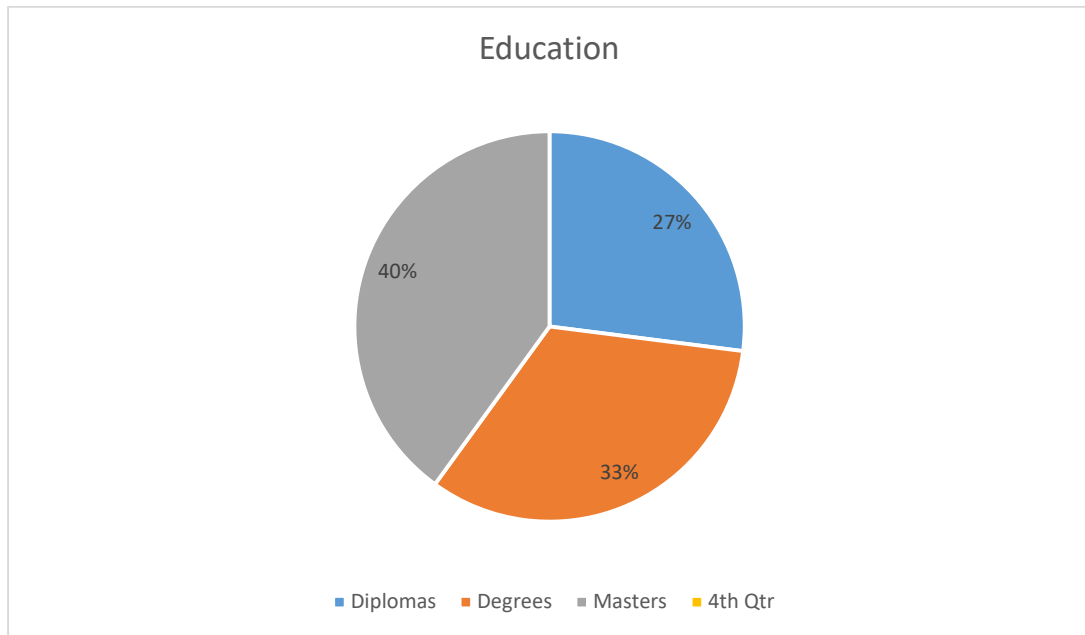
<b>Age Group</b>	<b>Tally</b>	<b>%</b>
1-5 years	8	27%
6-10years	10	33%
10 +years	12	40%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Primary source**

As showed on table 4.2 above, 27% are 1-5years, 33% are 6-10 years, 40%are 10 +years and The 10 + years age group subjugated the members this may encourage one to conclude that they are in their peak of their careers.

**4.2.4 Professional Qualifications**

Figure 4.1 Educational qualification for the Participants.



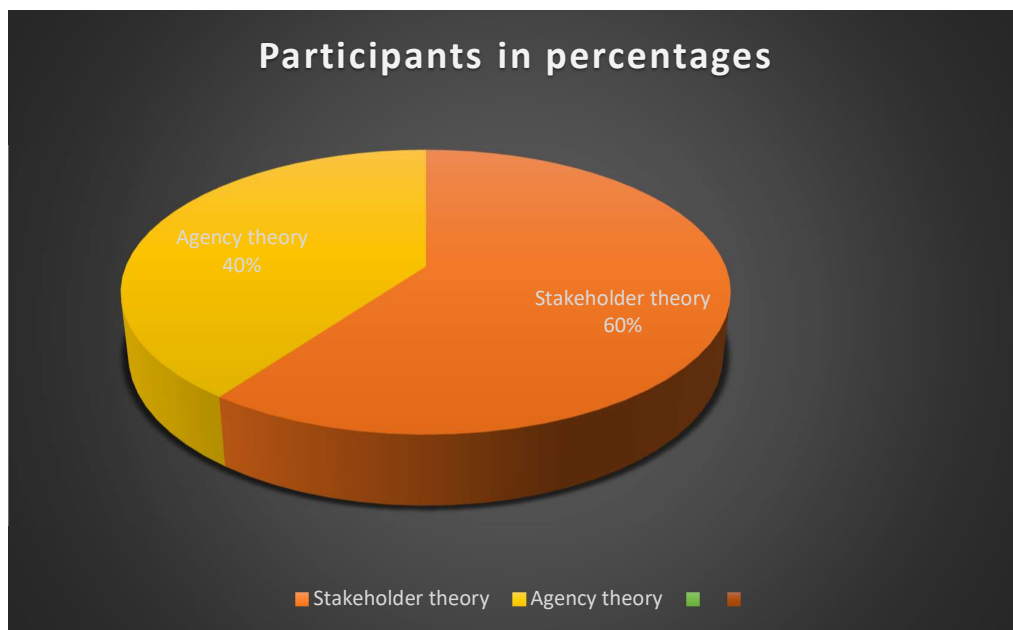
**Source: Primary source**

There were 27% participants which had diplomas as they were followed by the 33% respondents with degrees in their specific disciplines. Furthermore, those that had a Master’s qualification constituted 40%. These findings also show that the diploma was the minimum qualifications of the participants hence the institution has highly qualified people for the work.

#### **4.3 What is the most effective corporate framework in the NRZ?**

The question wanted to find out the most effective corporate governance framework in the NRZ and the responses are highlighted in the table below.

**Figure 4.2. The most effective framework in NRZ.**



**Source: Primary Data**

In figure 4.2 above indicated that stakeholder’s theory is the most effective with 60% which is about 18 participants and followed by agency theory represented by 40% which pointed to about 12 members of the board.

**4.4 Identify the challenges faced in reforms implementation?**

**4.4 Table 4.3 Challenges**

	Details	S	A	N	D	SD	total
1	Lack of mandatory regulations	10	5	5	5	5	30
2	Excessive remunerations of directors	20	5	4	1	-	30
3	Lack of transparency	15	8	7	-	-	30
4	Lack of accountability	8	7	7	-	6	30
5	Conflict of interests	9	11	10	-	-	30
6	Lack of CSR ACTIVITIES	16	4	3	4	3	30

**Source: Primary data**

This question wanted to find out about the challenges faced in reforms implementation in NRZ. The study evaluated the feedback of respondents. The outcomes from the analysis were documented as shown above table 4.3. The results showed That lack of mandatory regulations of 10 people which

is (33%), Excessive remunerations of directors showed 20 people (66%), lack of transparency showed 15 people about (50%), lack of accountability indicated 8 people which was 27% and 16 people showed lack of social corporate responsibility. This indicated that these are the challenges affecting the implementations of reforms in NRZ.

**4.5 Identify skills that are necessary for effective implementation of the reforms?**

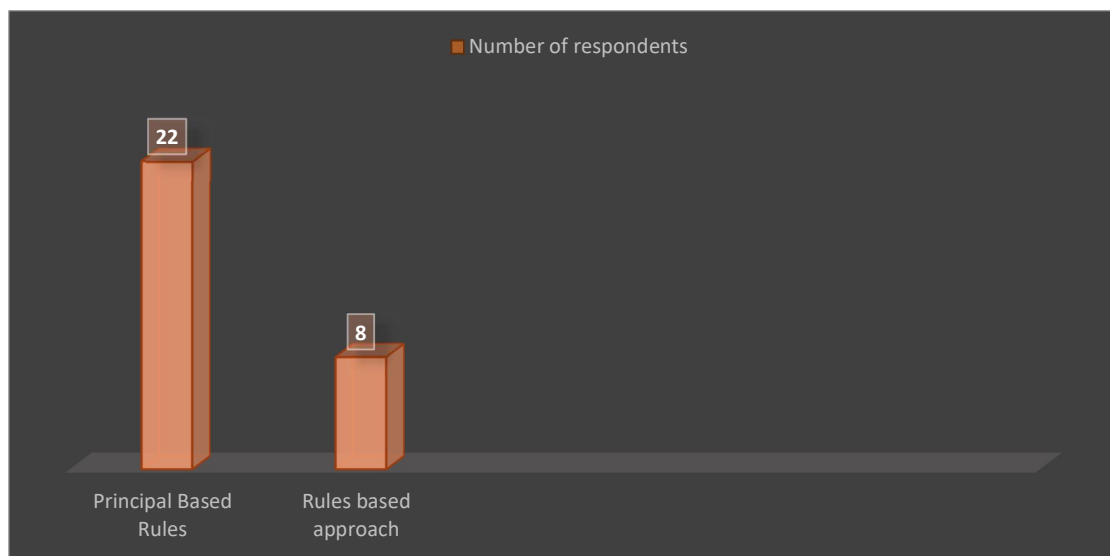
Table 4.4 Skills that are necessary for effective implementation of the reforms.

<b>Details</b>	<b>S</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1.Critical thinking	<b>20</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>30</b>
2.Innovations	<b>18</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>30</b>
3.Troubleshooting	<b>14</b>	<b>10</b>	<b>6</b>	-	<b>30</b>
4.Appearance and grooming	<b>10</b>	<b>11</b>	<b>9</b>	-	<b>30</b>
5.Oriewntation at work	<b>22</b>	<b>8</b>	-	-	<b>30</b>
6.Knowledge of management	<b>28</b>	<b>2</b>	-	-	<b>30</b>

**Source: Primary data**

The majority of the participants, 28 people strongly agreed that knowledge of management is very important, and this was followed by critical thinking with 20 participants. Furthermore, 22 despondences stated that the board and management need to be oriented on their work

**4.6 Explain the effectiveness of the following approaches to Corporate Governance in NRZ?**



**Source: Primary data**

### **Principles-Based Approach compared to rules based approach in to Corporate Governance in NRZ.**

Twenty-two participants showed that a principles-based approach to corporate governance is more favourable to a rules-based approach. It is based on the view that a single set of rules is inappropriate for every company. Circumstances and situations differ between companies. The circumstances of the same company can change over time. This means that: - the most suitable corporate governance practices can differ between companies, and - the best corporate governance practices for a company might change over time, as its circumstances change.

### **4.7 What are the Corporate Governance factors that affect the NRZ in provision of effective leadership to the organisation?**

Table 4.5 Factors affecting corporate governance issues in NRZ.

	Details	S	A	N	D	SD	Total
1	Board Independence	-	-	1	21	9	30
2	Shareholders rights	18	4	3		5	30
3	Lack of board integrity	20	10	-	-	-	30

4	Conflict of interest	18	6	3	3	-	30
---	----------------------	----	---	---	---	---	----

#### 4.7.1 Independence

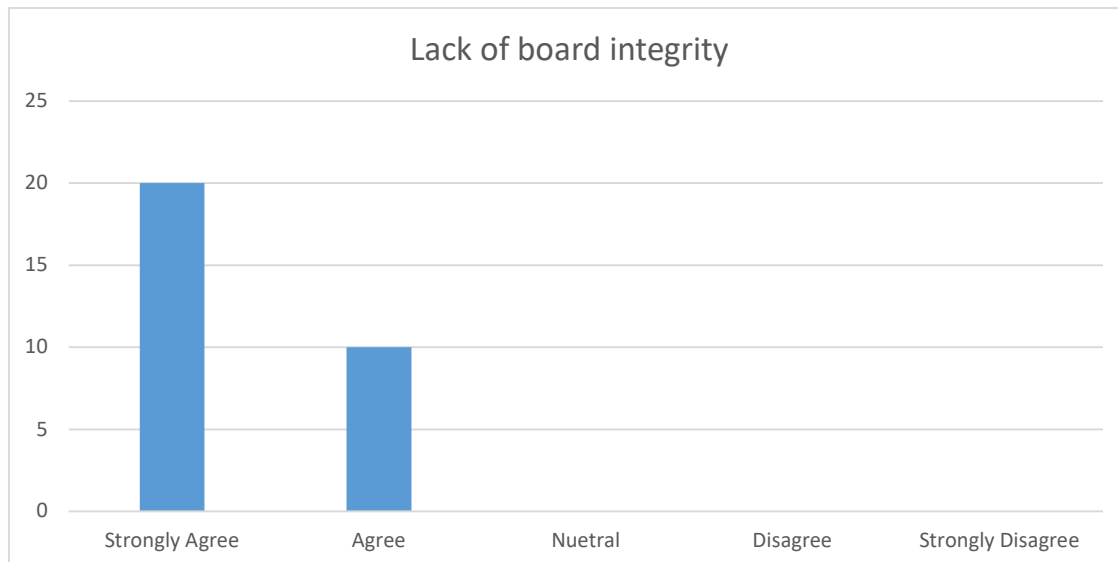
Respondents were questioned their level of covenant with the evidence that independent managers are really autonomous of the CEO and the central government. In over-all 70% of the participants disagreed that the SOEs have board autonomy in making decision and 30% and 1 of people were unsure.

#### 4.7.2 Stakeholder rights

The board and management does its duties with political influence, according the table above to 60 % of participants strongly agreed to that which is about 18 participants). The board does not conduct its duties to the gratification of the stockholders.

#### 4.7.3 Lack of Integrity in the management of the NRZ

The results were congregated and given in the chart below. Study members were demanded to elect how they agree or disagree with the top management has integrity.

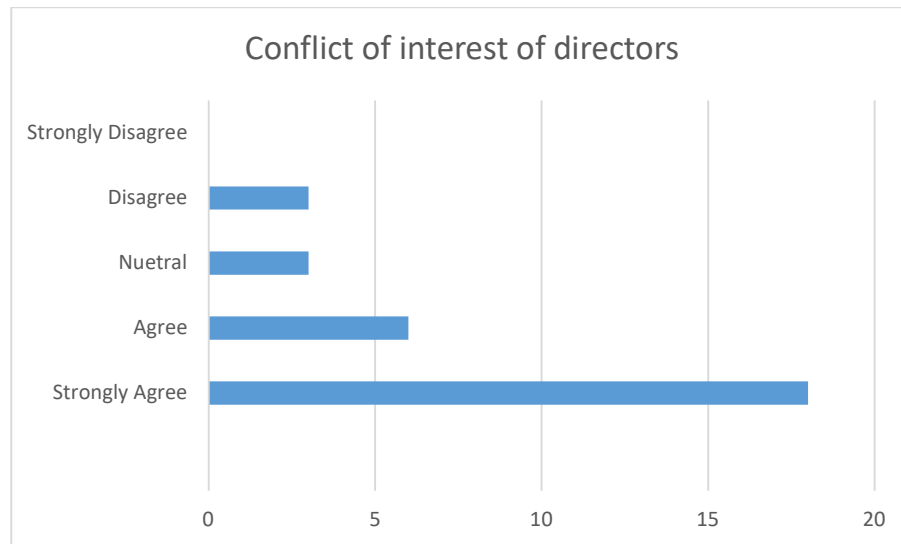


**Figure 4.3 Integrity of the Board**

20% of participants strongly agreed, and ten (10) people agreed, that top management lacked integrity and this caused the management not to perform at their top level in the organizations.

#### 4.7.4 Conflict of interest by directors

The study also examined whether there is a conflict of interest by directors and management in the organisation and asked participants and the findings are showed in the chart below.



**Figure 4.4 Directors' Conflict of Interest**

A staggering 18% of the respondents strongly agree, 6 respondents agree, 3 people were neutral 3 disagree, and none strongly disagree that directors on SOE boards have conflicts of interest

#### 4.8 Chapter summary

The chapter presented the findings of the study and discussed them and relating to literature. The data was presented in the form of tables, pie charts and graphs. The next chapter gives the summary of what happened in the previous chapters, conclusions in relation to objectives and recommendations of the study.

## CHAPTER 5

### SUMMARY, CONCLUSIONS AND RECOMMENTATIONS

#### 5.1 Introduction

The study set out the factors impeding the successful implementation of corporate governance reform measures in Zimbabwe-a case study of National Railways of Zimbabwe 2021-2022. This chapter is a presentation of the research summary, conclusions and recommendations drawn from the findings presented in chapter IV, which concentrated on data presentation and analysis.

#### 5.2 Summary of the study.

Structured on the literature review and the conceptual, theoretical, empirical survey and data analysis undertaken through the questionnaires the study provides responses to the research questions and the conclusions the chapters are logically offered:

**Chapter 1.** The chapter delivered a overall direction that demarcates the field of study and drawing the background to the study of the case study, Statement of the problem, research questions, and the research objectives significance limitations amongst extra characteristics of the study was offered.

**Chapter 2.** The chapter concentrated on the conceptual, theoretical and empirical framework of the study outlining, ‘factors impeding the successful implementation of corporate governance reform measures in Zimbabwe-a case study of National Railways of Zimbabwe.

**Chapter 3.** The chapter presented the research methodology in directing the research. A discussion is provided on the quantitative methodologies followed by a description of the population under study. The methods of data collection, questionnaire design was described.

**Chapter 4** focused on the presentation of the results of the study and an empirical analysis of the data. The discussion of the results based on the objectives formulated for the study. Findings, evaluation of the results, and comparison of results with similar research studies also formed part of the chapter.

**Chapter 5; The chapter** concluded with the summary, findings and recommendations of the research, and possible solutions that could be custom-made to twinset the needs the need to solve factors impeding the successful implementation of corporate governance reform measures in Zimbabwe with specific reference to the Zimbabwe national railways of Zimbabwe. The specific findings, conclusions and recommendations drawn from the study are presented below.

### **5.3 Summary of Findings**

**5.3.1** There were 27% participants who had diplomas as they were followed by the 33% respondents with degrees in their specific disciplines. Furthermore, those that had a master's qualification constituted 40%. These findings also show that the diploma was the minimum qualifications of the participants hence the institution has highly qualified people to work.

**5.3.2**The stakeholder's theory was the most effective with 60% which is about 18 participants and followed by agency theory represented by 40% which pointed to about 12 members of the board.

**5.3.3**The results showed that lack of mandatory regulations of 10 people which is (33%), Excessive remunerations of directors showed 20 people (66%), lack of transparency showed 15 people about (50%), lack of accountability indicated 8 people which was 27% and 16 people showed lack of social corporate responsibility. This, indicated that these are the challenges affecting the implementations of reforms in NRZ.

**5.3.4** The findings indicated that 22 participants showed that a principles-based approach to corporate governance is more favourable to a rules-based approach. It is based on the view that a single set of rules is inappropriate for every company.

**5.3.5** Respondents indicated that 70% of the participants disagreed that the SOEs have board autonomy in making decision and 30% and 1 of people were unsure

**5.3.6** The board and management does its duties with political influence, accordingly 60 % of participants strongly agreed to that which is about 18 participants). The board does not conduct its duties to the gratification of the stockholder.

**5.3.6** Twenty percent of participants strongly agreed that top management lacked integrity and this caused the management not to perform at their top level in the organizations.

**5.3.7** A staggering 18% of the respondents strongly agreed that directors on SOE boards have conflicts of interest.

## **5.4 Conclusions of Research**

The decisions reached as a result of results reports obtained in Chapter four are as follows:

- a) a) Corporate governance problems rising in NRZ comprise of lack of integrity in the boards of directors, political connections and conflicts of interests, lack of board independence. Lack of integrity and ethics endanger the quality of a NRZ's board of directors and lead to poor application of corporate governance standards in NRZ. Political effect in board decisions or business strategic development, on the other side, causes disagreement in board focus and goal alignment. These are some of the reasons why these SOEs fail to deliver, and it is reasonable that directors who are uncomfortable quit from their positions on these boards.
- b) The corporate governance concerns that significantly and favourably effect corporate governance inside SOEs in Zimbabwe are weak legal controls and law execution, political intervention, and a lack of board integrity. As a result, when there are more political interferences, there is a greater chance that a board member may be fired or quit. Increases in poor legal controls and law implementation boost board turnover in a large and beneficial way. The same can be stated regarding a board's lack of integrity and ethics. When corporate governance issues such as lack of integrity on SOE boards, political involvement, director conflict of interest, insufficient legal oversight and law execution, and the current status of the economy are considered together, 41.1 percent of SOE board turnover is accounted for.
- c) The government has interfered, among other things, that directors on SOE boards have conflicts of interest. The conflict of interest arises when the directors need higher remunerations whilst the company also needs to provide services to the public at at cheaper costs.

## **5.5 Recommendations**

This section will analyse recommendations that will help NRZ to adhere to strong corporate governance. These propositions are originated on the outcomes of this whole study.

- It is critical that an independent gatekeeper be established to monitor compliance with good corporate governance in SOEs.
- Gather information and learn about the challenges that other countries have faced with corporate governance and how they have addressed those challenges.
- • SOE board members and government officials, such as ministers in charge of SOEs, participating in international corporate governance events and conferences will improve their knowledge of and application of good corporate governance within SOEs.
- To limit the risk of political intervention in board decisions, government intervention should be avoided, and all important participants, such as policymakers, should go for corporate governance training to keep up with current advances in corporate governance.
- In order to achieve proper institutions that promote accountability of public funds, auditing in SOEs must be constant and mandatory.
- The NRZ Management must provide training in order to enhance their trainings.

### **5.5 Suggestions for Further Research**

The study suggests the next for future analysis based on the findings used in this study:

- The researcher suggests that because of time and financial constraints, this study looked at NRZ only, furthermore, corporate governance practices can be applied explored across all SOEs.

### **5.6 Summary**

- a) This chapter summarized the work done in all chapters from chapter 1 to 4 , as well as conduct a comparative analysis as part of the work's summary. The major issues obtained in the research were corporate governance problems rising in NRZ comprise of lack of integrity in the boards of directors, political connections and conflicts of interests, lack of board independence. Lack of integrity and ethics endanger the quality of a NRZ's board of directors and lead to poor application of corporate governance standards in NRZ. Political effect in board decisions or business strategic development, on the other side, causes disagreement in board focus and goal alignment. These are some of the reasons why these SOEs fail to deliver, and it is reasonable that directors who are uncomfortable quit from their positions on these boards.

## APPENDIX I: QUESTIONNAIRE COVER LETTER

*Bindura State University*

*P. Bag*

*Bindura*

***Dear Respondent***

**RE: QUESTIONNAIRE TO OBTAIN INFORMATION FROM NRZ STAFF.**

*My name is Shumbaimwe Mandivengerei a Master of Leadership and Corporate Governance student at Bindura University carrying out a dissertation in Zimbabwe Public sector in partial fulfilment of the requirements of Master of Leadership and Corporate Governance. My research study is “factors impeding the successful implementation of corporate governance reform measures in Zimbabwe-a case study of nrz”.*

*Kindly provide answers to the questions on the space provided. Information collected under this study will be treated with confidentiality and is for academic purpose only.*

*Your assistance in this regard will be greatly cherished.*

*Yours faithfully*

***Mandivengerei Shumbaimwe.***

### **Section A**

#### **Instructions**

- (a) Please tick in the appropriate box or fill in the blank spaces.
- (b) Do not write your name

#### **General Questions**

#### **SECTION A**

1. How many years have you been servicing as board member in NRZ?

(i) 1 to 5 years

(ii) 6 to 10 years

(iii) More than 10yrs

2. State your highest professional qualifications.

- (i) O level
- (ii) A level
- (iii) Diploma
- (iv) Higher diploma
- (v) Degree /Masters

**Section B:**

i) What is the most effective corporate framework in the NRZ?

- (i) Stakeholder theory
- (ii) Agency theory

**Section C**

**Instructions:**

- Respondent is required to answer on space provided
- The respondent is required to tick any one option for each statement below using **(S)Strongly Agree (A) agree (N) neutral (D) disagree (SD) Strongly Disagree**

4 i) Identify the challenges faced in reforms implementation

	Details	S	A	N	D	SD	
1	Lack of mandatory regulations						
2	Excessive remunerations of directors						
3	Lack of transparency						
4	Lack of accountability						
5	Conflict of interests						
6	Lack of CSR ACTIVITIES						

5 Identify skills that are necessary for effective implementation of the reforms?

Details	S	A	N	D	SD
1.Critical thinking					
2.Innovations					
3.Troubleshooting					
4.Appearance and grooming					
5.Orientation at work					
6.Knowledge of management					

**5 Explain the Government’s approach to Corporate Governance?**

	Details	S	A	N	D	SD	
1	Rules based approaches eg Sarbanes – Oxley’s 2002						
2	Principal based approach						

**6 What are the Corporate Governance factors that affect the NRZ in provision of effective leadership to the organisation?**

7	Details	S	A	N	D	SD	Total
1	Board Independence						
2	Shareholders rights						
3	Lack of board integrity						
4	Conflict of interest						

**Thank you for your cooperation**

## References

- Amba, S.M. 2013. Corporate Governance and Firm 's Financial Performance. Journal of Academic and Business Ethics.
- Apadore, K and Zainol, S, S, B. 2014. Determinants of Corporate Governance and Corporate Performance among Consumer Product Industry Malaysia. International Journal 4(2) ,159-165.
- Chingwenya, A., and Mudzengerere., F., H and 2013. The Small and Medium Enterprises Policy in Zimbabwe. International Journal of Politics and Good Governance, 4(4) 1-18.
- Maseda, A., Iturralde, T. and Arosa, B. 2015. Impact of Outsiders on Firm Performance over Different Generations of Family owned SMEs. Journal of Small Business Management, 53(4), 1203-1218.
- Mason, C and Simmons J. 2015. Embedding Corporate Social Responsibility in Corporate Governance. Journal of Business Ethics.
- Maune, A. 2015. Corporate Governance in Zimbabwe: An Overview of its Current State. Asian Economic and Financial Review, 5(1), 167-178.
- Organisation for Economic Co-operation and Development(OECD). 2020. Governance of State Owned Enterprises in Southern Africa. Available at [http:// www.oecd.org.daf](http://www.oecd.org.daf). (Accessed 19 May 2022).
- World Bank.2020. Report on Governance of State Owned Enterprises in Africa. Available at [http:// www.worldbank.org/](http://www.worldbank.org/) (Accessed 19 May 2022).
- Abdullah, H. and Valentine, B., 2009. Fundamental and ethics theories of corporate governance. Middle Eastern Finance and Economics, 4(4), pp.88-96.
- Abor, J., & Biekpe, N. (2015), What determines the capital structure of listed firms in Ghana African Finance Journal, Vol 7(1), p. 37-48.
- Adeusi S, Akeke N, Aribaba F, Adebisi O (2016), Corporate Governance and Firm Financial Performance: Do Ownership and Board Size Matter. Academic Journal of Interdisciplinary Studies Vol 2 pp. 251-258
- Amundsen, I., 2009. Introduction to public sector ethics.

Anita, B., 2017. OECD Guidelines on Corporate Governance of State-Owned Enterprises from Hungarian State-Owned Enterprises' Point of View. Pro Publico Bono–Magyar Közigazgatás, 5(Special Edition 1), pp.6-25.

Armitage, S., Hou, W., Sarkar, S. and Talaulicar, T., 2017. Corporate governance challenges in emerging economies. Corporate Governance: An International Review, Forthcoming.

Baxter, P. and Jack, S., 2008. Qualitative case study methodology: Study design and implementation for novice researchers. The qualitative report, 13(4), pp.544-559.

Beasley, M. S. (2016), An Empirical Analysis of the Relation Between the Board of Director Composition and Financial Statement Fraud. The Accounting Review, Vol 71 pp. 443-65.

Boyle, E., Saunders, R. and Drury, V., 2016. A qualitative study of patient experiences of type 2 diabetes care delivered comparatively by general practice nurses and medical practitioners. Journal of Clinical Nursing, 25(13-14), pp.1977-1986.

Borokhovich, K. R., Parrino & Trapani, T. (2016), Outside Directors and CEO Selection, Journal of Financial and Quantitative Analysis, Vol 31 pp. 337-355.

Byrd, J., & Hickman, K. (2014), Do Outside Directors Monitor Managers? Evidence from Tender Offer Bids, Journal of Financial Economics, Vol 32 pp.195-207

Ceswell, W. (2013) Research Design 4th ed., London, UK: Sage Publications.

Clarke, T. (2014), Theories of Corporate Governance. The Philosophical Foundations of Corporate Governance, Routledge: Taylor & Francis Group.

Chen, C. and Lin, L.Y.H., 2021. Foreign Political Interference in the Governance of Listed Companies: A Market and Behavioral Analysis. Duke Journal of Comparative & International Law, 31(2), pp.301-349.

Chigudu, D., 2015. Towards improvement of Ethics in the Public Sector in Zimbabwe. Journal of Governance and Regulation, 4(1), pp.103-111.

Cohen, L., Manion, L. and Morrison, K., 1994. Educational research methodology. Athens: Metaixmio.

Creswell, J.W. and Clark, V.L.P., 2017. *Designing and conducting mixed methods research*. Sage publications.

Cronin, C., 2014. *Using case study research as a rigorous form of inquiry*. *Nurse researcher*, 21(5).

Davis, S.M., (2016), *Leading Corporate Governance Indicators: An Asia-Pacific Critique*, Hong Kong: Sweet & Maxwell Asia.

Donaldson, L. and Davis, J. H. (2016) *Stewardship theory or agency theory: CEO governance and shareholder returns*, *Australian Journal of Management*, Vol16(1) pp.49-64.

El-Kassar, A.N., Messarra, L.C. and Elgammal, W., 2015. *Effects of ethical practices on corporate governance in developing countries*.

Evans III, J.H., Luo, S. and Nagarajan, N.J., 2014. *CEO turnover, financial distress, and contractual innovations*. *The accounting review*, 89(3), pp.959-990.

Fama, E.F. & Jensen, M.C. (2015) , *Separation of Ownership and Control*, *Journal of Law and Economics*, Vol. 26, pp. 301-25.

Farquhar, J. (2012) *Case study research for business*. London [England]: SAGE. Ginting, E. and Naqvi, K. eds., 2020. *Reforms, Opportunities, and Challenges for State-Owned Enterprises*. Asian Development Bank.

Garland, P. (2012), *A participative research for learning methodology on doctoral training programmes*, *International journal for researcher development*, Vol. 3 pp. 25.

Gourevitch, P., 2014. *Politics and Corporate Governance*. In *Corporations and Citizenship* (pp. 183-198). University of Pennsylvania Press.

Hair, J. (2007), *Research methods for business*, West Sussex, England: JohnWiley Sons. (University of Namibia).

Iwasaki, I., Ma, X. and Mizobata, S., 2020. *Corporate ownership and managerial turnover in China and Eastern Europe: A comparative meta-analysis*. *Journal of Economics and Business*, 111, p.105928.

Jia, N., Huang, K.G. and Man Zhang, C., 2019. Public governance, corporate governance, and firm innovation: An examination of state-owned enterprises. *Academy of Management Journal*, 62(1), pp.220-247.

Kato, T. and Long, C., 2006. Executive turnover and firm performance in China. *American Economic Review*, 96(2), pp.363-367.

Kikeri, S., 2018. *Corporate Governance in South African State-Owned Enterprises. World Bank.*

Klausen, J.E. and Winsvold, M., 2019. Corporate governance and democratic accountability: local state-owned enterprises in Norway. *Journal of Public Policy*, pp.1-24.

Kiranmai, J. and Mishra, R.K., 2019. Corporate Governance Practices in Listed State-owned Enterprises in India: An Empirical Research. *Indian Journal of Corporate Governance*, 12(1), pp.94-121.

Levi-Faur, D., 2016. *Combating Corruption and promoting Business Integrity in State-Owned Enterprises: Issues and Trends in National Practices.*

Lincoln, Y.S. and Guba, E.G., 1985. Establishing trustworthiness. *Naturalistic inquiry*, 289(331), pp.289-327.

Magang, T.I. and Magang, V.G., 2016. Corporate Governance and Compliance in Botswana: Issues and Challenges. *Journal of Research in Business, Economics and Management*, 7(1), pp.1041-1061.

Mahiya, W., 2015. *An Evaluation on the applicability of dispersed leadership style to corporate governance practices by state owned enterprises in Zimbabwe (Doctoral dissertation).*

Mashamaite, K.A. and Raseala, P., 2018. *Transgression of corporate governance in South Africa's state-owned enterprises.*

Masulis, R.W., 2020. A Survey of Recent Evidence on Boards of Directors and CEO Incentives. *Asia-Pacific Journal of Financial Studies*, 49(1), pp.7-35.

Matsiliza, N.S., 2017. Corporate governance of the state-owned enterprises in an emerging country: risk management and related issues. Risk Governance and Control: Financial Markets and Institutions, 7(3), pp.35-43.

Mbambo, L.E., 2017. An analysis of corporate governance in state-owned enterprises (SOEs) in compliance with the King Code principles of good governance (Doctoral dissertation, University of the Free State).

Morck, R. K. and Stezer, L. (2017), The Global History of Corporate Governance an Introduction, Cambridge: National Bureau of Economic Research.

Mondiale, B., 2009. The moral compass of companies: business ethics and corporate governance as anti-corruption tools.

Mosunova, N., 2014. The Content of Accountability in Corporate Governance. Russ. LJ, 2, p.116.

Mwaura, K. (2017) The Failure of Corporate Governance in State Owned Enterprises and the Need for Restructured Governance in Fully and Partially Privatized Enterprises: The Case of Kenya, Vol 1 pp. 34-75.

Najid, N. A., & Abdul Rahman, R. (2011), Government Ownership and Performance of Malaysian Government-Linked Companies, International Research Journal of Finance and Economics, Vol 61 pp.42-56.

Nevondwe, L., Odeku, K.O. and Raligilia, K., 2014. Ethics in the state-owned companies in the public sector: a thin line between corporate governance and ethical leadership. Mediterranean Journal of Social Sciences, 5(15), pp.661-661.

Noor, K.B.M., 2008. Case study: A strategic research methodology. American journal of applied sciences, 5(11), pp.1602-1604.

Nordberg, D., 2008. The ethics of corporate governance. Journal of General Management, 33(4), pp.35-52.

Norman, W., 2013. Business ethics. International Encyclopedia of Ethics.

Oecd, 2018. OECD Guidelines on Corporate Governance of State-Owned Enterprises, 2015 Edition. OECD.

Pfeffer, J. (1973), Size, composition, and function of hospital boards of directors: A study of organization-environmental linkage, Administrative Science Quarterly, Vol 18 pp.349 -364.

Pham, L., 2018. A review of advantages and disadvantages of three paradigms: positivism, interpretivism and critical inquiry. Qualitative approach to research, pp.1-7.

Public entities corporate governance act of 2018

Snyder, H., 2019. Literature review as a research methodology: An overview and guidelines. Journal of Business Research, 104, pp.333-339.

Rajavuori, M., 2018. Governing the Good State Shareholder: The Case of the OECD Guidelines on Corporate Governance of State-Owned Enterprises. European Business Law Review, 29(1).

Rehman, A.U., Ali, T., Hussain, S. and Waheed, A., 2021. Executive remuneration, corporate governance and corporate performance: Evidence from China. Economic Research-Ekonomska Istraživanja, pp.1-26.

Rughoobur, S., 2018. An assessment of good corporate governance in state owned enterprises of Mauritius. Studies in Business and Economics, 13(1), pp.166-180.

Sachs, R. 2019. The International Law of Corporate Governance. Pace International Law Review, 32(1), p.57.

Saidat, Z.M., 2018. Corporate Governance and Corporate Performance: Evidence from Jordanian Family and Non-Family Firms (Doctoral dissertation, Queen Margaret University, Edinburgh).

Saunders, M.N. and Townsend, K., 2018. Choosing participants. C. Cassel & AL Cunliffe.

Sekaran, U., 2009. Bougie, M.,” Research Methods for Business: A Skill Building Approach”. UK: John Wiley & Sons.

Susanto, Y.K., 2018. Auditor switching: management turnover, qualified opinion, audit delay, financial distress. International Journal of Business, Economics and Law, 15(5), pp.125-132.

Teng, D., Fuller, D.B. and Li, C., 2018. Institutional change and corporate governance diversity in China's SOEs. Asia Pacific Business Review, 24(3), pp.273-293.

Tuhaika Jr, J.A., 2019. State-owned enterprises and the principal-agent problem: A case study of the Solomon Islands water authority.

William, O., Judge, N. I. and Koutzevol, N. (2017), Corporate governance and firm performance in Russia: An empirical study, Journal of World Business, Vol 38 pp.385-396.

Yazan, B., 2015. Three approaches to case study methods in education: Yin, Merriam, and Stake. The qualitative report, 20(2), pp.134-152.

Yin, R.K., 2009. How to do better case studies. The SAGE handbook of applied social research methods, 2, pp.254-282.

Zhou, G. and Zhou, H. (2014) Public Policy Making in Zimbabwe: A Three Decade Perspective, International Journal of Humanities and Social Science, Vol 2(8) pp. 212-222.

Zvavahera, P. and Ndoda, R.G. (2014), Corporate governance and ethical behavior: The case of the Zimbabwe Broadcasting Corporation, Journal of Academic and Business Ethics, Vol 9 pp.1-8.

## ABSTRACT

The goal of this study was to see how corporate governance issues affect the image of state-owned businesses. To address this issue, the researcher devised the following goals: to determine the current state of corporate governance practices in SOEs, using NRZ as a case study; to identify corporate governance challenges affecting the corporate boards of SOEs, using NRZ as a case study; to determine the current state of corporate governance practices in SOEs, using NRZ as a case study; to assess the impact of political interference on SOEs' corporate image, using NRZ as a case study; to investigate the impact of directors' conflicting interests on SOEs' corporate image, using NRZ as a case study; and to identify potential remedial strategies to address the corporate governance



Class Portfolio | My Grades | Discussion | Calendar

NOW VIEWING: HOME > GSB1

Welcome to your new class homepage! From the class homepage you can see all your assignments for your class, view additional assignment information, submit your work, and access feedback for your papers.

Hover on any item in the class homepage for more information.

Class Homepage

This is your class homepage. To submit to an assignment click on the "Submit" button to the right of the assignment name. If the Submit button is grayed out, no submissions can be made to the assignment. If resubmissions are allowed the submit button will read "Resubmit" after you make your first submission to the assignment. To view the paper you have submitted, click the "View" button. Once the assignment's post date has passed, you will also be able to view the feedback left on your paper by clicking the "View" button.

Assignment Inbox: GSB1

Assignment Title	Info	Dates	Similarity	Actions
DISSERTATIONS		Start 29-Jun-2022 12:26PM Due 31-Dec-2022 11:59PM Post 07-Jul-2022 12:00AM	6%	Resubmit View