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ETHICO-POLITICAL LEADERSHIP IN PUBLIC ORGANIZATIONS IN ZIMBABWE

By

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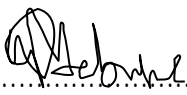
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A Thesis submitted in fulfilment of the requirements for the degree of Doctor of Philosophy in Management, Faculty of Economic and Management Sciences, University of the Western Cape

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DECLARATION

I, Nosheni Mabwe (3688991), declare that to the best of my knowledge, this thesis is my own work/research and that I have not previously submitted it in its entirety or in part at any other university for an award or degree. I have appropriately indicated all data sources and duly acknowledged references.

Signed..........

Student



DEDICATION

To my wife and best friend, **Chyllen Mabwe**, for being in my shoes while I was away and for the unmatched support you have given me throughout the pursuit of this degree. To my lovely children **Alycia, Knowledge, and Notion Jnr**, for being tolerant of your mother during my absence pursuing this degree. To my mother, Evelyn, your continuous words of encouragement played a pivotal role in my early academic achievement up to the highest level of my qualifications.



Acknowledgements

Carrying out a task of this magnitude is impossible without various exercises of support, kindness and assistance from various people and organizations. In engaging with challenges bedevilling the growth of public organizations in Zimbabwe, I have relied upon devoted social groups, managers, advisers, associates, and academics. I begin with my patient mentor and supervisor, Professor Abdullah Bayat, whose preliminary comments produced the first proposal, which directed the conceptualization of this study and the entire study up to the last stage of submission.

At the outset of my PhD study, I held discussions with senior government officials in Harare, the capital of Zimbabwe, which housed GMB Headquarters, and the City of Kwekwe, which housed ZISCO, two Zimbabwean public organisations. I am grateful for these discussions, which generated key questions for this study.

I encountered social and economic challenges while studying, but I found them intellectually stimulating. I regularly visited the University of the Western Cape two to three times a year from 2016 to 2019. My illustrious academic advisor Professor Abdullah Bayat's analysis of scholarship and society stimulated me throughout this research process. His advisory sessions often switched me to new scope in the subject under study.

ABSTRACT

The study investigated the ethico-political leadership in two Zimbabwean State-Owned Enterprises (SOEs). Since Zimbabwe attained its independence in 1980, the citizens have witnessed an alarming rate of unethical activities within public organisations. Reports of dishonest behaviour such as embezzlement, bribery, self-serving interest, no answerability, and dishonesty of managers in public organisations are widespread. A case study research design was engaged to encompass an in-depth description of the experience of managers in the two public organisations. A qualitative research approach was used because it allows for a systematic approach to describe life experiences and meaning. It also facilitated the exploration of the depth, richness, and complexity of the topic. From the two purposively selected public organisations, twenty-eight managers were purposively chosen across departments from both organizations and were interviewed. The research data was gathered from face-to-face interviews as well as consulting company documents. The researcher explored the participants' experiences, thoughts, and notions of ethical and political behaviours in public organisations in Zimbabwe.

The findings from the study confirm that political elites and senior managers enhanced their personal wealth by plundering public organisations. I found that leadership in public organisations in Zimbabwe was characterised by the normalisation of corruption which is perpetuated through social exchange practices which are manifested in the neopatrimonial order of legitimation. In addition, I found that poor governance coupled with corruption led to organisational decline and death. I also identified the potential role of whistle-blowing and the potential role of building relationships as a means to foster ethical and political practice. Also, despite working in corrupt environments, Zimbabwean SOE managers were able to identify ethical leaders' characteristics. The findings from the study make it possible for me to claim and argue that anti-corruption strategies and mechanisms should be effectively implemented. I recommend the involvement of all stakeholders in eradicating unethical practices in public organisations in Zimbabwe. The

study recommends taking guidance from the South African King Report IV for insights and the involvement of civil society in designing an ethico-political system based on neopatrimonialism. Leaders in public organisations in Zimbabwe need indigenous best practice ethical standards and political practices to develop systems that incorporate the best aspects of neopatrimonialism instead of relying on borrowed western and colonial best custom ethical standards and systems. In this regard, an indigenous ethical and political system needs to meet local circumstances and use neopatrimonialism positively. The study contributed to the body of knowledge by providing an ethico-political leadership theoretical framework for investigating ethical and unethical behaviour in state-owned enterprises.



TABLE OF CONTENTS

DECLARATION	ii
Acknowledgements	iv
ABSTRACT	v
TABLE OF CONTENTS	vii
LIST OF TABLES	xvii
LIST OF FIGURES	xviii
LIST OF APPENDICES	xix
ACRONYMS	xx
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	2
1.2.1 Ethics and politics in public organizations	4
1.2.2 Public organizations and corruption	5
1.2.3 Zimbabwean Public Organizations	6
1.2.4 Zimbabwe Iron and Steel Company (ZISCO)	6
1.2.5 Grain Marketing Board (GMB)	8
1.3 Statement of the Problem	9
1.4 Importance of the Study	11
1.5 Theoretical Framework	11
1.5.1 Ethical and Political Leadership	12



UNIVERSITY of the
WESTERN CAPE

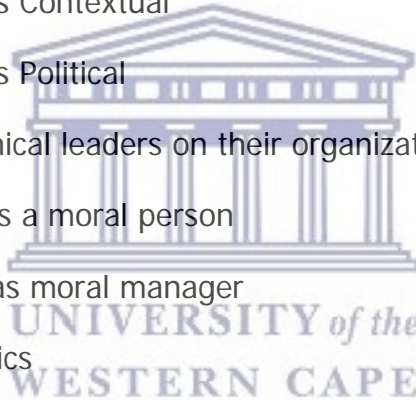
1.5.2 Exploring the connection between Ethics and Politics: the rise of Ethico-Politics	13
1.6 Research Objectives	14
1.7 Research Questions	14
1.8 Research methodology	14
1.8.1 Research Philosophy	15
1.8.2 Population	15
1.8.3 Sample	16
1.8.4 Data Collection and Analysis	16
1.8.5 Ethical considerations	16
1.9 Organization of the Thesis	17
1.10 Summary of Chapter One	18
CHAPTER TWO	19
2.1 Introduction	19
2.2 Aim of the review	19
2.3 State Owned-Enterprises (SOE)/Public Organizations	19
2.5 Corporate Governance in Zimbabwe	26
2.6 Unethical Leadership in Zimbabwean public organizations	28
2.7 Organizational Corruption	28
2.7.1 Systematic corruption	31
2.7.2 Bribery	32
2.7.3 Fraud	33
2.7.4 Nepotism	34
2.7.5 Personal enrichment	34



2.8.1 Denial of responsibility	35
2.8.2 Denial injury	35
2.9 Socializing new employees into corrupt practices	36
2.10 Rationalization, Socialization and Organization cronyism	36
2.10.1 In-group bias	36
2.10.2 Paternalism	37
2.10.3 Reciprocal exchange of favour	37
2.10.4 Patronage	37
2.10.5 Neopatrimonialism in Zimbabwe	39
2.11 Summary of Chapter two	42
CHAPTER THREE	43
THEORETICAL FRAMEWORK OF THE THESIS	43
3.1 Introduction	43
3.2 What is ethics?	43
3.2.1 Managing Ethics in organizations	44
3.3 Theories of business ethics	46
3.3.1 Virtue theory	46
3.3.2 Deontological theory	47
3.3.3 Teleological theory	47
3.4 Politics	48
3.4.1 What is politics?	48
3.4.2 Organizational politics	48
3.5 The influence of ethics and politics on leadership in public organizations	50
3.5.1 Leadership	50



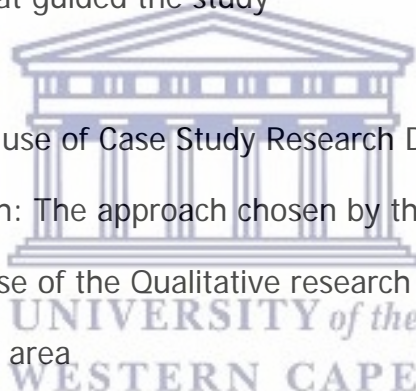
3.5.2 The influence of ethics on leadership	50
3.5.3 The influence of organizational politics on leadership	52
3.5.4 Political leadership	53
3.6 Ethical leadership	53
3.6.1 Ethical leadership Approaches	55
3.6.1.1 Philosophical/Normative Approach	55
3.6.1.2 Social Scientific Approach	56
3.6.1.3 Putting the two perspectives together	57
3.6.1.4 The Integrity Management approach to Ethical leadership	57
3.6.2 Ethical leadership as Relational	59
3.6.3 Ethical leadership as Contextual	60
3.6.4 Ethical leadership as Political	61
3.6.5 The influence of ethical leaders on their organizations	61
3.6.5.1 Ethical leader as a moral person	61
3.6.5.2 Ethical Leader as moral manager	62
3.7 Related concepts to ethics	63
3.7.1 Integrity	63
3.7.2 Respect	64
3.7.3 Trust	65
3.7.4 Honesty	66
3.8 Unethical leadership	66
3.8.1 Unethical leadership in organizations	67
3.9 The outcomes of ethical and political leadership	68
3.10 Theories underpinning the research study	69



3.10.1 Social learning theory	72
3.10.2 Social exchange theory	74
3.10.3 Ekeh's two publics theory	75
3.10.4. Weber (1978) social order theory and neopatrimonialism	78
3.10.5 Normalization of corruption: Rationalization, Socialization and the Institutionalization of organizational corruption	79
3.10.6 Political skill theory	80
3.11 Theoretical framework	81
3.12 Relationship of theories underpinning the study	82
3.12.1 Social learning theory	82
3.12.1.1 The normalization of corruption	83
Institutionalization:	83
Routinization	84
Socialization	84
3.12.2 Social exchange theory (SET)	84
3.12.2.1 Ekeh's Two Publics	85
3.12.3 Weber's legitimation	85
3.12.4. Political skill theory	86
3.13 Summary of chapter three	87
CHAPTER FOUR	88
RESEARCH METHODOLOGY AND DESIGN	88
4.1 Introduction	88
4.2 Research Philosophy	89
4.2.1 Ontology	89



4.2.2 Objectivism	90
4.2.3 Subjectivism	91
4.2.4 Epistemology	92
4.2.5 Axiology	93
4.3 Research Paradigm	94
4.3.2 Research Paradigm that guided the study	98
4.4 Research reasoning	99
4.4.1 Deductive reasoning	99
4.4.2 Inductive reasoning	99
4.5 Research Design: the choices of the researcher	100
4.5.1 Research Design that guided the study	101
4.5.2 Case study defined	102
4.5.3 Justification for the use of Case Study Research Design	102
4.6.3 Qualitative approach: The approach chosen by the researcher	104
4.6.3.1 Justifying the use of the Qualitative research approach	108
4.7 Description of the study area	109
4.8 Triangulation of the data	109
4.9 Population, Sampling Technique, and sample	110
4.9.1 Population	110
4.9.2 Sampling	111
4.9.2.1 Convenience Sampling	112
4.9.2.2 Snowball Sampling	112
4.9.2.3 Theoretical Sampling	112
4.9.2.4 Purposive Sampling	113



4.9.3 Sample Size	115
4.9. 4 Background information about the participants	115
4.9.5 Gender information of participants	117
4.9.6. Age range of participants	118
4.9.7 Academic Qualifications of participants	118
4.10 Date Collection	119
4.10.1 Interview Method	119
4.10.1.1 Structured	121
4.10.1.2 Unstructured	121
4.10.1.3 Semi-structured	121
4.10.4 Interview Schedule Pretesting	123
4.10.5 Interview Data collection procedure	123
4.10. 6 Researcher as an instrument	124
4.10.7 Validity and Reliability	125
4.10.8 Techniques used to validate the study	126
4.10.9.1 Methods used to increase the reliability of instrument, data, and findings	127
4.10.10 Data processing and Analysis	128
4.10.11 Qualitative data processing and analysis	128
4.11 Data analysis with an Interpretive Paradigm	129
4.12 Generating Themes through Data Analysis: Particularities, Generalization, and Condensation	130
4.13 Data Analysis: Justification for the use of thematic analysis for this study	131
4.14 Ethical and Legal considerations	132
4. 15 Summary of chapter four	134

CHAPTER FIVE	136
DATA PRESENTATION AND ANALYSIS	136
5.1 Introduction	136
5.2 Overview of the emerging themes	136
5.3 Themes	137
A. Theme 1: The normalization of corruption is perpetuated through social exchanges, which is then manifested in a neopatrimonial order of legitimation	137
B. Theme 2: Poor corporate governance coupled with corruption leads to organizational decline and organizational death	148
C. Theme 3: How power can be used to enable and perpetuate unethical behaviour	153
Sub-theme 1: Personal Enrichment	154
Sub-theme 2: The influence of leadership on the normalization of corruption	156
Sub-theme 3: Diminishing followers' dignity as an instance of unethical behaviour	158
D. Theme 4: The role that whistle blowing and relationships can play in fostering ethical and political practice in public organizations	158
Sub-theme 1: Whistle blowing	159
Sub-theme 2: Relationships	160
E. Theme 5: Characteristics of an ethical leader as identified by managers despite working in public organizations where corruption was widespread.	162
Sub-theme 2: Honesty	166
Sub-theme 3: Trustworthy	168
Sub-theme 4: Integrity	170
5.4 An analysis of the study themes	172

5. 5 Summary for chapter five	175
CHAPTER SIX: DISCUSSION, CONCLUSION AND RECOMMENDATIONS	177
6.1 Introduction	177
6.2 Discussion of Findings	178
6.2.1 Normalization of corruption perpetuated through social exchange which is then manifested in a neopatrimonial order of legitimation	178
6.2.2 Theme 2: Poor corporate governance coupled with corruption leads to organizational decline and death	179
6.2.3 Theme 3: How power can be used to enable and perpetuate unethical behaviour	180
6.2.4 Theme 4: The role that whistle blowing and relationships can play in fostering ethical and political practice in public organizations	181
6.2.5 Theme 5: Characteristics of an ethical leader as identified by the managers despite working in public organizations where corruption was widespread.	183
6.2.5.1 Respect	184
6.2.5.2 Honesty	184
6.2.5.3 Trustworthy	185
6.2.5.4 Integrity	185
6.3 Conclusion	185
6.3.1 Conclusion by objectives of the study	185
6.3.2 Overall Study Conclusion	187
6.4 Implications to theory	187
6.5 Contributions to the body of Knowledge	191
6.6 Implications for Policy and Practice	191
6.7 Limitations and Future Studies	194



6.7.1	Limitations of Current research	195
6.7.2	Limitations and Implications for future studies	195
6.8	Key Recommendation	196
6.8.1	Other Recommendations	196
6.9	Summary of chapter six	199
7.	REFERENCES	201
	APPENDICES	231
	APPENDIX A: Grain Marketing Board Approval letter	231
	APPENDIX B: Zimbabwe iron and steel company approval letter	232
	APPENDIX C: University sample of consent form	233
	APPENDIX D: Interview guide ZISCO	235
	APPENDIX E: Interview guide GMB	237
	APPENDIX F: Information sheet sample for the survey	239
	APPENDIX G: Turnitin report	242



LIST OF TABLES

Table 4:1 Comparisons of selected paradigms.....	125
Table 4:2 Qualitative methodologies.....	135
Table 4:3 Attributes of reliability.....	156
Table 5:1 Interview codes and demographic data.....	168
Table 5.2 Gender information of participants.....	170



UNIVERSITY *of the*
WESTERN CAPE

LIST OF FIGURES

Figure 3:1 Background of ethical-political behaviour conceptual framework	72
Figure 3:2 Ethico-political behaviour conceptual framework	76
Figure 3.3 Opportunities for introducing ethics into an organization's culture.....	83
Figure 6.1 Ethico-political behaviour theoretical frameworks.....	203



LIST OF APPENDICES

Appendix A: Grain Marketing Board Approval letter.....	263
Appendix B: Zimbabwe Iron and Steel Company approval letter.....	264
Appendix C: University sample of consent form.....	265
Appendix D: Interview guide ZISCO.....	266
Appendix E: Interview guide GMB.....	269
Appendix F: Information sheet sample for survey.....	271



ACRONYMS

AMA	Agricultural Marketing Authority
ARDA	Agriculture and Rural development Authority
CSC	Cold Storage Commission
GDP	Gross Domestic Product
GMB	Grain Marketing Board
IDC	Industry Development Corporation
MDC	Movement for Democratic Change
NRZ	National Railways of Zimbabwe
SEDCO	Small Enterprises Development Corporation
SET	Social Exchange Theory
SLT	Social Learning Theory
SOE	State Owned Enterprises
TIZ	Transparency International Zimbabwe
VID	Vehicle Inspection Department
ZACC	Zimbabwe Anti-Corruption Commission
ZANU PF	Zimbabwe National Union Patriotic Front
ZBC	Zimbabwe Broadcasting Corporation
ZESA	Zimbabwe Electricity Supply Authority
ZETDC	Zimbabwe Electricity Transmission and Distribution Company
ZETCO	Zimbabwe Transmission Company
ZMDC	Zimbabwe Mining Development Corporation
ZINARA	Zimbabwe National Roads Administration
ZINWA	Zimbabwe National Water Authority
ZIMRA	Zimbabwe Revenue Authority
ZIMSEC	Zimbabwe School Examination Board
ZIA	Zimbabwe Investment Authority
ZRP	Zimbabwe Republic Police
ZISCO	Zimbabwe Iron and Steel Company
ZUPCO	Zimbabwe United Passenger Company

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Public organisations are key economic drivers of any nation. Ethics and politics are two major issues in public organizations or state-owned organizations. Undoubtedly, ethical standards are important in influencing the growth of public organisations in Zimbabwe. However, the non-adherence to indigenous ethical standards and positive politics opting for western and colonial ethical standards give space for unethical practices in public organisations in Zimbabwe. Corruption and unethical practices cause a decline in performance and the eventual death of Zimbabwean public organisations. All over the world, countries are struggling with corruption in state-owned enterprises. Corruption in Public organizations is rife in Zimbabwe, Indonesia, Pakistan, South Africa, and even the United States of America (Zhou, 2017). The Indonesian government has tried to combat this corruption by appointing commissioners to encourage ethical leadership (van Eeden Jones, Eryanto and Lasthuizen, 2020).

Previous research by Chimbari (2017) has indicated that it is important for Africa and Zimbabwe to cultivate management and leadership that is ethical. Some of the questions that remain unanswered are, what are the opinions of managers in public organizations in Zimbabwe on why unethical leadership and management persist, and what can be done to counter unethical leadership and cultivate ethical leadership within Zimbabwean public organizations?

The reason for this qualitative study was to build up a theoretical structure to frame ethical leadership and investigate managers' views on ethics and politics in two Zimbabwean public organizations or state-owned enterprises. In addition, the aim was to discover the

extent of ethical leadership in Zimbabwean public organizations and develop propositions to encourage ethical leadership.

1.2 Background of the Study

Zimbabwean state-owned enterprises or public organizations contribute immensely to the Gross Domestic Product (World Bank, 2017). These public organizations span a vast area of the Zimbabwean economy and used to be the locomotive of economic growth and sources of employment. However, the unethical behaviour of many leaders and managers has bled and wrecked some organizations (Chigudu, 2020).

It is necessary to ensure that leaders and managers adhere to ethical principles in Zimbabwe's state-owned enterprises. The reason is that individuals have the capacity to act ethically and unethically depending on a host of factors, including pervasive corruption, weak ethical cultures and the quality of management and leadership. Therefore, finding ways to promote ethics where ethics are expressed in aspirations for the greater good and promote ethically inspired politics, where politics is expressed as ethics in action, is the challenge for Zimbabwean public organizations.

The sensitive concern in ethical leadership development is due to the recent high rate of scandals in organizations (Zyglidopoulos, 2018). The assumption is that leaders in public organizations in Zimbabwe, because of the culture of patronage and cronyism, are practising a version of leadership that is closer to unethical leadership. In recent decades particularly in Zimbabwe, different organization frauds and immoral leadership behaviour have attracted a lot of concentration, with a number of broadly discussed indignities giving rise to questions on how they could be prevented. A greater number of public organizations in Zimbabwe have since become ineffective to the extent that they fail to meet their employment responsibilities (Chigudu, 2020). This has been evidenced by the Auditor General Report Zimbabwe (2014), which exposed the challenges of corporate

management in public organizations regarding unethical practices. The Report revealed that senior executives, managers and political elites have been milking public organizations either by giving themselves unreasonable employment compensation or disrespecting tender procedures and using organizational property for personal benefit.

People of high profile and the general public have looked for ways to encourage ethical behaviour and avoid immoral behaviour in public organizations (Frisch and Huppenbauer, 2013). However, the consequence of the preventative methods implemented has not been enough (Frisch and Huppenbauer, 2013). The Zimbabwean situation in public organizations is a good example of insufficient preventative measures. According to Chimbari (2017), Zimbabwean public organizations have been politically reluctant to enforce ethical practices for ornamenting responsibility, transparency, integrity and good governance. The Zimbabwe anti-corruption commission (ZACC) has been formed as a major preventative measure, but political forces have weakened it (Chigudu, 2020). Chimbari (2017) laments that ZACC has failed to implement anti-corruption laws against highly profiled people caught up in business scandals.

Public organizations in Zimbabwe have, for the past decade, struggled to fulfil their objectives of existence due to several factors, as observed in the literature by the researcher. According to Shana (2016), common scandals that have highly affected public organizations have been credited to shortfalls in ethical leadership. These public organizations' performance does not show a superior representation, with reports that senior executives, managers and political elites have a better life style against poor service delivery and terrible condition of employee wellbeing (Chigudu, 2020). The credibility to transform and enhance transparency, accountability and equitable distribution of state resources has been derailed by corrupt public officials (Zhou, 2012). As a result, public organizations in Zimbabwe have been used as institutions of prowling zones for unscrupulous managers (Shana, 2016).

1.2.1 Ethics and politics in public organizations

Ethical and political considerations are closely linked to the process of leadership in organizations. In this regard, public officials are obliged to uphold ethical values and be able to refrain from bad behaviour and promote good behaviour. According to Puiu (2015), ethics is defined as the main beliefs and standards adhered to by an individual or organization in governing its own activities and decisions to achieve its desired objectives. Thus, ethics is the principal component of good governance, where the professional and the broader community can scrutinise the duty being undertaken by the organization members (Gildenhuis 2018). This gives public organizations the autonomy to make decisions based on ethical values that society and their professional community would view as correct (Gildenhuis 2018). Ethical dilemmas should be a priority of all leaders, and they should be able to put in place measures to distinguish right and wrong behaviour (Puiu 2015). According to Puiu (2015), ethics management involves the appropriate application of resources to promote an ethical environment in an organization. Thus ethics in organisations is about deciding what right and good behaviour in organizations look like.

The strategies to promote an ethical environment are one of the tasks of organisational politics. Organizational politics is defined as the activities that take place in an organization towards the achievement of desired goals (Ferris et al., 2019). According to Dappa et al. (2020), organizational politics is an inevitable situation in an organization's social environment. Organizational politics is a fact of life. The war of resource shortage, misunderstanding that arises when important decisions are made, and the existence of mixed interests among individuals or groups serve as an ultimate environment for the emergence of power-seeking or influential behaviour (Ferris et al., 2019). However, this needs to be governed by ethical principles. Nevertheless, organisational politics can also be positive for more than just a politically-skilled and politically motivated minority (Kacmar and Ferris 2019).

This study investigated two public organizations, Zimbabwe Iron and Steel Company (ZISCO) and Grain Marketing Board (GMB). The study makes a reflective inquiry into ethical and political leadership within such public organizations in Zimbabwe. It aims to hear from managers what they think about ethical and political leadership in public organizations.

1.2.2 Public organizations and corruption

Corruption is rife in public organizations in many African countries. Neopatrimonialism (Bonga, 2021a) has been blamed for this. According to Bonga (2021b), Neopatrimonialism is used to divert public resources to serve private interests rather than serving citizens. This happens in Zimbabwean public organizations (Zhou, 2000). Ayittey (2018) emphasizes that what exists in many African countries is a “vampire” or pirate state, a government hijacked by a phalanx of gangsters, thugs and crooks who use the instruments of the state to enrich themselves.

In Africa, and Zimbabwe in particular, when officials hold positions in the government or state-owned organisations, they exercise those powers as a form of private property (Mkandawire, 2015). Thus, resource distribution in neopatrimonial systems is always motivated by the patron’s incentive to ensure incumbency; hence is linked to corruption and damage to the long-term culture of democracy (Bonga, 2021a).

Zimbabwe has been ranked number one hundred and fifty-seven out of one hundred and seventy-seven countries in terms of unethical practices in organizations (Transparency International Corruption Index, 2013). This position demonstrates gross unethical practices within Zimbabwean organizations. Additionally, the Transparency International Corruption Index (2013) reported that Zimbabweans regarded public organizations as the most unethical organizations nationwide. The lack of checks and balances by leadership within these organizations contributed to unethical conduct, which often bears severe economic consequences to the populace (International Corruption Index, 2013)

Zimbabwe has several public organizations which currently are at different levels of operations ranging from gradual growth, poor performance, and consequently closure though operating in the same environment (World Bank and Government of Zimbabwe 2017). This study investigated two public organizations, Zimbabwe Iron and Steel Company (ZISCO) and Grain Marketing Board (GMB).

1.2.3 Zimbabwean Public Organizations

In Zimbabwe, there is a disreputable relationship between state politics and the management of public organizations. This is because of the government's involvement in the appointment of board members (Zvavahera and Ndodo, 2014). The appointing of board members has largely been based on political suitability and rarely on pure merit. This condition is aggravated in situations where selected board members are relatives of political elites, and this promotes ambiguity and involvement of political interests in the administration of public organizations (Fan, Wong and Zhang, 2014). Zimbabwean SOEs have high cases of corruption (Conrad, 2018).

The independence of Zimbabwe in 1980 gave the government of Zimbabwe the power to take over various public organizations across all the important areas of the economy and with shifting levels of state ownership (Chigudu, 2015). The Act of Parliament created public organizations in Zimbabwe (Dalu, Wasserman, and Maposa, 2017). The Act permitted all organizations that fall under different ministries to determine the prices of their commodities at a profit. The responsible ministers appointed the responsible boards (Ministry of State Enterprises and Parastatals Report, 2017). Boards were supposed to be appointed based on their expertise and experience in relevant fields. Still, observations indicate that favouritism and nepotism were at the heart of the selection of board members (Transparency International Zimbabwe 2015).

1.2.4 Zimbabwe Iron and Steel Company (ZISCO)

ZISCO is the biggest steelworks in Zimbabwe. It is found in Redcliff, about twenty-one kilometres from Kwekwe. ZISCO was the most predominant public organization in Zimbabwe. Its principal activities were the production and marketing of iron and steel. ZISCO has experienced various operational challenges over a long period that led to numerous ethical and political scandals. The company is entirely owned by the state and was producing less than 12,500 tonnes in 2008, a production which was below the break-even capacity of 25,000 tonnes (Kasambira and Nyamuda, 2010). The company had the biggest furnaces in Africa and had since ceased running normally in 2008, and this had affected the national economy negatively. The cessation of the ZISCO has negatively affected downstream industries.

ESSAR, an Indian company and the number three steel manufacturer company in the world, had bargained an agreement that would give them 60 percent of ZISCO. In return for the impartial venture under this agreement, ESSAR would get management control, rename the company and pay all debts. The deal failed to kick-off, however, after the Government shifted the goalposts by implementing the Indigenization and Empowerment policy that would see ESSAR give the state 51 percent stake and control even though the cash resources to fund this huge investment were to come totally from ESSAR. ESSAR, thus, withdrew from the contract (Transparency International Zimbabwe, 2015).

The closure of ZISCO did not surprise the people of Zimbabwe because the company began to experience operational challenges in early 2000. The collapse of the company is also linked to the environment in Zimbabwe, where there is no tradition of responsibility which allows the leaders of the ruling political party to pursue their personal interests by looting and plundering public organization resources. This situation was experienced at ZISCO where corruption scandals involving government officials were common (Chigudu, 2015). Instead of the perpetrators being penalized, the scandals were covered up, and the culprits were politically protected. Organizational leaders were appointed on political grounds while singing anti-corruption songs to the public and other employees, but in practice, they did the opposite (Chimbari, 2017).

ZISCO was financially affected by the period the Zimbabwean state took over ownership. According to (Kasambira and Nyamuda 2010), the collapse of ZISCO resulted from senior members who engaged in various forms of corruptive activities, such as claiming huge amounts of grants from the organization after travelling on personal business, engaging in dubious contracts where bids were rigged and overpricing purchases.

The change of behaviour of the senior executives adopting ethical characteristics should be a priority considering the reopening of the steel-making company towards its productive future.

1.2.5 Grain Marketing Board (GMB)

GMB was established under the Maize Control Act of 1931 and has since that time monopolized the grain trade industry in Zimbabwe. The responsibilities of the company include ensuring transparency on the share of the local and export markets producers while additional commodities to maize were introduced (GMB Annual Report, 2016). Also, GMB is responsible for storing and maintaining strategic grain reserves for the state in line with state policy.

The GMB has since expanded its operations, though to some extent, became the highest loss-making agriculture marketing board between the period 2002 and 2012 (GMB Annual Report, 2016). The report indicated that the organization's performance has since improved especially considering other public organizations like ZISCO. The GMB of Zimbabwe has eighty-four (84) depots, all of which are operational at an average production level. This translates that every Zimbabwean district has at least one depot, while highly productive districts have more than one (GMB Annual Report, 2016). The ethical and political consideration of the organization, through its management, has its recovery route benefited as far as performance is concerned. Though the nation's economic environment at times jeopardizes its smooth operation, the organisation has managed to address some critical leadership issues.

GMB, as an organization, reports to the government through the Board of Directors, who are chosen by the Ministry of Agriculture, Land and Resettlements. The Board of Directors, in turn, appoints a general manager who oversees the entire activities of the organization. The leadership thereafter embarked again on a culture re-orientation and change management project plans which seek to strengthen GMB's capacity to operate profitably as well as make a profound social impact in the community it serves (GMB Manual, 2016).

The major objective of these strategies is to enable GMB and its employees to fully understand the implications of the organization's strategies and business model, thus making the organization a competitive entity. In 2018, the organization, through its leadership, developed a workplace culture that is supportive of high institutional and individual performance and a customer-centric culture that prioritizes the delivery of values and quality services to the stakeholders (GMB Manual, 2018). The culture-orientation program demanded the organization position itself on a competitive level with other players in the industry (GMB Manual, 2019). The realization by the GMB management team of the benefits of ethical leadership has led them to recognize the importance of employees' performance as the centre pivot of the organization's culture (GMB Manual, 2019).

This ensures a positive, productive and innovative organizational climate for employees; as a result, they feel appreciated and become more positive about themselves as well as their capabilities to contribute to the success of the organization (GMB Manual 2019). According to Mugabe (2014), GMB is on a growth trajectory and has embarked on cost-cutting measures towards a self-sustainable business operation with minimal financial support from the government. The strategies invited by the leadership have begun to pay dividends, especially in the economic hardship experienced in the 2018/2019 financial year (GMB Manual 2019).

1.3 Statement of the Problem

Generally, the populace increasingly demands high service quality from Zimbabwe state-owned enterprises. This is unlikely to be achieved if public officials are not motivated to work ethically. Like any other organisation, state-owned enterprises are made up of a

variety of individuals with different work attitudes. These individuals comprise some who are naturally moral and attach more significance to service delivery. Some exhibit ethical values and attach a higher value to them than material rewards, while some value material rewards more. Thus, those who prioritise material rewards often indulge themselves in unethical practices if the official compensation is not satisfying.

State-owned enterprises are obligated to spearhead the country's economy. The inherited structure of public organizations at independence in 1980 permitted the management unlimited power to interfere in the operation of state-owned enterprises. Unethical practices in the form of corruption in Zimbabwe have become endemic, and transparency and accountability don't seem to have a place within state-owned enterprises. This situation has left state-owned enterprises negatively affected.

Top management and individuals with a position of authority took advantage of ineffective punishment systems for corruption and promoted their interests above public accountability. The perpetrators of unethical practices were protected because of their political affiliation and family relationships. Thus, employees from public organizations viewed public office as a facilitator of self-enrichment practices. Qualified, skilled, and competent leaders are often removed and replaced willingly by corrupt and incompetent cronies in the name of restructuring. These fraudulent and ineffectual leaders were and, in many cases, remain politically protected while law enforcement agencies do nothing about such unethical individuals.

According to Onyango (2017), the top-down and bottom-up synergies of governance systems and culture in public organizations have created a ritualised corruption system. As a result, workers are only looking for corrupt opportunities. Transparency International Zimbabwe (2018) concurred that corruption remains the key governance and development challenges confronting public organizations in Zimbabwe. The level of ethical leadership by officials holding positions of authority in Zimbabwean state-owned enterprises does not reflect ethical characteristics. Unethical behaviour is rife among these leaders. Such leaders

lack moral values such as honesty, truthfulness, sincerity, reliability and integrity. A central concern for the researcher is how one fosters ethical leadership in a climate of rampant corruption. How does one foster an ethical leadership climate in public organisations in Zimbabwe through the involvement of all stakeholders?

1.4 Importance of the Study

The understanding gained about public organisation leadership in the current study is likely to add value towards the growth of relevant SOE organisational policies that promote ethical leadership. The results gathered are expected to challenge leaders in public organizations to practice integrity, trustworthiness, respect and all good governance as factors that influence ethical leadership in Zimbabwe. The study would seek to highlight factors that contribute to unethical behaviour in public organizations in Zimbabwe and how these could be countered.

Ethical leadership of state-owned enterprises would reduce theft and corruption and benefit the populace through affordable public goods and services. The nation would also benefit from ethically run public organizations through their contribution to economic development. In sum, the results generated would help public organizations identify strategies for eradicating unethical practices in public organizations in Zimbabwe.

1.5 Theoretical Framework

I propose Social Learning Theory (Bandura, 1977), Social Exchange Theory (Blau, 1969), Weber's Legitimation Theory, Ekeh's Two Publics, the normalization of corruption (Ashforth and Anand, 2013) and the Political Skill Theory (Ferris et al., 2017) as the theoretical foundation of my study. The core of Ekeh's (1975) two publics theory is that social exchange is carried out with two broadly different publics (meaning two groups that one must please and account to). I add to the political skill theory, which is a theory that

explores the agency of an individual. On the other hand, Max Weber's theory of domination, from which neopatrimonialism is derived, is a social theory of power, politics, and domination.

When discussing power, Weber (1978) argues that the concept of domination is a form of power. Weber suggests three types of legitimate domination which can be applied to organizations. Weber indicates that claims of legitimacy are based on: (1) Rational grounds (legal authority), and this type underpins bureaucracies, (2) Traditional grounds (traditional authority). (3) Charismatic grounds (charismatic authority). Neopatrimonialism is regarded as the combination of two partly interwoven types of commands that exist together and are namely patrimonial and legal-rational bureaucratic domination. It is suggested that the state and state-owned enterprises in Africa practice neopatrimonialism.

Ferris and Treadway (2019) emphasize that definitions of politics in organizations encompass both self-serving and generous motives of employees and or managers' attempt to achieve personal and organizational goals. Thus, politics in organizations can be viewed either as positive or negative. In a similar vein, Cacciattolo (2015) mentions two types of organizational politics, namely the negative and positive sides. The negative side entails suitable and dishonest manners, and the positive side is a societal role that is necessary for organizations to stay alive. The positive side is key to the inseparable relationship with ethical practices. The inevitability of politics in organizations makes political skill an essential tool for all types of public organization leaders. Using the above theories, I propose that the ethics and the politics of a leader in a public organization are influenced by a variety of factors.

1.5.1 Ethical and Political Leadership

Being ethical means doing the right action. In the context of what is known about social exchange theory, social learning and theories of domination in contexts of rampant corruption mean that doing the right thing can be quite a challenge. Ethical leadership is described as a matter of leaders having good character and the right values or being a

person of strong character (Freeman and Steward, 2010). There is, however, a crucial factor that contributes to ethically behaved organizations is top managers' leadership style (Tran and Truong 2021). The leadership style is crucial in stimulating and influencing subordinates' ethical performance (Olesia et al., 2013). Thaler and Helmig (2016) refer to ethical leadership as a leadership style in which leaders exhibit and encourage proper ethical conduct from their followers. Ethical leadership theories are expected to encourage leaders to play a critical role in laying down an ethical tone for the organization (Painter-Moorland, 2015).

On the other hand, leadership as political behaviour is about manipulating individuals towards achieving individual and or organizational goals. Leaders often have the authority to ascertain strategies, express values and put into action disciplinary and reward systems that motivate particular behaviours (Yukl, 2013). I believe that my theoretical framework enables me to bring politics into the discussion of ethical leadership.

1.5.2 Exploring the connection between Ethics and Politics: the rise of Ethico-Politics

While ethics constitute good values that tie with truth and generosity to the other (Rhodes et al., 2014; Painter-Moorland, 2015; Thanem and Wallenberg, 2015), politics is a matter of enacting these ethical values and includes resistance to forms of oppression. The relationship between ethics and the exercise of power in organizations is particularly the deployment (in the form of decisions and actions) of ethics for the purpose of securing and enhancing corporate power (Pullen and Rhodes, 2014). Thus, ethics and politics can be brought together to form the concept of ethico-politics (Pullen and Rhodes, 2014). Pullen and Rhodes (2014) refer to the distinct relationship between ethics and politics as ethico-politics. It is a relationship where ethics is mobilized in political action and where politics are directed by ethics. Thus, this is where politics is the means for ethics to become actualized in practice (McMurray et al., 2011).

This relation between ethics and politics is one where the moral-political order is motivated and directed by ethical responsibility to the other. Politics is the means an individual has to respond to the ethical requirements and change the way things are mobilized, thus the

conduct through which ethical subjectivity occurs (Thanem and Wallenberg 2015; Painter-Morland 2015).

1.6 Research Objectives

The specific research objectives for the study were formulated as follows:

1. To develop a new theoretical model of ethico-political leadership that can be applied in public organizations
2. To find out what type of behaviour of leaders in Zimbabwean public organizations
3. To find out what constitutes ethical leadership for managers in Zimbabwean public organizations
4. To investigate the opinions of managers on how to eradicate unethical leadership in public organizations in Zimbabwe.

1.7 Research Questions

The following specific research questions were addressed.

1. What is a suitable theoretical model for studying public organizations in Zimbabwe?
2. What kind of leadership is there in public organizations in Zimbabwe?
3. What are the opinions of managers in public organizations in Zimbabwe on what constitutes ethical leadership?
4. What are the opinions of managers in public organizations in Zimbabwe on how to eradicate unethical leadership?

1.8 Research methodology

The purpose of a suitable methodology can be described as “the strategy, plan of action, process or design lying behind the choice and use of particular methods and linking the choice and use of the methods to the desired outcomes” Crotty, (2003,p. 3).

The methodology followed in this study was motivated by the research problem. The comprehension of the underlying assumptions behind a valid research study should be a priority before taking up a research exercise to substantiate the methodologies and methods to be developed in the research design (Crotty, 2003).

1.8.1 Research Philosophy

There are different worldviews and philosophies that influence one's priorities and decisions concerning any research (Neuman, 2016). The research philosophy is determined by the researcher's assumptions concerning reality and the development of knowledge. This appears relatively intuitive and not something to which a researcher usually gives much attention. Thus, the way the researcher thinks about reality and what constitutes knowledge influences the way the researcher goes about doing her research. The terms epistemology (what is known to be true) and ontology (what is reality) are crucial here.

Broadly this study follows a qualitative approach. Positivism and Interpretivism are two basic approaches to research. An interpretivist approach is affected by the epistemological philosophy of the researcher, and in turn, it influences the procedural stance toward the research study and provides an alternative methodological approach from that of a positivistic enquiry. The researcher used an interpretivist approach. The interpretivist approach motivates the researcher to use personal experience and prior knowledge as the approach accepts authorities from both science and personal experience (Carson et al., 2017).

1.8.2 Population

Regarding the state-owned organizations in Zimbabwe, for this study, the population consisted of all the state-owned enterprises in Zimbabwe. Once the two cases were chosen from this population via purposive sampling, all the managers within these two Zimbabwean public organisations were part of the population to be interviewed from which the sample was chosen.

1.8.3 Sample

A sample is described as a set of units chosen to represent the population of interest (Gravetter and Wallnau, 2017). Selecting a sample involves two primary considerations: the number of units in the sample (sample size) and how the units are chosen (sampling methods). In this study, the researcher utilised purposive sampling.

1.8.4 Data Collection and Analysis

The analysis of data in qualitative research involves managing and organizing data (i.e., text data as in transcripts or image data as in photographs) for examination. This is followed by reducing the data into themes through a process of coding and condensing the codes. The final stage is presenting the data in figures, tables, or a discussion (Creswell, 2017). The data collected through interview questions and field notes of this study were analyzed based on an inductive approach identifying patterns in the data by means of thematic codes. Data gathered provides the patterns, themes and categories of analysis hence inductive analysis. The patterns, themes and categories come out from the data rather than being forced on them before data collection and analysis (Patton, 2016). Creswell and Creswell (2017) state that in analyzing primary data, qualitative researchers should focus their attempt towards the making of arguments, which involves working out how to construct, communicate, support and substantiate it.

1.8.5 Ethical considerations

This section of the study considered the ethical consideration in research, and the following moral deliberation guided the study.

- I. To safeguard the rights of the participants, I was given permission by the Ministry of Industry and Commerce to visit ZISCO and the Ministry of Agriculture to visit GMB.
- II. The privacy, anonymity and confidentiality of participants were guaranteed. I also promised to share the study results with the participants so that they could use the recommendations in the operation of the business.

1.9 Organization of the Thesis

The study is comprised of six chapters:

Chapter 1: Introduction

Here, the background to the study on the evaluation of ethical and political leadership in public organizations in Zimbabwe is discussed together with the problem statement, the significance of the study, the research objectives and questions, limitations, and delimitations.

Chapter 2: State-owned Enterprises

This chapter presented and discussed relevant literature, including literature concerning the situation within public organizations. This includes unethical leadership behaviour of public organization managers, unethical practices, and determinants of unethical leadership were discussed in this chapter.

Chapter 3

This chapter presented and discussed the theoretical frameworks that inform this study.

Chapter 4: Research Methodology

The research methodology, design, and instrumentation used in this study were discussed together with the population, sampling technique, and sample of the study. Justification of the research paradigm and approaches were also outlined in this chapter.

Chapter 5: Data presentation, Discussion, and Analysis

The chapter presented, analysed, and discussed research data in light of the research questions making cross-references to information from the literature review chapter.

Chapter 6: Summary, Conclusions, and Recommendations

The chapter presented conclusions and a summary of the findings of the study. It also discussed contributions made by the investigation, recommendations, and areas for further studies.

1.10 Summary of Chapter One

The chapter has introduced the entire study by discussing aspects such as the background of the study, the statement of the problem, research objectives and questions, the significance of the study, and the research design. The background of the study focused on the significance of ethics, politics and integrity framework management as tools to foster an ethical atmosphere in public organizations. The reluctance of public organizations stakeholders to enforce ethical practices and the effects of neopatrimonialism on public organizations as one of the major performance challenges were discussed. The next chapter covers a review of the related literature on ethical and political leadership in public organizations.



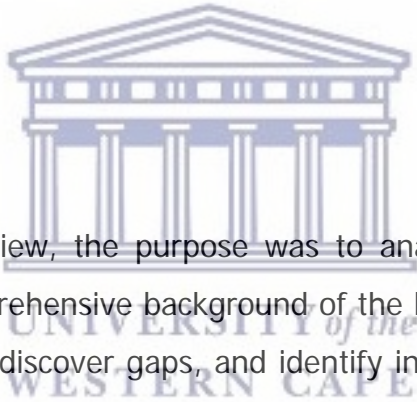
CHAPTER TWO

LITERATURE REVIEW ON THE STATE OF STATE-OWNED ENTERPRISES / PUBLIC ORGANISATIONS

2.1 Introduction

This chapter reviewed the literature on the current situation of public organizations in general and Zimbabwean state-owned enterprises in particular. The state of public organisations in Zimbabwe exhibits poor performance because of unethical leadership. Those in leadership positions in public organisations in Zimbabwe are familiar with ethical leadership, but practical ethical standards are almost completely not implemented. The research questions guided the literature review.

2.2 Aim of the review



In my traditional literature review, the purpose was to analyze and sum up a body of literature by presenting a comprehensive background of the literature on my topic to bring to light new research streams, discover gaps, and identify inconsistencies. Conducting the literature review helped me focus on and shape the research questions and develop a conceptual and theoretical framework for ethical and political leadership (Coughlan et al., 2017). Using a traditional literature review, I gained an understanding of the background of my topic. I organized my literature thematically.

2.3 State Owned-Enterprises (SOE)/Public Organizations

World over, governments initiate SOEs to help them to attain their socioeconomic objectives since these organizations are tools employed to deliver public goods and

services (Ackers and Adebayo, 2022). SOEs/public organizations operate in competitive and regulatory situations to achieve their mandates (Mukono and Dubihlela, 2022). According to OECD (2018), SOEs currently contribute more than one-fifth of the world's largest enterprises and immensely contribute to the growth of their respective economies.

Many SOEs/public organizations in developing countries are unsuccessful because of the fragile standard of governance due to widespread corruption (Lasthuizen et al., 2018). SOEs/public organizations are the most visible institutions violating corporate governance principles (Adegbola, Matowanyika, Doma and Ibiyole 2022). According to Bonga (2021), various public organisations in developing countries are sites of corruption and favouritism because political elites control them. Thus, bribery is extensive, with little concern for codes of official conduct (Mungui and Pippidi, 2015). In the same view, Ace (2014) acknowledged that there are differences in the adherence to good governance principles in the public sector/State-Owned Enterprises compared to the private sector.

Quartey and Quartey (2019) are emphatic that SOEs in Sub-Saharan African countries should concentrate on significantly reducing "mismanagement, corruption, political and external influence." Furthermore, Mutize and Tefera (2020) indicate that:

- There are more failing SOEs in Africa than successful ones.
- The business models of most SOEs are not feasible because they operate at a loss with more expenditure than revenues, which means that they always request government assistance.
- SOEs have unsuccessfully tried to change the varying working atmosphere for a long period.
- The role of SOEs in the economy may no longer be suitable for the needs of the country.

State Owned Enterprises have always been known to be the tool existing in African governments for the functioning of developmental objectives and aims. The efficiency, effectiveness and responsiveness of the government to the yearning of its citizens could

only be gauged through the lenses of the State-Owned Enterprises reform (Chigudu, 2020). State-Owned Enterprises are clearly established to drive positive functions of the national economy. Conversely, they are virtually characterized by the politicization of the top hierarchy, lack of financial accountability and probity, practical institutionalization of dishonesty at all levels, and general decline of efficiency and effectiveness (Mungui et al. 2015). In the same vein, SOEs in Africa are particularly blamed for many problems, such as dominating certain sectors, and as a result, this leads to the normalization of unethical practices (OECD 2018). According to the World Bank Systematic Country Diagnostic (2019), poor governance and the fight against structural reform have wrecked pockets of viability, leading to a loss-making position.

2.4 Background and current state of SOE/Public organizations in Zimbabwe

On attaining independence in 1980, public organizations in Zimbabwe inherited the British system of governance regarding these state-owned enterprises as pillars across critical economic sectors (Ackers and Adebayo 2022). The establishment of public organizations in Zimbabwe was aimed at enhancing economic growth to raise the standard of living of the populace. They are therefore considered the backbone of the economy (Mukono and Dubihlela, 2022). SOEs/Public organizations in Zimbabwe were considered organizations for the delivery of service to the public; as a result, they were termed public organizations (Transparency International Zimbabwe, 2015). Public organisations of Zimbabwe are apparatus of public management, tools of public policy in institutions established by the statutes, as a result, answerable to parliament and the cabinet of Zimbabwe and for which the government accepts responsibility for activities of public organizations (Matanda, 2014). Some public organizations are fundamentally regulatory bodies, while others play a dual role as both regulatory and commercial (Sikwila, 2014). The terms state-owned enterprises, parastatals and public organizations are used to describe government-directed enterprises in the public sector. In this study, I primarily use the term public organizations.

Public organizations in Zimbabwe display a flecked mix of regulatory, promotional, growth, and for-profit objectives, with each set of objectives varying according to the nature of the organization (Kgobe and Chauke, 2021). To date, Zimbabwe has at least eighty-four (84) state-controlled organizations, most of which are not fulfilling the purpose of their existence (Mtombeni et al., 2021). Inefficiency and loss-making have been relatively characterized by public organizations in Zimbabwe (Mutombeni et al., 2021). In this regard, some public organizations have collapsed, and some are on the verge of collapse due to gross violations of corporate governance (Mukono and Dubihlela, public organisations' lack of transparency and accountability organizations obstruct their performance and ultimately hold back economic growth (Chigudu, 2021).

Public organizations in Zimbabwe, when exhibiting the best performance, add about sixty percent to the country's Gross Domestic Product (GDP). The poor performances of these organizations translate to sixty percent loss-making (Transparency International Zimbabwe, 2015). These organizations are strategically positioned, and their maladministration causes the nation to suffer economically. Zimbabwean public organizations have not fulfilled their mandate; thus, the government has directed these organizations' reforms to enhance economic efficiency, but this has not been achieved (Kgobe and Chauke, 2021). Additionally, the two researchers argued that appropriate ethical and transparent practices are necessary for supporting economic efficiency in public organizations.

The public organizations include the National Railways of Zimbabwe (NRZ), Zimbabwe National Water Authority (ZINWA), the Zimbabwe Electricity Supply Authority (ZESA), Air Zimbabwe, Zimbabwe Broadcasting Corporation (ZBC), Zimbabwe United Passenger Company (ZUPCO), the Cold Storage Commission (CSC) and Zimbabwe Iron and Steel Company (ZISCO) all of them are ailing. Those, which are observed as better though operating at break-even or a loss, include Grain Marketing Board (GMB), Zimbabwe Road Administration (ZINARA), Zimbabwe Revenue Authority (ZIMRA), and Zimbabwe Mining Development Corporation (ZDMC). These organizations are, however, contributing little to national development (Kgobe and Chauke, 2021).

Different ministries house various public organizations in Zimbabwe. For instance, GMB, CSC, Agriculture, and Rural Authority (ARDA) are in the Ministry of Agriculture, Mechanism, and Irrigation, whereas ZISCO, ZDM, and Industry Development Corporation IDC fall under the Ministry of Industry and Commerce. The corporate governance in public organizations in Zimbabwe has fallen victim to intervention from multiple centres of control. These centres of control include line ministries, the office of the President and Cabinet, related ministries, and the leadership who usually are selected by the government focusing on ex-service personnel of the army, police, veterans of the liberation struggle, or simple relatives of people with authority in the government or the ruling political party (Kgobe and Chauke, 2021). Chigudu (2021) argues that the management of SOEs in Zimbabwe is weak and compromised because positions of authority are based on patronage instead of merit. Zimbabwe's Auditor-General, while discussing SOEs, accepted that a number of challenges that continue to bother Zimbabwe's public sector organizations are associated with governance (Office of the Auditor-General of Zimbabwe, 2016). This has seriously affected the country's iron and steel giant, ZISCO), which at the time of this study lies in a dejected condition.

ZISCO, when it was fully operational, used to employ more than five thousand full-time employees and many other companies downstream were the source of employment for over one hundred thousand residents of the two Zimbabwean towns, Redcliff and Kwekwe (Zhou 2015). ZISCO is now idle, as reflected by the non-existence of production since 2009. The government of Zimbabwe's effort to lure an Indian company ESSAR to resuscitate the organization failed (Mhlanga, 2013). ZSCOI currently has less than thirty employees who have been retained to oversee the maintenance of idle machines and offices. Various government officials were implicated in the ZISCO scandals for exploiting public resources by being rewarded considerable pocket money from the organization after travelling for personal business trips and other dubious activities at the organization's expense (Mhlanga, 2013).

GMB has since been retrenching to sustain its operation and currently housing less than one thousand employees countrywide (GMB Annual Report, 2018). The organization has

been characterized by economic challenges that derail its consistent growth though its performance is rated better compared to other public organizations such as ZISCO. Chigudu (2020) states that GMB incurred a loss of 1.5 million-dollar due to procurement mismanagement. In general, Chimbari, (2017) indicates that effective SOEs oversight is not implemented in the majority of SOEs in Zimbabwe. I would argue that Zimbabwean public organizations face considerable ethical challenges.

The Zimbabwean Government has experienced various challenges in public offices that include the abuse of the office in different forms, resulting in a public uproar, hence poor service delivery and loss of a large number of dollars (Mtombeni et al., 2021).

Kgobe and Chauke (2021) argued that immoral practices by members of public organizations deprive the populace of access to proper public services, an essential element of ethical leadership. The ethical conduct of the leaders is questionable and requires an in-depth study to establish the remedy. Leadership in these public organizations requires values such as integrity and liberty as well as working hard to avoid and deter immoral actions and maintain a sound space to expose unethical conduct (Kgobe and Chauke 2021). According to Chimbari (2017), there are some legislative gaps, and the unsupported anti-corruption commission failed to exercise its mandate to full capacity against the unethical conduct principle. He added that political elites and public officials have too much power and authority that their behaviour is left legally unchallenged. Song (2018), however, claims that the government should put in place clear legislative measures against the perpetrators as well as display political will to uphold ethical leadership.

The behaviour of leaders in Zimbabwean public organizations is determined by the prevailing external political environment. This political environment being a vital force determines the destiny of various forms of organizations in Zimbabwe and dictates how leaders in these organizations ought to behave (Kgobe and Chauke, 2021). Such leadership behaviour is mostly characterized by unethical practices that aim to achieve individual gains. This is not how ethical leaders ought to behave.

From this perspective, ethical guidelines within the public organization are just for decoration purposes, as senior staff and those with authority may choose not to adhere (Mukono and Dubihlela, 2022) depending on what suits them. It is, therefore, up to those with authority to determine the direction of the organization, either ethically or unethically.

In support of Mukono and Dubihlela (2022), Tummers and Knies (2016) argued that the public is the mirror to determine how members of organizations conduct themselves given ethical standards. In line with this view, public organizations focus on ethical decisions that the public would accept as morally correct. In the application of ethics in an organization, individuals consider the full implications of the organization on all stakeholders. In this context, organization ethics is defined as the execution of standards of conduct for the interest of the stakeholders of the organization (Tummers and Knies 2016). Thus organizational ethics refers to the morals and principles that decide the relations between an organization and its stakeholders (Tummers and Knies 2016).

Indeed, the ethical behaviour of leaders appears to have universal significance, with leaders being caught up in high-profile ethical indignities and honesty (Hassan et al., 2014). Ethics tackles the basic principle of a public administrator's duty as a custodian to the public. It is in this concept that, for a leader to make a sound ethical decision, understanding the basic notions of approaches to ethics are of paramount importance.

The Zimbabwean situation observes politics as the fundamental phenomenon that determines leadership styles within public organizations. After the political independence, the executive powers given to the President as the leader of the state assumed control of all appointments to virtually all senior posts in public organizations (Zhou, 2012). Thus, it comes that the political elite would appoint the vast majority of powerful positions in public organizations to loyal cadres to garner the support and power that would protect their incumbency (Nargude, 2013). The poor service delivery and maladministration in public organizations have been attributed to the politicization of managerial sections, as shown in the literature. Koma and Modumo (2016) argue that administrative components in public administration should abstain from politicization as services should be rendered to everyone without partisan considerations. Thus, the exercise of power inside an

organization results in an organizational atmosphere which for the most part, results in negative results (Faiz, 2018).

2.5 Corporate Governance in Zimbabwe

The majority of public organizations in Zimbabwe have been performing dismally due to corporate governance failure ending in some closed down (Mtombeni et al., 2021). Corporate governance is a structure of regulations that regulates the way organizations operate as such, provides the framework for explaining, implementing, and monitoring organization objectives (Adebayo, 2022). Mukono and Dubihlela (2022) argue that corporate governance provision is to improve organization ethics, as a result, prevent fraudulent behaviour. In other words, it enhances ethical leadership, which is acceptable to legal standards (Adebayo, 2020).

Good governance necessitates competent and successful use of authority to promote democracy and avoid abuse of authority to promote democracy and avoid abuse of both power and resources (Adegbola et al., 2021). Nienaber (2016) defines good governance as an exercise of moral and sound leadership by responsible authorities. Good governance includes transparency, fairness, independence, accountability, responsibility, integrity and social responsibility. According to Adegbola et al. (2021), given that public organizations play a crucial role in the overall economy, stakeholders should ensure that they remain responsible, transparent, and honest to maintain economic growth. In this regard, corporate governance tactics should be maintained to sustain public organizations against malpractices that have engulfed their critical performance.

Zimbabwe adopted its governance code in the year 2014 to follow the bandwagon of corporate governance best practices. Zimbabwe's corporate governance code is described as the measure that directs organizations in Zimbabwe to adhere to the code of best practices. Corporate governance codes guarantee that the organization is operating within

the confines of the law, goals are being achieved, and financial management is run correctly (Corporate Governance Framework for State Enterprises and Parastatals in Zimbabwe, 2017). Zimbabwe's public organizations have continued to experience poor performance since then and up until the time of this study.

Most of the Zimbabwean public organizations' failures were, in part, because of ills such as corruption, fraud, bribery, dishonesty, self-serving interests, and poor management of resources by senior staff members (Zvavahera and Ndoda, 2014). Public organizations are the main actors in the economic activities of the nation and are under pressure the world over to improve performance to create greater value for economies (Government of Zimbabwe, 2017). Therefore, the governance of public organizations has become very significant because these organizations have a great effect on the growth of the economy.

In Zimbabwe, scandals have roiled public organizations and have been attributed to deficiencies in corporate governance. In 2016, the country's Auditor-General, while presenting a report on public organizations, conceded that a great number of challenges relating to Zimbabwe's public organizations are of a corporate governance nature (Auditor-General of Zimbabwe Report 2016).

This ought to be a signal for the country's policymakers to awaken to the realities of an ineffectual corporate governance framework and act to address the governance deficiencies that are distressing public organizations (Auditor-General of Zimbabwe Report 2016). Effective governance with public organizations is necessary to ensure the competent use of resources, the strengthening of responsibility for the stewardship of national resources, and the enhancement of management and service delivery (Yukl, 2013). In Zimbabwe, there is an undeniable interplay between politics and the governance of public organization because the government appoints the board of directors of public organizations (Mukono and Dubihlela, 2022). This situation worsened in situations where the appointed board members are affiliated with political connections; as a result, they contribute to political interference in the operations of the organization (Mukono and Dubihlela, 2022).

2.6 Unethical Leadership in Zimbabwean public organizations

Leadership that lacks accountability, transparency, and integrity typifies Zimbabwe's post-independence era (Anti-Corruption Trust of Southern Africa, 2012). According to Mukono and Dubihlela (2022), the main barriers to ethical leadership are nepotism, corruption, and the involvement of politicians in the running of SOEs in Zimbabwe. Nepotism and corruption are perpetrated in public organizations in Zimbabwe by giving jobs and contracts to friends, relatives of top management, and politicians (OECD, 2018).

2.7 Organizational Corruption

The study traces the origins of corruption in Zimbabwean public organizations from pre-independence, in which colonialism set a norm of routine corruption where public office was attained through favouritism and loyalty to superiors rather than being based on merit and qualification. The new government took over the leadership styles and its resources, which were used to facilitate the accumulation of personal gains. The study observes that corruption in Zimbabwe correlates with the attitude and legacy of the colonial state through clientelism, partiality, neopatrimonialism, hypocritical, patronage and factionalism (Bonga, 2021).

In understanding the destructive effects of corruption on public organizations in Zimbabwe, there is an obligation to comprehend the politics of the government in which corruption is well-established, as observed from the study. According to Willemyns (2016), the challenge of corruption in Zimbabwe is linked to the environment of unethical leadership and poor governance, which bred a situation where corruption has flourished. In this regard, Chimbari (2017) concludes that political elites in Zimbabwe are unethical due to their roles and conduct in marauding national resources meant to benefit the populace.

Corrupt activities in organizations have negatively affected society (Asencio, 2018). The politics that public organizations practice is the base of organizational corruption, which happens when employees engage in corruptive activities for individual benefit (Mukono and Dubihlela, 2022). Implementing reductive mechanisms has proved fruitless, especially in developing nations, including Zimbabwe. Business corruptive scandals have been witnessed in large organizations in the form of favouritism and bribery, whereby public officials and public agencies respect self-interest at the expense of the majority (Asencio, 2018). Corruption has a long-term effect on economic growth and government effectiveness as it minimizes the chances of foreign investors and increases state expenditure. It is considered one of the distrust outcomes of ethical lapses faced by public officials in the quest to pursue their interests above the public good. Studies indicate that good governance is determined by organizational leadership.

The World Bank (2010) defines corruption as the exploitation of public powers and public interest for individual gain (Mukono and Dubihlela, 2022) or the interest of the elite group at the benefit of the exercise of public power. Naidoo (2012) concurred with this explanation when describing corruption as an unacceptable individual or group behaviour that takes advantage of their positions to violate their duties at the expense of other members of the organization. According to Mapuva (2014), corruption is referred to as dishonest, bribable, fraudulent, or dishonest actions by any other individual with authority. This sentiment is shared by Vorster (2012), who argues that corruption is always connected with immoral acts or conduct of an individual or group.

Based on the aforementioned definitions, corruption includes elements such as violation of laws, rules, and regulations, unethical standards and conduct, misuse of officers' positions, and acceptance of the material for rewards or personal gain. Coetzee (2014) contends that this corruption attracted increased and intensive consideration in the discourse of the development agenda. Corruption in Zimbabwe has increased at an alarming rate in public organizations (Willemyns, 2016). According to the Transparency International Corruption Index survey (2016), Zimbabwe was ranked 157 out of 177 countries and 163 out of 173 countries in terms of unethical practices. These positions depict gross corruption and

unethical practices with public organizations in Zimbabwe and show that public officials are unethical to the disadvantage of the people they allege to serve. According to the Afro barometer (2013), Zimbabwe was the third most corrupt African country. Politicians and senior public officials have necessitated a high level of corruption due to a lack of checks and balances. Leadership's lack of checks and balances breeds unethical behaviour (Chigudu, 2020).

A survey commissioned by Transparency International Zimbabwe revealed that Zimbabwe's citizens regarded public organizations as the most corrupt organizations in the country (Kgobe and Chauke, 2021). The lack of administrative capacity in public organizations in Zimbabwe leads to unprofessionalism. In some instances, public officials are appointed based on partiality, which compromises the performance output of the organizations. Bam (2015) reiterates that the employment of public officials who are unqualified and inexperienced is another contributing factor to poor performance and poor governance in most public organizations in Zimbabwe. Weak leadership in most of Zimbabwe's public organizations contributes to corruptive acts by some senior managers. The tender allocation based on favouritism compromises the integrity of public organizations in Zimbabwe.

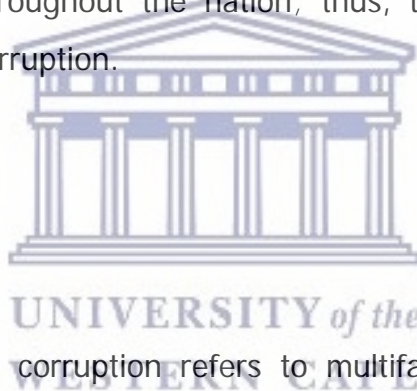
Various initiatives and interventions to discourage and address corruption at all levels across the world have failed (Hoffmann and Hendricks, 2018). In such an effort, Zimbabwe has created the anti-corruption commission committee governed by various legislations such as; The Prevention of Corruption Act (1983), the Public Service Act (1995), The Criminal Law (Codification Reform) Act (2004 and 2006), and Bank Use Promotion and Suppression of Money Laundering Act (2004).

Implementing these pieces of legislation seems to have had a minimal impact. Hence, it seems as if there has been minimal to no change in instances of corruption in public organizations. According to Mtombeni et al. (2021), corruption legislation has been passed by the state, but the legislation has failed to serve its purpose. An interesting scenario in the Zimbabwean situation is that the government has been central in driving the anti-

corruption programme. Still, the same government elites have also been allegedly caught up in corruption scandals (Chigudu, 2020).

However, in a normal situation, successful and effective anti-corruption legislation requires all-round cooperation with external institutions from the central government. The materialization of dishonesty in public organizations decides the level of harm it has in communal and economic programs. However, the enthusiasm for engaging in misconduct activities is often avoided and minimized by organizations characterized by strong cultures and ethical leaders that encourage organisational ethics (Shakeel et al., 2019). Mtombeni et al. (2021) found that organizations with long-term orientations were less likely to practice corrupt activities and maintain a good reputation. The situation is different in Zimbabwean public organizations, where corruption becomes endemic. The study points out that from the political elites of the government flows various streams of corrupt practices that have spread throughout the nation; thus, the pattern created a chaotic situation leading to systemic corruption.

2.7.1 Systematic corruption



According to Zinyama (2021), corruption refers to multifarious illegitimate or unlawful activities. Transparency International (2018) also states that corruption includes conduct on the part of members of the public sector, whether politicians or civil servants, in which they unacceptably and unlawfully enrich themselves and their relatives and friends. There are various forms of corruption that include inter alia, systemic, petty, and greed (Greve, 2015).). However, the study focuses on systemic corruption, which broadly engulfed the ethical climate in public organizations in Zimbabwe.

Systematic corruption involves channels of immoral that extend upwards from the bribe collection points, and systems depend on corruption for their benefit (Zinyama, 2021). Routine corruption signals that unethical activities are standardized with public responsibility as an exception and not the rule (Ayttey, 2018). Zinyama (2021) argued that

systematic corruption reveals the absence of morality and ethics among the elite in society and is characterized by greed, patronage, nepotism, bribery, embezzlement, fraud, and extortion, among others.

The discussion above suggests that systematic corruption in public organizations in Zimbabwe is connected to the leaders' power to manage public affairs. These leaders in positions of authority accumulate more power from the patronage systems prevailing in the country today.

Nicholls et al. (2016) argue that systematic corruption grows where institutions are frail and is strongly connected to poor governance where there are insufficient and weak legislative controls. This scenario is common in Zimbabwean public organizations where anti-corruption laws are not effectively implemented and, as a result, the consequences of corrupt activities do not deter perpetrators. As a result, corruption has become an acceptable norm in doing day-to-day business in Zimbabwe (Akech, 2018). The norm of governance in which political leaders, in particular, and the top management officials set an example of self-enrichment hence causing systemic corruption in public organizations (OECD 2018).

According to Adegbola et al. (2022), the inadequacies of strategic vision and the absence of effective rules, codes of ethics and unfavourable working conditions are the breeding base of systematic corruption. There are various types of organizational corruption, and they depend on organizational situations (Mbandlwa and Emulous, 2020). Most forms of organizational corruption characterize Zimbabwean public organizations. The following are the forms of corruption manifestation:

2.7.2 Bribery

Schoorman (2014) refers to bribery as an openly accepted, giving and soliciting of an offer of value to manipulate the action of an individual. This may take any form of material resources to induce or influence the action. In Zimbabwean public organizations, bribery has become a culture, and consumers know that to get things done, one has to pay the

price. Bribery is almost in every section of public managerial activity in Zimbabwe (Chimbari, 2017).

Bribery has become rampant for almost everything; someone has to dip into their pockets to get things done. Such a norm is experienced at the Beitbridge border post, where Zimbabweans border jumpers wishing to cross into South Africa pay the ZIMRA officials through commuter drivers to facilitate crossing the border without legal documents (Mtombeni et al., 2021).

It is not only at the border post where bribery is rampant, Zimbabwe National Road Administration (ZINARA), Zimbabwe Republic Police (ZRP), and Vehicle Inspection Department (VID), just to mention but a few of the SOEs in Zimbabwe, bribery has been normalized (Kgobe and Chauke, 2021). Learner drivers are made to pay a certain fee to obtain a driver's license. Zimbabwe Republic Police officials manning roadblocks allow unroadworthy vehicles to pass unchecked after receiving bribery from the drivers. At GMB, products are sneaked out of the depot and sold at very cheap prices (OECD (2018)).

2.7.3 Fraud

Gwanzura (2012) regards fraud as an act that happens when members of the organization are offered the opportunity to enrich themselves fraudulently. According to Schoorman (2014), fraud includes the manipulation and misrepresentation of information, facts and expertise by public officials who seek to enrich themselves. A typical example of fraud, as highlighted by Shana (2016), is in the Zimbabwe Passenger Company (ZUPCO), a Zimbabwean public organization. The board of directors fraudulently dealt with a foreign company, and the organization was supplied with small passenger buses which were not suitable for a required operation (Shana, 2016).

Most leaders use their accounting qualifications to manipulate finance figures only to gain personal advantage at the expense of the organization. Fraud is a common manifestation of unethical leadership in a public organization in Zimbabwe (Gwanzura, 2012).

2.7.4 Nepotism

Nepotism is favouritism given away to relatives, people of the same ethnic group, sex, gender, belief, or association (Mukono and Dubihlela, 2022). It is often found in managerial areas of employment where a person with authority favours certain staff members over others in terms of job enrichment, unmerited promotions, and through promotions. According to OECD (2019), most appointments to high positions in public organizations generally are not consistent with prescribed procedures because of nepotism. The challenge with nepotism is poor organizational performance. Mainly nepotism encourages the resignation of qualified staff members for greener pastures due to perceptions that the condition is unfavourable to them (Norgaard 2019). Leaders in public organizations who engage in nepotism are usually not competent enough, and such leaders engage individuals they can manipulate to their advantage. In this regard, a number of Zimbabwean public organizations have been exposed to nepotism and corruption (OECD 2019).

2.7.5 Personal enrichment

Schoemen (2014) notes that conflict of interest occurs when an individual has personal interests similar to that of the organization. This interest tends to undermine the individual's impartiality and influence self-interest over professional values. Kanyare (2015) also notes that an employee in a situation of conflict of interest can use an organizational position to attain personal financial gain, as seen in public organizations in Zimbabwe. Cooper (2016) indicates that conflict of interest is a menacing problem, especially in public organizations. The conflict of interest disadvantages the state and promotes individual interest. Kuye and Mafunisa (2013) emphasised that public confidence and trust decreased due to conflict of interest. Senior public officials should be worried about the conflict of interest because it invites serious blame from society. The negative results of conflict of interest erode both individual and organisational integrity.

According to Asencio, Byrne and Mujkic (2017), the mechanism to address corruption in public organizations is to have leaders who engage in ethical leadership behaviour, as such

behaviour is likely to develop and sustain an organizational environment in which ethical indication and action are possible. Also, organizations with strong cultures and ethical leaders who respect organizational ethics and encourage long-term objectives can effectively avoid the tendencies of corrupt activities (Frei and Muethel, 2017). However, Mbandlwa et al. (2020) describe some of the conditions for organizations to benefit from corrupt behaviour, including opportunity, risk, willingness, and ability. The aforementioned conditions are considered to benefit the organization but in the short term; hence corruption should be viewed as cancer in the organization.

The literature suggests that the organizational members engage themselves in corruption because they justify it as everyone's activity; hence it is normalized (Kgobe and Chauke, 2021).

2.8.1 Denial of responsibility

This is a rationalizing way where individuals justify themselves that they are engaging in corrupt acts due to situations and do not have any other means. Subhasree, (2015) also supports this view in the sense that individuals engage in corrupt acts due to the surrounding environment. According to Ashforth et al. (2014), the circumstances include a coercive system, direct financial straits, peer pressure, and "everyone does it" reasoning. As a result, the denial of responsibility is a rationalization tactic that is rather easily accepted when facing serious pressure from the leadership to meet set objectives.

2.8.2 Denial injury

In this rationalizing tactic, members of the organization justify their corrupt actions as long as their actions do not hurt anyone. This rationalization is usually engaged in circumstances where the organization appears to be well insured of recovery financially (Ashforth, et al., 2014).

2.9 Socializing new employees into corrupt practices

New leaders and individual employees in unethical public organizations are put through socialization processes that guide them to believe that everyday activities as customary. Newcomers usually join organizations with a zeal to perform up to expectations. When they are first exposed to ongoing unethical practices, they often experience significant disagreement and uneasiness and some to the extent of resigning (Ncube, 2017).

However, according to Ashforth and Anand (2014), researchers examining corruption in organizations have found that socialization strategies motivate new employees to accept corrupt activities through rationalizing tactics. The scenario in public organizations in Zimbabwe is wholly characterized by such rationalization and socialization tactics that have negatively affected their operations, and as a result, corruption has been normalized.

2.10 Rationalization, Socialization and Organization cronyism

Rationalization, socialization and organisational cronyism are inseparable practices in public organizations, particularly in Zimbabwe. These three practices influence unethical practices. Organizational cronyism is understood as the abuse of power by superiors by giving favours to selected individuals in an organization that are not performance-related (Norgaard,2019). According to Khatri and Tsang (2016) and; Turhan (2014), organizational cronyism is in three dimensions, which promote unethical activities in public organizations in Zimbabwe by practice.

2.10.1 In-group bias

In this type of organization cronyism, individuals are treated favourably based on group membership, political affiliation, femininity, family ties, an association with an educational institution, or any other social relationship rather than individual performance. In such situations, other members of the organization who do not receive such favours withhold

their genuine performance and engage in unethical practices that promote their interests (Khatri and Tsang, 2016).

2.10.2 Paternalism

Paternalism is a form of organization cronyism where the defining features in the organization are respect and loyalty of senior members. In the context of public organizations, this notion is observed as favouritism. As a result, the superiors favour those subordinates that are loyal to them even by exploiting others (Khatri and Tsang, 2016). The usual consequence of such practice is sabotaging the objective of the organization by exploiting organizational members.

2.10.3 Reciprocal exchange of favour

This translates to favouritism between management and subordinates depending on benefits accrued from the relationship at the expense of the organization (Khatri and Tsang, 2016; Khatri et al., 2018). Management gives special treatment to those subordinates who show them unreserved loyalty at the expense of other employees (Bilal et al., 2017; Turban, 2014). In this instance, members of the organization are separated, and where there is no unity, progress is hindered; thus, such a situation is popular in public organisations in Zimbabwe.

2.10.4 Patronage

Operating through a system of patronage, the government utilises the control of or power to make appointments to all government jobs or to grant political favours to the ruling political party cadres (Mtombeni et al., 2021). Patronage has unfavourable effects on behaviour, including mistrust, elusion, and non-organizational dedication (Mukono and Dubihlela, 2022). Patronage politics results from the take into custody of the state for the purposes of political party building by political elites (Ackers and Adebayo, 2022). Politics and leadership are two conditions that are linked to each other, particularly with regard to state affairs and political affairs (Adebayo, 2020). In Zimbabwe, state resources are allocated along political party lines, and political elites distribute food as a political tool (Chigudu 2021).

It is the responsibility of the government of Zimbabwe to oversee the running of all public organizations as stipulated in local legal requirements (Kgobe and Chauke, 2021). According to Martin (2014), patronage arrangement tends to actively undermine the possibility of general service provision, limiting poor people's rights, contributing to the de facto privatization of public services, and reducing the potential for neutrality in argument resolution.

Zimbabwe has come to be considered a failure in ethical leadership, characterized by an aggressive form of winner-take-all (Mtombeni et al., 2021). The political war between the two main political parties, Zimbabwe African Union-Patriotic Front (ZANU PF) and Movement for Democratic Change (MDC), because of the high level of corruption, have been observed as comparing the relationship between economic development and social progression on the one side and political dysfunction and lack of egalitarian consolidation on the other. The worry about governance has increased with a recent change from a non-functional type of politics to a dictatorial form of one-party state democracy (Alexander and MacGregor, 2013).

The ruling party (ZANU PF) took over power in 1980, and Zimbabwe attained its independence; since then, it has been doing everything to remain in power by manipulating the economy and destabilizing the political opposition party (MDC) (Alexander and MacGregor, 2013). While ZANU PF's tactics have been criticised globally, at a national level, no attention has been paid to economic issues. The party (ZANU PF) has been concentrating on protecting its power at the expense of the populace. In this context, consolidation refers mainly to ZANU PF's achievement in getting hold of state resources (Mtombeni et al., 2021). This has been undertaken through furthering efforts to create a more responsible and inclusive state system through legislative reforms (Kgobe and Chauke, 2021). The changing political practices by ZANU PF have made it to the extent of its power, including further politicization of confined administrative roles, minimizing civil society space, redesigning patron-client relationships, and creating party-affiliated brokerage. In addition, such tactics have been endorsed internally, politicising public

organizations' administration and strengthening the influence of ZANU PF with the community-level processes (Alexander and MacGregor, 2013).

The discussion suggests that the deterioration in basic service delivery across all sectors and the absence of integrity within many public organizations in Zimbabwe resulted in economic fragility. As a result, the permanent position of the ruling political party ZANU PF has helped it to maintain patronage and corruption, reputations and relations. In these ways, patronage weakens efforts to change organizations and to progress the lives of the unprivileged community. Furthermore, patronage disturbs proper organizational politics as it breaks horizontal connections, disorganises people, and maintains inequity and reliance (Hodder, 2015).

Considering that public organizations are wholly run by the government, which the ruling political party ZANU PF has formed, resources are favourably allocated to loyal party cadres at the expense of professionalism. Zimbabwe has however shown that democratic communities, which have dominant power leadership, tend to political patronage, which uses party lines to control the operations of public organizations (Kgobe and Chauke, 2021).

Patronage is one of the crucial ingredients of neopatrimonial behaviour that has negatively affected the performance of public organizations in Zimbabwe and Africa in general (Mukono and Dubihlela, 2022).

2.10.5 Neopatrimonialism in Zimbabwe

Neopatrimonialism has been institutionalized in Zimbabwe due to the nature of the liberation struggle (Mkandawire, 2015). The nature of the liberation struggle gave power to all who were involved in the struggle to exercise different styles of authority to attain the desired objectives. Mkandawire (2015) describes neopatrimonialism as a common denominator of all unethical practices in organizations. Patronage and the use of government resources benefiting the elite have kept political leaders on the political throne (Brett, 2012). Politically, the initial liberators have taken advantage of their positions and become the country's new oppressors after the colonizers. The political situation in

Zimbabwe has, since independence, seen the ruling political party ZANU PF have a monopoly over the branches of public institutions. In this context, neopatrimonialism has been used as an influential factor in leadership in public organizations in Zimbabwe (Makndawire, 2015). According to Bach and Daniel (2011), neopatrimonialism has three key characteristics: the systematic absorption of political power, the awarding of personal favours and the use of state resources for political legitimization. The first facet, the systematic absorption of political power, entails the supremacy of a single individual who does not delegate important tasks (Bach and Daniel, 2011). The second facet, the awards of personal favours, include rewarding favours to other privileged members to secure their rule, and the third facet, the utilization of government resources for political legitimization, has been normalized in public organizations prioritizing individual interests (Brett, 2012).

The political elite has made sure that loyalty rather than ability is a character mostly landing someone a top position in government institutions (Brett, 2012). In this capacity, the new political elite found great pleasure in adopting the lifestyle formerly reserved for former colonisers (Mkandawire, 2015). Thus, leaders lavish on expensive accommodation, drive luxurious cars, buy spacious farms, and successful businesses hence are patrons.

The discussion shows that Zimbabwean public organizations possess all features of neopatrimonial leadership. According to Mkandawire (2015), the leadership style observed during colonization was carried into the corridors of public organizations, and the notion of normalizing unethical practices has been embedded in such organizations.

This situation has sparked corruptive activities in public organizations, and being involved in corruption appears to have benefited rather than damaged the career of the political elite. The increase in corruption scandals shows how political benefaction quickly becomes the only way for individuals to acquire a slice of influence and wealth.

There are different performance levels of public organizations in developing countries (Therkildsen, 2010). Their presentation is motivated not only by favourable governance factors but also by how resourcefully a range of the government sections interrelate with the elite (Zvavahera and Ndoda, 2014). The relationship between these various sections

and the societal actors becomes the centre of the polity approach (Nugent, 2010). Neopatrimonialism dominates this relationship in Africa (Therkildsen, 2010), and Zimbabwe is a case of interest in this study.

In this context, the situation in Zimbabwean public organizations echoes well with notions uttered by other African countries like the Tanzanian government, which states that:

“For quite some time now, the public service has been viewed as a liability to the taxpayer rather than an asset. This is because low productivity, indiscipline, blatant violation of rules, regulations and procedures, weak control of corruption have been observed as common features in the services” (President’s office 1999, Tanzania).

The violation of rules and regulations has become a norm, especially in the recruitment of public organizations employees in Zimbabwe, where the exercise is based on the ‘who knows who’ syndrome and bribery. Thus, the World Bank (2011) states that meritocracy has not yet formed in many developing countries; instead, the state has become a sole employment provider, with engagement based on partiality instead of merit. This practice was initially observed as unethical in Zimbabwean public organizations but has since been normalized to promote the elite’s interest. The political effect has seen certain bad practices become systematic and accepted in public organizations in Zimbabwe.

Neopatrimonialism ignores these insights from human resources and institutional theories (Therkildsen, 2010) and changes public resources to entertain private interests at the expense of organization interests (Bonga, 2021). According to Bonga (2021), the sharing of resources in neopatrimonial systems is usually influenced by the patron’s inducement to guarantee incumbency. Hence, neopatrimonialism is directly connected to corruption and harms the norm of equality in the long term. There public is thus displeased with the performance of public organizations in Zimbabwe, and the poor delivery of service is considered immoral by the public.

2.11 Summary of Chapter two

The chapter has reviewed the literature on the background and current state of public organizations in Zimbabwe. The chapter also discussed State-Owned Enterprises in Sub-Saharan African countries, which are also affected by mismanagement, corruption, and political and external influence. The chapter further reviewed the literature on unethical leadership, the causes of unethical leadership, the rationalization and socialization of organizational corruption, and the effects of neopatrimonialism in public organizations.

The next chapter highlights the theoretical framework of the thesis.



CHAPTER THREE

THEORETICAL FRAMEWORK OF THE THESIS

3.1 Introduction

This chapter contains a discussion of the theories used in this study. It shows how I built my theoretical framework for my research study. The integration of the study theories assists in comprehending how ethical dilemmas are dealt with and making ethical decisions in different working environments. I began by discussing ethics and politics in general, and after that, I specified the theories I utilized to develop my theoretical framework. The inseparable relationship between ethics and politics is crucial in determining public organisations' governance. Proponents of leadership believe that if ethical standards are adhered to, public organisations will remain the locomotive of the economic growth of any nation.



3.2 What is ethics?

Those who study ethics busy themselves with what is good, beautiful, and right. Philosophers have investigated the good life and aimed to build a coherent set of 'rules' or principles by which people ought to live. Ethics is a practice that applies to every individual despite of position, level of accountability, and variety of responsibilities (Paliwal, 2016). Ethics regulates an individual's behaviour; as a result, ethical behaviour and actions are characterized by goodness, morality, integrity, and best administration practices towards profitable organizational objectives (Paliwal, 2016). Furthermore, the practice of ethics affects not only individual and managerial decision-making but also organizational norms (Grigoropoulos, 2019).

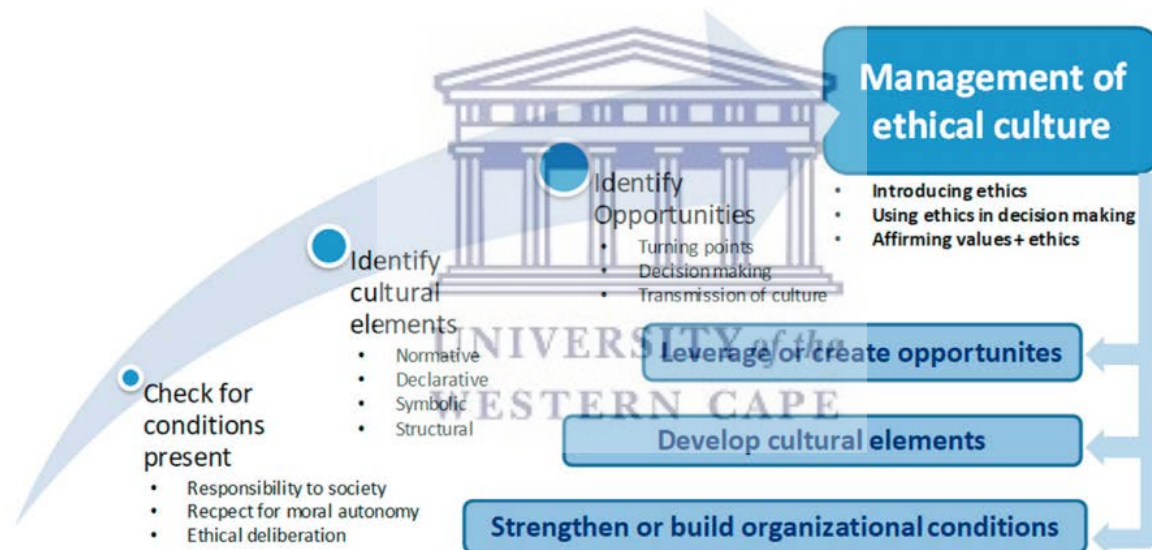
3.2.1 Managing Ethics in organizations

The management of ethics is necessary to preserve positive leadership in public organizations.

Martinez, Skeet and Sasia (2021) suggest that ethics should be managed via organizational culture. Martinez, Skeet and Sasia (2021) define culture as the “exceptional collective reason and group of morals expressed in a way that from within the organization a shared mindset for employees is provided”. In the diagram below, the main ideas of how to manage ethics via culture are explained.

Figure 3.1 Opportunities for introducing ethics into the organization culture

Manager’s actions using patterns



Martinez, Skeet and Sasia (2021)

In the diagram above, identifying opportunities for introducing ethics into the culture is crucial. These include:

1. Internal and external stakeholders pressure public organizations to promote ethical leadership (Child, 2015). Key drivers may come from outside the organization or from the market. It includes pressure from stakeholders, hostile economic

situations, or legislative changes, or they may be from inside, such as leadership transformation, labour turnover, disagreement decree, or poor financial performance.

2. Decision-making that has overt ethical dimensions.
3. Consistent organizational fundamentals such as capacity, evaluation, coverage, and remuneration methods motivate alertness to ethical practices.

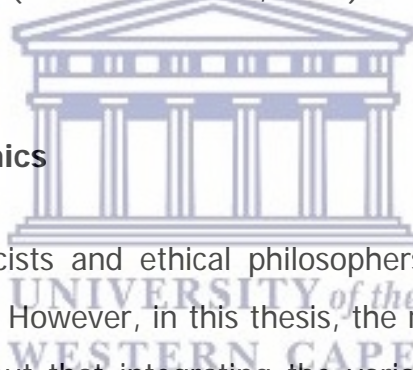
According to Grigoropoulos (2019), ethics as a practice influences organisational decision-making and the organizational culture in general. Thus, it would be fair to say that national cultures and subcultures influence organizational members' perceptions of what constitutes both ethical and unethical leadership (Belle and Cantarelli 2017).

On the other hand, there are two mainstream approaches to managing ethical behaviour in an organization: a compliance approach and a personal integrity approach. The establishment of a code of conduct that members must comply with is a compliance approach. The centre of the compliance-based approach is external controls directed at an individual by an external authority. Examples of such controls include codes of ethics, rules and procedures and direct monitoring to avoid and minimize unethical behaviour (Huberts, 2014). On the other side, an integrity-based approach stresses the significance of internal controls to promote self-discipline (Huberts, 2014). Internal controls aim to encourage and comprehend the relevance of principles and ethical standards to improve ethical decision-making skills through guidance (OECD, 2019; Yukl, 2013).

Hoekstra and Kaptein (2014) referred to compliance and integrity-based controls imposed on organization members as either external (compliance) or internal (values and integrity); thus, for best results, the integrity management framework advocates for a proper balance between compliance and integrity-based approaches. External controls include measures imposed on individuals by an external authority, encompassing a code of ethics, rules and procedures to avoid unethical behaviour (Huberts, 2014). Also, on the other side, internal controls tend to influence and encourage the comprehension of values and their application to ethical decision-making (Huberts, 2014).

Many academics and practitioners support integrating compliance and integrity-based ethical control to fight against unethical behaviour in public organisations (Hoekstra and Kaptein, 2014; Huberts, 2014; Huberts and Six, 2012). Integrating both approaches calls for an Integrity Management Framework (IMF) for managing organizational ethics in public organizations (Thaler and Knies, 2016). An integrity management framework is a highly promoted approach to managing ethics in public organizations because it calls for compliance and value-based approaches in fostering ethical behaviour among employees (Thaler and Knies, 2016). Pallai (2013) and Hoekstra (2014) suggest that an integrity management framework must be implemented to achieve organisational integrity.

Despite this general perceptiveness, academics and practitioners are yet to produce an appropriate structure or instrument for assessing the sense of balance between compliance and integrity-based controls (Huberts, 2014; Huberts and Six, 2012). The deficiency of such instruments remains a challenge (Thaler and Knies, 2016).



3.3 Theories of business ethics

According to Get (2015), ethicists and ethical philosophers commonly agree that three major theories underpin ethics. However, in this thesis, the researcher argues that there is no single approach to ethics but that integrating the various approaches is crucial. The study gives an insight into the three common business ethics.

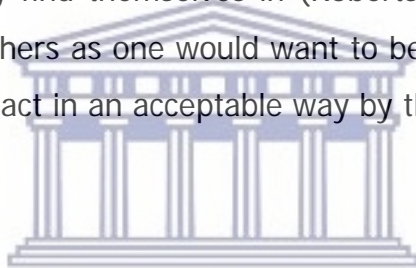
3.3.1 Virtue theory

According to Brown (2016), virtue theory is regarded as the most important aspect of ethics because virtues establish traits through values, morals and principles and permit the application of ethical theory. Virtues are methodical principles that a person believes are morally right (Bradley 2015); as a result, they are established through personal commitment to perceived moral conduct. Bradley (2016) argues that virtues encompass ethical values, beliefs and traits that a person exhibits. These ethical values, beliefs and traits are based on social direction from the initial stages of human development. Thus,

ethical leadership looks at how public leaders use their authority to influence their subordinates through modelling acceptable behaviour. Virtues are acquired through imitation and observation.

3.3.2 Deontological theory

Deontological theory is concerned with an individual's duty or ethical obligation (Adams, 2016). This theory focuses on the action of an individual rather than their character (Jamieson, 2018). In the context of State-owned enterprises in Zimbabwe, managers are mandated to act ethically towards their followers. This means that leaders, by virtue of their positions, are expected to behave according to ethical principles and values. Deontology theory is a rule-oriented approach. Thus, individuals should always be good regardless of the situation they find themselves in (Roberts 2014). The main principle of deontology theory is to treat others as one would want to be treated (Jamieson, 2018). As a result, each individual should act in an acceptable way by the community.



3.3.3 Teleological theory

The teleological theory is categorised into two aspects: utilitarianism/consequentialism and egoism. The two groups are discussed below.



3.3.3.1 Utilitarianism

There are two general principles of utilitarianism: rule and act (Bradley, 2015). According to Adams (2016), the rule or act should support the interests of the majority over the individual interests. Proponents of this principle argue that the end of the result is ethical when actions bring the greatest good for the greatest number; Utilitarianism requests that decisions made should optimise the happiness of the greatest number for common good of the majority (Bradley 2016).

3.3.3.2 Egoism

Egoism entails self-interest and is the opposite of utilitarianism (Rubin et al., 2010). It is an aspect of unethical behaviour regarded as a basic characteristic that defines unethical leadership. Managers who are egoistic readily engage in corruption. Egoistic individuals use personal positions to serve their personal interests at the expense of others and the organization. Egoism is connected with unethical leadership.

3.4 Politics

3.4.1 What is politics?

A definition of politics espoused by Lasswell (1936) is that politics is about who gets what, when, and how. It is a term that can refer to how various players compete in running countries or organizations as well as to how human beings make decisions when in a social setting or group. According to Samuel (2018), politics is a complex issue for organisations because, firstly, an organization has rules and regulations to achieve the required objectives. Secondly, the organization encompasses an unofficial side composed of useful attitudes and behaviours of the individuals that take advantage of every opportunity to achieve the best. Thus, political behaviours in organizations entail the deliberate actions that individuals influence tactics, self-presentation, intuition management, voice and helping behaviour to manage or supervise the collective tools of organizational activities to achieve intended goals (Bicer, 2020).

Kapoutsis and Thanos (2018, p. 589) state that “political behaviour refers to any purposive action within a social context to acquire, maintain and replenish power that will be used to promote personal and/or collective interests”. Similarly, Bicer (2020) emphasizes that political behaviour is found in leaders' and followers' efforts to accomplish personal and/or organizational goals.

3.4.2 Organizational politics

Organizational politics is described as conduct and procedures took place in an organization to ensure power and resources are used to achieve the desired goals (Ferris et al., 2019). It

is an insidious and unavoidable behaviour of an organization's social fabric (Dappaet al., 2019; Pfeffer, 2013). Power and politics impact every member of the organization and the entire organization. Organizational politics result from power differences between individuals (Nargude, 2013). It is in this context that politics plays a crucial role in public organizations' leadership.

According to Dappa et al. (2019), organizational politics explains the customs of an organization and influences workers' satisfaction.

The use of political strategies in organizations is prevalent, as politics have become intrinsic in the background structure of organizations (Wijewantha et al., 2020). Consequently, observations held by organizational members pertaining to the state of politics going around their organizations are regarded as organizational politics by the employees (Meisler, Drory and Vigoda-Gadot 2019). The perceptions are either positive or negative, as defined by the employees (Landells and Albrecht 2017). According to Lam and Xu (2019), when employees are negatively affected by politics, they perceive politics as negative. On the other hand, employees positively rewarded by politics perceive it as positive (Ferris et al., 2019). Politics plays a fundamental role in organizations and strongly impacts people's behaviour (Wijewantha, 2020).

The political environment of any organization is influenced by the leader through their treatment of employees and the use of authority towards the achievement of intended goals (Nargude, 2013). Leadership is a political act that unites various people without considering their status though usually conceptualized as an instrument for individuals' bravery and their attainment of power and profit (Liu, 2015). Thus, in every organization, managers employ politics to support their interests which can sometimes be against the organization's interest (Nargude, 2013).

The political conduct of public officials is a crucial element in the democratic governance of public organizations in general and, in particular, Zimbabwe. The scarcity of resources, the demand of citizens, institutional/ departmental autonomy, and managerial discretion are contemporary Zimbabwean challenges that virtually require political consideration (OECD,

2018). According to Chigudu (2020), current Zimbabwean public organizations exhibit an ethical crisis of confidence in the political authorities. Hence, this cascades to the failure of confidence in the representativeness and legitimacy of the public organization's management. The political root is serving people, and today even the roughest regimes have sort of self-appearances as serving people. Thus, politics, in general, consists of strategies to manage or to progress human issues, whether personal, social, or economic. In a broader sense, anything related to the managerial skills of government is considered politics. Therefore, politics is a means of power, which is ultimately the government (Shamsaei et al., 2017).

3.5 The influence of ethics and politics on leadership in public organizations

3.5.1 Leadership

Leadership has many definitions; however, I will draw on Northouse (2016), who concisely noted:

Individuals who are involved in leadership are referred as leaders and those who adhere to leader's advice and instructions are called subordinates. The leaders and the subordinates are pillars in leadership process as both parties need each other. Although both parties are closely connected, it is the leader who is obliged to create a conducive work environment.

Both ethics and politics play an integral part in the leadership of public organizations. The researcher observes that ethics is influenced by managers' values – what they see as the good life while politics is the capability to use one position and power to act- in the world?

3.5.2 The influence of ethics on leadership

The theories of leadership have focused on ethical issues (Brown and Mitchell, 2010; Ciulla and Forsyth, 2011; Dinh et al., 2014). The study of ethics is fundamental in understanding leadership because a leader ought to understand the difference between what is good and bad for the organization.

Moreover, ethics in management has become a centre of interest (MaCann and Holt, 2013). As a result, researchers are becoming cognisant that rules and regulations are required and that management practice may be the key decider in ethical engagement. Ethical conduct emanates from top management, and managers should lead by example, so that code of ethics and any other ethical requirements become successful (Bello, 2012). Leaders determine the conditions for organizational goals and organizational behaviour within the organization and lay down systems that impact employee outcomes (Yukl (2013).

Leaders are the determinant factors in the achievement of organizational goals as well as employee behaviour (Thaler and Helmig 2016). Employees rely on their superiors for guidance when encountering ethical situations; hence, the personal behaviour of leaders determines the ethical environment in the organization. Employees are likely to behave in a similar manner if leaders are seen as ruthless and negligible in their organizational operations (Crane and Matten, 2014).

Because of the ethical climate, organizations can achieve better employee retention when they acknowledge that they prioritize ethical leadership (Upadhyay and Singh, 2010). Employees want to associate with leaders who are honest, trustworthy, polite, and reasonable (Thaler and Helmig, 2016). The leader's failure contributes much to employee turnover and tarnishes the organization's reputation. In the same vein, Thaler and Helmig (2016) concur that a leader is regarded as being ethical when their decision-making procedure is guided by inward virtues; hence, subordinates benefit from their role model.

Ethical leaders are made up of characteristics like honest, kind, and righteous individuals who make equitable decisions (Subhasree, 2015). Ethical leaders regularly socialize with their subordinates on ethical issues and advise on the consequences of unethical behaviour. Subhasree (2015) added that ethical leaders walk their talk. In support of ethical leaders, Kesting (2016) argued that ethical leaders understand and avoid the three business practices: breaking the criminal law in one's work-related activity, an action that may result in civil lawsuits against the company, and behaviour that blemishes the name of

the organization. These activities are liabilities and have a negative impact on the organization's performance. Thus, leadership is a multifaceted mixture of human virtues and actions (Bass, 2019).

Liu (2017) highlighted that there is a crucial link between ethics and leadership. The hallmark of ethical leadership is authority and/or power, dream, commitment, and accountability. Thus, leadership unfolds through ethical norms and rules and how the members of the organization hold on to them.

3.5.3 The influence of organizational politics on leadership

Cacciattolo (2015) argues that paying attention to organizational politics is important since it provides a comprehension of the processes of conflict and collaboration in organizations and their effect on workers' performance. The wrangling over insufficient resources, the decision-making process and the presence of diverse interest groups provide a space for power-seeking behaviour among members of the organization (Vigoda-Gadot, 2010). Thus, people usually relate organisational politics with devious or immoral behaviour, but this is not always the case (Nyikayaramba and Mutimudye, 2014). Politics can be productive.

According to Landells and Albrecht (2017), people view political activity negatively and as damaging to the organization. Politics is often regarded as the basis of tension and disagreement in the work situation hence negative results for both individuals and the organization (Ferris and Treadway, 2012). Politics is viewed as negative and counterproductive behaviour (Wiltshire, Bourdage and Lee, 2014). Additionally, members who work within an environment with a high level of organizational politics encounter a high level of job stress (Jam, Donia and Ling, 2017). Organizational politics occurs among members of the organization and impact the organisation's operations (Nyikayaramba and Mutimudye, 2014).

However, effective leaders are usually those who have the capacity to implement proper political strategies to achieve their organizational goals (Landells and Albrecht 2017).

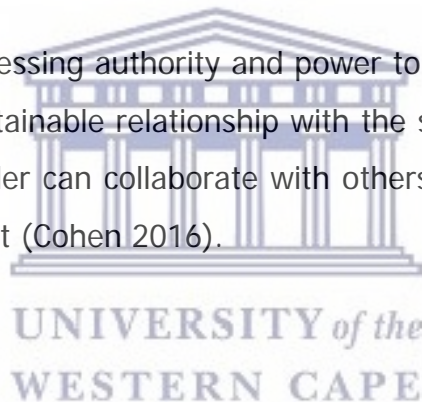
Positive organization politics includes giving power to members of the organization, involvement and value, communication, quality, honesty, responsibility and equality (Gotsis and Kortezi, 2010). In other words, positive outcomes of politics include maximizing output, job development, advanced modernism and decision-making compromise (Landells and Albrecht, 2017; Hochwarter, 2012).

Politics in organizations can again be understood in terms of what members of the organization think instead of reality on the ground. Thus, politics reflects the organization's environment (Cacciattolo, 2015).

The discussion above suggests that organizational politics involves members attempting to gain authority and a competitive edge over others.

3.5.4 Political leadership

Political leadership entails possessing authority and power to distribute resources or protect and establish a strong and sustainable relationship with the stakeholders (Ali et al., 2017). A well-established political leader can collaborate with others using charisma and integrity to attain economic development (Cohen 2016).



3.6 Ethical leadership

Ethical leadership is required within the organization by both the top management and their subordinates because chances to strengthen or weaken organizational ethics occur at all organisational levels (Dober, 2018). According to Mbandlwa et al. (2020), ethical leadership is an essential element for the government in order to ensure valuable service delivery in public organizations. Ciulla (2014) opines that leadership is not personal or about the position but an ethical link among people; hence it is based on trust, responsibility, commitment and a shared vision of public resources. As a result, good ethical leadership enhances organisational performance (Dorasamy, 2010). Ethical behaviour of leaders is not merely necessary for politically employed organization members but interplay an essential part in public service delivery (Mbandlwa et al., 2020).

The increase of ethical leadership literature (Den Hertzog et al., 2015) reveals a variety of positive results of ethical leadership that include the minimization of members' absenteeism (Hassan et al., 2014), labour turnover (Dermirtas and Akdogan, 2015), and satisfaction in whistle-blowing (Belle and Cantarelli, 2017). The above discussion shows that exercising ethical behaviour is characterized by good leadership skills; hence being ethical is typical of being a good leader. Ethical Leadership is, therefore, defined as the expression of normatively suitable behaviour through individual actions and interpersonal interaction and the encouragement of such conduct to subordinates through an up-and-down communication system, fortification, and decision-making (Yukl, 2013). Freeman and Stewart (2010) concur with Yukl (2013), who emphasized that ethical leadership resembles good character and defined it as a matter of leaders possessing moral behaviour.

Based on these definitions, Shakeel et al. (2018) presented a broader definition of ethical leadership:

Ethical leadership is the overall detection of wanted behaviour by both the leader and the follower. This process is controlled by ethical rules and principles to achieve the purpose of existence of the organization. (Shakeel et al., 2018, p. 9)

According to Shakeel et al. (2020), ethical leadership relies on two broad views. The first view entails more emphasis on the outside environment and the second view focuses on the role of the managers that administer workers through awarding rewards and prioritise subordinates' needs over their needs. In the same vein, ethical leadership is positively related to constructive outcomes and effectively reduces unwelcome outcomes (Tummers and Knies, 2016). Jambawo (2018) demonstrates that ethical leadership decrease employee non-attendance and misbehaviour and advances job contentment and performance. As a result, ethical leadership prompts workers to reciprocate the good behaviour of leaders (Norgaard, 2019).

Shakeel et al. (2020) furthered their appreciation of ethical leadership as the “inherent and unequivocal quest for wanted ethical behaviour for both the leader and subordinates self and followers through acts directed by tasks and values that supports training influence, healthy hopefulness and clarity of purpose to uphold the values of empowerment in regard for all stakeholders”.

According to Bailey (2018), many African countries face a shortage of ethical leaders whose priority is the public. Furthermore, limited and ineffective policies have been identified as ethical obstacles to providing effective service delivery (Belle and Cantarelli, 2017).

Thaler and Helmig (2016) found that one of the most serious problems facing organizations today, including public organizations, is poor ethical behaviour and almost nonexistent ethical leadership. Following this contention, leaders who are observed as ethically optimistic influence productive employee work behaviour (Mayer et al., 2010) and pessimistically encourage counterproductive work behaviour (Tummers and Knies, 2016).

Although research on ethical leadership is developing, there is still a lot to do regarding ethical leadership (Yukl, 2013). Nevertheless, the examination of the effect of ethical leadership remains undeveloped the public organizations (Menzel, 2015).



3.6.1 Ethical leadership Approaches

Liu (2017) claims that ethical leadership has been categorised into two streams, the philosophical/normative and social scientific approaches. Ciulla et al. (2014) also describe ethical leadership in similar forms.

3.6.1.1 Philosophical/Normative Approach

The philosophical approach consists of moral philosophies of deontology and virtue ethics, which both outlines a leader’s duties and responsibilities (Liu, 2017). Hence, leaders should accept their duty and responsibility to assist and value others as sensible representatives rather than tools. Liu (2017) urges leaders to promote happiness through ethical actions and consequences. The philosophical approach specifically emphasizes that leaders should

see their job and responsibility as assisting and valuing others as rational agents rather than tools.

Albeit ethics and morality of leadership have been discussed in normative terms in the philosophical approach (Ciulla, 2014), the current social scientific approach is descriptive (Brown and Mitchell, 2010). Subhasree (2017) argues that more literature has been recorded about ethical leadership from a normative/philosophical perspective recommending the requirements of leaders, but a more detailed social scientific approach to ethics is required to investigate the essential concept of ethical leadership.

3.6.1.2 Social Scientific Approach

Although the philosophical approach dwells much on leadership in the individual capacity, it is, however, challenged by the relational view of leadership, which puts its attention on the contact between leaders and followers and or as well as other social factors (Arnaud and Schminke, 2012). This denotes that leadership studies should not concentrate on the individual being but also involve the interaction between leaders and followers and social factors.

Yukl (2013) argues that the social scientific approach tries to comprehend how people observe ethical leadership and goes further in distinguishing the task of others in ethical leadership (Liu,2017). In this respect, the social scientific approach attempts to explore how leaders exercise their moral or ethical behaviour on their followers (Belle and Cantarelli, 2017). Thus, emphasis is given to the descriptive perspective of ethical leadership in which ethical leaders are explained in two related dimensions: being a moral person and a moral manager (Brown and Mitchell, 2010).

The traits related to an ethical manager and moral person are strict ethical conformity and dependence (Shakeel, 2018). Thus, the position of both moral manager and moral person is guiding the followers towards ethical outcomes based on rules. The moral person dimension refers to the qualities of an ethical leader as an individual whose character includes honesty, responsibility and demonstrating a concern for other people (Arnaud and

Schminke, 2012). The second dimension of being ethical leader, being a moral manager, refers to how the leader uses the tools of the position of leadership to promote ethical conduct at work through role modelling.

The social scientific approach is necessary for understanding ethical and political leadership in Zimbabwean public organizations.

3.6.1.3 Putting the two perspectives together

The discussion above shows that the two approaches emphasize more on the relationship between people focusing on the behaviour of leadership. Consequently, the concept derived from the two approaches to ethical leadership is the association of a leader and the subordinate in which there are natural expectations from either side that fuse to an ethical environment in the organization. The leader's behaviour drives the followers' performance and, consequently, results.

Ethical leadership is increasingly becoming the talk of the day due to malfeasance and corruption experienced in organizations world-wide (Liu, 2017). This situation influences the reorientation of leaders on ethico-political leadership to attain justice, equality, and emancipation. Similarly, Rhodes et al. (2014) argue that organisational misconduct and dishonesty are widespread in the current era. Therefore, it is widely believed that addressing ethics becomes an answer to the illegal behaviour, carelessness, and egotism that so often characterize the behaviour of organizational leaders. There is, however, an essential link between ethics and leadership, where ethical leadership is about individual leaders who possess moral behaviour and attributes (Liu, 2017).

3.6.1.4 The Integrity Management approach to Ethical leadership

Another crucial approach to ethical leadership and management is the Integrity management approach. Integrity management is an essential component of governance that works with the justification, processes, tools, and outcomes of upholding high honesty standards in public organizations (Scott and Gong, 2015). Scott and Gong (2015) indicate two major approaches to promoting public integrity: compliance-based and value-based.

The compliance-based approach underlines supervising practices against unethical behaviour while encouraging adherence to rules and regulations (Scot and Gong, 2015). In terms of implementation, a compliance-based integrity command relies on outside and control-oriented means of managing ethics. Value-based management focuses on raising integrity awareness and promoting ethical leadership and positive rewards (Pallai, 2014).

Albeit rules and regulations remain a significant feature of all integrity systems, many public organizations have improved better than a simple reliance on compliance (Huberts, 2014). Transforming from a compliance-based approach towards ethical regulation and value-based strategies has been considered a noble managerial development (Here, 2014).

However, the Integrity Management Framework has its core limits; firstly, integrity management targets only the individual level of organizational ethics, ignoring the collective and strategic levels. Secondly, the unidentified nature of controls significantly hampers their categorization between two poles and demonstrates that the compliance and integrity approaches are irrelevant to the management of public organization ethics, and thirdly, integrity management, with its inherent compliance-integrity approach, while interesting in itself, lacks the necessary variety to deal with the complexity of organizational ethics (Martineau, Pauchant and Tremplay, 2016). As a result, a Pluralistic Framework for ethics management was introduced as an alternative to overcome the IMF limitations (Martineau et al., 2016).

A pluralistic ethics management framework is a theory established on the course of ethics programme based on the values of pluralism and necessary diversity and builds on some facets of IMF while overcoming its core restrictions (Martineau et al., 2016). The pluralistic ethics management framework embraces six orientations for ethics practices and programs, which are also very necessary in influencing ethical leadership in public organizations namely, (Martineau et al., 2016)

- (a) Normative practices (policies and standard procedures),
- (b) Discovery practices (whistle-blowing systems and information verification),

- (c) Structural practices (offices and personnel),
- (d) Societal and ecological responsibility practices (community involvement, environmental responsibility),
- (e) Consultation and participation practices (employee involvement in ethical initiatives dialogue), and
- (f) Experiential ethical development practices (artistic training, mid-body approaches, spiritual practices).

In this context, the aim of the pluralistic ethics management framework is to assist organizations in finding out the precise traditions that should encompass their ethics practices (Martineau et al., 2016). Furthermore, it aims to give organizations strategies and instruments to support ethical alertness and ethical behaviour that relay the purpose of integrity management (Martineau, 2016). Additionally, the pluralistic approach not only does overcome core restrictions of integrity management but instead it extends it through incorporating individual ethical needs and favourites as determinants of ethics programs (Martineau et al., 2016).

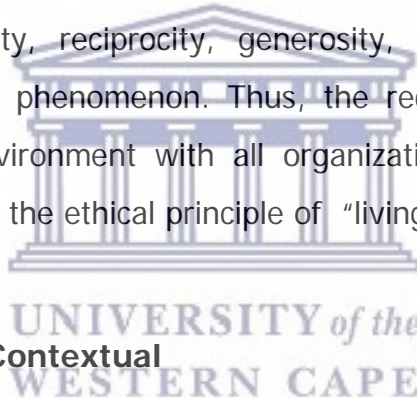
These factors are of importance in understanding ethical and political leadership in public organizations in Zimbabwe; hence, there is so much to learn about ethical and political leaders, the how and why it needs to be cultivated, sustained and nourished in public organizations in Zimbabwe.

3.6.2 Ethical leadership as Relational

Ethical relationship between leaders and other organizational stakeholders is of principal importance in influencing the life of the organization. Unlike social behaviour that unites organizational members towards a common goal, individualistic behaviour usually realises a destructive result. According to Liu (2017), the relational view of leadership focuses on

the interaction of individual leaders and followers and other social factors. Therefore, leadership should not concentrate on individualization but should also involve the interaction between leaders and followers and other social factors. Unity within an organization resembles an ethical environment where leaders prioritize the wellbeing of the entire members of the organization. Bedi et al. (2016) suggest that ethical leadership is connected with the subordinate's psychological well-being as a result of the leader's influence on the work experience of the subordinate.

Ethical leadership as relational is perceived as an alternative move from authoritative and individualistic concepts bearing in mind that leadership is comprised of the relationship between members of an organization. Rhodes et al. (2017) assert that a relational approach to leadership is a socially constructed and dynamic process created between people as they interdependently interact with each other. A close relationship with followers entails trust, honesty, reciprocity, generosity, and truthfulness. When this happens, ethics is the central phenomenon. Thus, the reciprocal relationship of ethics emphasised a harmonious environment with all organizational stakeholders. Thus, the ethics of reciprocity is rooted in the ethical principle of "living well with others."



3.6.3 Ethical leadership as Contextual

The background of ethical leadership is backed by the creation of a moral situation and or the construct for which organizations are perceived as supporters of ethics-related attitudes and behaviour (Liu, 2017). Organisations are encouraged to determine what suitable and unsuitable attitude is and shape personal behaviour as much as possible (Norgaard, 2019). Norgaard (2019) outlines the concept of the moral norm as the centre for both prescribed and casual systems of control. Thus a prescribed system includes procedures, instructional components, and incentive systems, whereas casual systems comprise peer behaviour and custom. The combination of these two contexts makes up a reference point for a leader with an ethical mandate.

3.6.4 Ethical leadership as Political

Liu (2017) argues that leadership is surrounded by power, and ethical leadership is about unmasking the dominant western conceptualisation of how to use power. Leaders are politically active (Liu 2017).

Ethics can also be used as a smokescreen to fend off demands for corporate regulations (Fleming et al., 2013). To this background, ethics and the exercise of power have a distinct relationship hence the deployment of ethics can be used to secure and enhance organizational power.

The application of political skill dwells much in political leadership, where the focus is directed on leaders in organizations influencing their followers in achieving organizational goals (Sawitri et al., 2018). Organizations provide a power base for individuals. They are political platforms that offer chances for people to grow their careers and hence provide space for expressing individual interests and motives.



3.6.5 The influence of ethical leaders on their organizations

3.6.5.1 Ethical leader as a moral person

The moral person dimension refers to the qualities of the ethical leader as a person and is often described in terms of the leadership characteristics of the leader and the moral nature of the leader's decision-making and behaviour (Trevino, 2010). Aronson (2011) asserts that ethical leaders are described as naturally ethical and possess strong morals that are highly principled and concerned with doing the right thing (Trevino et al., 2000).

Although ethical leaders have the moral courage to uphold these values against external pressures (Belle and Cantarelli, 2017), the external pressure from the political elites in

Zimbabwe overrides their strong morals. Additionally, ethical leadership is coupled with a plethora of moral traits such as honesty, accountability, credibility, authenticity, and thoroughness (Trevino et al., 2010). Likewise, Van Wart (2014) describes upright leaders as moral managers whose concern is their individual integrity; thus, this conceptualization is the same as the idea of a moral person as described in Brown (2010)'s construct of ethical leadership. Thus, a righteous leader is a determinant of ethical leadership (Shakeel et al., 2018), having traits such as honesty, fairness, knowledge, being prepared to admit errors, acting against unethical practices, attention to detail, and holding subordinates responsible (Brown et al., 2010; Shakeel et al., 2018).

Ethical leaders, as moral people, display exemplary behaviour to remain consistent, rational, and stable in their decision-making; hence they do as they say and say as they do (Brown and Trevino, 2010). Moral managers' values and personalities are determined by how they make their decisions (Demirtas, 2015). Ethical leaders are morally aware (Trevino et al., 2010) and often make reasonable decisions aligned with moral values (Chughtai et al., 2015).

3.6.5.2 Ethical Leader as moral manager

Attributes associated with a moral manager are strict ethical compliance and reliance on rules (Shakeel et al., 2018). Thus, the moral manager guides followers towards ethical outcomes based on rules. Shakeel et al. (2018) argued that a moral leader embraces interactions from both external and internal actors to achieve ethical organization objectives. According to Trevino et al. (2010), the moral manager dimension refers to how leaders use leadership to influence ethical behaviour in the organization, intentionally moving towards supporting ethical decision-making and behaviour amongst followers (Brown et al. 2010). The moral manager components include features that include role modelling, reinforcement, communication about ethics, and empowerment.

Firstly, role modelling ethical behaviour is a crucial factor that determines a moral leader because it openly confirms the integrity of the ethical leader (Ciulla et al., 2014). According

to Thaler and Helmig (2016), while role-modelling goes beyond being a moral individual, it also highlights the reputational and perceptual side of ethical leadership. The second aspect of the moral manager component concerns the support of ethical standards through discipline and reward (Thaler and Helmig 2016). Trevino et al. (2010) added that rewards and punishment should be made visible to other followers as well. The third component of the ethical leader as a moral manager is communication about ethics (Brown et al., 2010). Such communication includes highlighting the moral dimensions of decisions, having open discussions about individual and organizational values, expounding customs and role expectations, and giving directions on the proper action to take (Piccolo et al., 2010).

In support of the aforementioned authors, Asencio (2018) added that an ethical leader is a moral manager who possesses behaviour such as role modelling ethical behaviour, communicating with the followers about ethics and values, holding employees accountable, and setting ethical standards. Moral managers “walk the talk and talk the walk”, moulding their behaviour and the systems of the organization to achieve ethical values (Trevino et al., 2010).



3.7 Related concepts to ethics

3.7.1 Integrity

According to Pallai (2014), integrity refers to principled behaviour, and in one’s private life, it means that a person has conscious and consistent values that guide their decisions and actions. At the organizational level, it means that the organization is operating according to its expressed values and principles. Huberts (2018) added that integrity refers to the ethical worth of the management process that is essential for the authenticity and trustworthiness of public power. Integrity is also about ethical models and standards, those that entail suitable and unsuitable behaviours (Huberts, 2018). Ethical considerations were considered unimportant to organizations because the focus was on managerial issues such as effective and efficient performance (Hoekstra, 2015). The discussion thus far suggests that the absence of integrity in public organizations gives uncontrollable freedom of

unethical practices from all levels of the organizations hence inconsistency of individual behaviour. The sustainability of distinctive morals enables public organizations' employees to differentiate between what is morally tolerable and intolerable in the development of corporate governance (Scott and Gong, 2015).

Ethical leadership's determining factor is integrous behaviour, which entails the leader's principle of "walk the talk" (Lawton and Paez, 2014). Thus, people with integrity are directed by a set of core principles that give power to them to act time after time with high standards. These core principles include compassion, kindness, loyalty, maturity, objectivity, respect, trust, and wisdom. In other words, ethical leadership is coupled with minimum integrity violations focusing more on ethical awareness (Lasthuizen et al., 2013).

Fostering integrity and preventing unethical behaviour in public organizations is important in keeping confidence, thus helping to prevent abuse of power (Alatas, 2015). According to Alatas (2015), organizational integrity is crucial for ethical leadership because of organization scandals that have drawn in unethical behaviour of leadership universally. When a high degree of manager integrity is perceived by the followers' then commitment to the manager is increased to a greater extent (Cheng et al., 2015). Also, self-assurance for workers emanates from the leader's integrity traits (Cheteni et al., 2017). Public organizations should ensure that integrity behaviour becomes a regular issue of worry and practice in the whole organization.

3.7.2 Respect

According to Immanuel Kant (1724-1804), it is necessary to always respect others (Pallai 2014). Respect for others is a deep-rooted ethical approach that is more than a mere kind of respect that guardians encourage their children to learn (Northouse, 2015). Additionally, Northouse (2015) argues that one of the traits of ethical leadership is the respect that is given to either the manager by the followers or the followers by the manager. An ethical leader demonstrates respect unreservedly to every worker, accepting their contributions and being kind while considering different visions (Pallai, 2014).

Within early traits theories of leadership, respect is seen implicitly as an attribute of the leader in that the leaders can direct or deserve respect by their attributes (Northouse, 2015). In such situations, respect is associated with the status of the leader, and the basis of respect is admiration or a degree of reverence for these qualities on behalf of the followers. Leaders are also able to earn respect through competence expression and task-oriented behaviours in achieving desired objectives (Yulk, 2013).

It is important that respect is also seen as an element that subordinates wish leaders to display instead of for it to come up from reverence or admiration of leader characteristics. Thus, respect is a reciprocal feature between a leader and a follower (Clarke, 2015). According to Clarke (2015), respect is accorded a more explicit role in good leadership; respect is treated as a core attribute of leadership relationship effectiveness and impacting performance outcomes. Furthermore, respect has been emphasized as crucial that leaders should express to facilitate stronger identification, emotional attachment, and bonds with those they lead.

3.7.3 Trust

Trust has to do with consistency, credibility, and predictability in relationships (Trevino et al., 2010). Trust can be seen as an assessment of trustworthiness, as an attitude of willingness to accept the risk, or as risk-taking behaviour or action in a relationship (Dietz, 2011; McEvity and Tortoriello, 2011). In support of this definition, Dary (2010) describes trust as a blessed and emotional relationship between people, the expectations of confidence that individuals have in the organization and leadership. In the same vein, Lencioni (2005 cited in Thaler and Helmig, 2016) described trust as the foundation for constructive conflict, goal commitment, personal accountability, and achieving collective goals.

Trust, therefore, is essential in organizations as it positively influences performance; hence if broken is likely to have a negative impact (Bello, 2012). Employees' trust in leaders enhances workers' compliance with prescribed regulations, as a result, facilitates organizational change and improves their performance (Bello, 2012).

3.7.4 Honesty

Ethical leadership is associated with honesty (Hubert, 2014). Demirtas (2015) describe honesty as being foundational to ethical leadership. Honesty is considered one of the basic virtues and is supported by other virtues, such as temperance. Honesty is defined as a feature of ethical character that resembles behaviour against lying, cheating, and theft (Hoekstra, 2015). It summarily means being trustworthy, loyal, fair, and sincere (Norgaard, 2019).

3.8 Unethical leadership

Unethical behaviour involves acts that are illegal and morally inappropriate to society. Lakasova and Remisova (2015) affirm that the unethical leadership concept is multifaceted and diverse. This means that a variety of causes confront managers in public organizations to behave unethically, thus violating the acceptable moral behaviour. Chandler (2019) defines unethical leadership as the organizational process of leaders acting in a manner inconsistent with agreed-upon standards of character, decency, and integrity, which blurs or violates clear, measurable and legal standards. This definition portrays unethical leadership in opposition to ethical leadership. In support of this definition, Brown and Mitchell (2010) observe immoral management as attitudes exercised and unlawfully created by leaders that go against ethical standards.

In seeking the accomplishment of organizational goals, immoral acts are encouraged by unethical leaders within the organization; as a result, the organization is characterised by dishonesty, deceitful and tricky behaviours. In some instances, unethical leaders encourage immoral behaviour among subordinates without them being involved. This process is achieved through rewarding followers, condemning non-conformers, and ignoring unethical acts (Brown and Mitchell, 2010). According to Brown and Mitchell (2010), such unethical leadership instances impede the effective functioning and viability of organizations, and this includes Zimbabwean public organizations. Some of the outcomes of unethical leadership include dishonesty, conflict of interest, and untrustworthy, which is associated with poor governance, especially in developing nations,

including Zimbabwe. Chigudu, (2021) relate unethical leadership action with characteristics that include self-important, unhelpful, poisonous, shady, awful, despotism, tyrannical and manipulative. Moreover, they argue that immoral management reflects a high level of mismanagement within an organization, which influences corruption.

In the same vein, Burton and Hoobler (2011) concur that unethical leadership hampers individual and organization performance. Accordingly, employees observe and emulate the accepted and unaccepted behaviour from their social role (Social learning theory proposed by Bandura 1977). Thus, employees perceive their leaders as undeserved and demoralising and , as a result, adopt retaliatory behaviour.

3.8.1 Unethical leadership in organizations

The businesses of today are characterized by the scandalous behaviour of top management earnings and fraudulent business behaviour, to mention but a few (Brown et al., 2010). The actions exhibited by today's business leaders would not be justifiable to let future business leaders emulate.

In Zimbabwe, the prevalence of dishonesty in public organizations' governance and its severe effects on socioeconomic development are acknowledged (Chimbari, 2017). Reviewing the literature on ethical and political leadership cannot be complete without analyzing the dimension of unethical leadership in the form of corruption and its effects on public organizations. The researcher's assumption considers that the role of corruption is bestowed less privilege in the exchange of ethical and political leadership.

This section highlights the foundations of unethical leadership in public organizations in Zimbabwe. It highlights some key arguments on the causes and drivers of unethical leadership. In addition, the section validates the reason for comprehending unethical leadership as an essential component and the reason why public organizations in Zimbabwe are an interesting case study. Furthermore, the section reviews the literature on unethical leadership, focusing on corruption in public organizations in Zimbabwe.

Corruption is considered in Zimbabwe as the core obstacle to economic development; hence combating corruption has been the major priority of the state and the community.

3.9 The outcomes of ethical and political leadership

Ethical leadership has gained prominence among scholars and practitioners, not only for its conceptual value but also for its practical value in enabling leaders to behave ethically (Singh and Rathore, 2014). The myriad of recent corporate scandals and ethical failures have directed the attention of practitioners and scholars towards the importance of ethical leadership (Grigoropoulos, 2019). Consequently, organizations are facing the challenge of enacting ethical leadership (Brown et al., 2010).

Ethical issues are always relevant to the organization's day-to-day life because of the outcomes attached to them. Thus, without ethical leadership, the dark side of leadership is reinforced by increasing the trend to negatively influence rights, control, irregularity, dishonesty, misplaced loyalties, and irresponsibility (Giessner and Quaquebeke, 2010). According to Bass et al. (2013), the current pattern of ethical leadership has started in an environment where leaders comprehensively commit their power and time to guide the business process within the range of value creation. In this regard, public organizations leaders should emulate and devote their energy to ethical practices to achieve the desired organizational goals.

Den Hartog (2015, p. 428) confirms that the research on ethical leadership “consistently shows that if employees feel that their leaders are ethical and fair role models who communicate and reward ethical behavior, there is less deviance and more cooperative behavior” . As a result, it becomes necessary for public organizations to promote ethical leadership because it enhances the delivery of service, increases employees' views of equity and fairness, as well as increases efficiency and business excellence (Rehman, 2011), and fosters transparency and reduces corruption (Naser, 2015).

Several studies demonstrate that ethical leadership helps to create a better work environment and boosts employees' performance in many ways and, consequently, the achievement of organizational goals (Tushar, 2015). A study to identify the relationship between ethical leadership and the component of job characteristics was carried out, and it emphasised that leaders positively influence ethical behaviour through rewards (Piccolo et al., 2010). The results were that an ethical leader positively influences followers by allowing their voice in decision-making and using rewards to facilitate ethical behaviour. Similarly, Mize et al. (2010)'s findings revealed that ethical leadership's outcome includes employee commitment and effective performance. As a result, public organizations leaders should act ethically to benefit from the behaviour in the form of employee commitment and the spirit of transparency within the organization.

Zhu et al. (2014) emphasize that ethical leadership facilitates two-way communication systems between the leader and follower and among the organization's stakeholders. This environment keeps morale high and boosts the performance of followers; hence the performance of public organization employees is a very crucial component of the success or failure of a public organization. In support of this view, Walumbwa et al. (2011) argue that ethical leadership is not only increasing commitment and performance but improves the value of employees' self-efficiency and recognition by the organization and creates job security for all employees (Chigudu, 2020). Thus, ethical leadership not only prevents illegal activities but enhances organizational performance by complimenting a constructive rapport between leaders and stakeholders (Stouten et al., 2010). Neubert et al. (2010) concur that the ethical environment includes implementing formal ethical systems in the form of policies and procedures and ethical codes throughout the organization.

The practice of ethical and political leadership in public organizations in Zimbabwe is of great importance, considering the current situation in which some of the organizations are on the verge of collapse, and some have already collapsed.

3.10 Theories underpinning the research study

The discussion above highlights various approaches to dealing with ethics and politics in organisational leadership. The researcher gave an insight into the relevant ethical, political and leadership theories was given.

Firstly, ethical theories comprise utilitarianism, deontological and virtues theories. According to Rozman (2016), the essential rule of utilitarianism is the belief in utility which states that the morally right act is the one that gives the best overall outcome with regard to the utility or welfare of all the affected individuals. Thus, with utilitarianism, the aim is to attain the maximum good for the greatest number (Mill 2015). This means that an individual should act not to maximize individual benefit but the benefit of the community (Bentham 2013). In the same vein, deontological theory stipulates that people should hold on to their responsibilities when appointed in ethical decision-making (Van Staveren, 2017). This means that people should pursue their obligations to another individual or community/society because upholding one's duty is what is measured ethically correct (Ulrich 2017). The third category of ethical theories is virtue ethics theory. Virtue ethical theory focuses on the issue of character, which is more concerned with being the kind of person that does the right thing at the right time and in the right way (Jonsson, 2011).

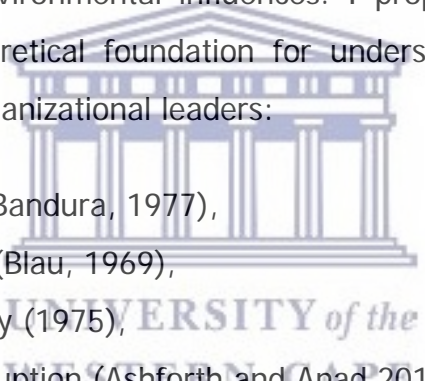
Secondly, Leadership Theories interlink with ethical theories in that ethical behaviour is foundational to the sphere of leadership. The attainment of organisational objectives is associated with ethical leadership. Leadership theories involve transformational and transactional leadership theories, among others. According to Northouse (2017), transformational leadership theory dwells on the intention that the leader and the subordinates focus on promoting one another to the highest level of motivation and morality while focusing on attaining organisational goals (Yulk, 2019). On the other hand, transactional leadership theory entails activities that assist individuals in achieving their desired rewards and avoiding punishment while facilitating desired outcomes (Bass, 2014).

Transformational and transactional leadership theories embrace a politically skilled leader who can diagnose situations that permit appropriate behaviour to achieve intended objectives (Ferris and Treadway, 2014). Additionally, politically skilled leaders tend to

possess effective strategies for enforcing friendship and effective networking (Ferris et al., 2019). As a result, transformational and transactional leadership theories are mediated by political skill, ethical behaviour and effective leadership (Bass, 2018).

I further explored the major approaches to ethical leadership: the philosophical and the social scientific approaches. The philosophical and social scientific approaches will be used to examine the leaders' behaviour, while Liu's (2015) discussion of ethical leadership as relational, contextual, and political will also be considered.

To investigate ethico-political leadership in public organizations, the researcher purposively selected theories to create a theoretical framework. These theories postulate what motivates the behaviour of individuals, society and societal formations. The theories outline individual behaviour in terms of non-stop mutual communication between cognitive, behavioural, and environmental influences. I propose an interweaving of the following theories as the theoretical foundation for understanding what influences the ethico-political leadership of organizational leaders:

- 
- Social Learning Theory (Bandura, 1977),
 - Social Exchange Theory (Blau, 1969),
 - Ekeh's Two Publics theory (1975),
 - the normalization of corruption (Ashforth and Anad, 2018),
 - Weber's social order theory and neopatrimonialism, and the
 - political skill theory (Ferris et al., 2019)

I use the above theories because it signifies the influence of both individual and social factors on ethico-political leadership. Therefore, in considering social relations, Ekeh's two publics theory comes into effect as well as social learning theory, thus modelling, imitation, and observation, social exchange theory, the reciprocity, domination, and social order as proposed by Weber gives rise to neopatrimonialism.

The combination of these different theories facilitates my role as a researcher to analyse how leaders deal with moral predicaments and make moral decisions in different environments.

3.10.1 Social learning theory

The theory entails that the learning process occurs within a community where individuals copy from others through observation, imitation, and modelling (Bandura, 1977; 1986).

Following Brown et al. (2010), I relied on the social learning theory to explain how ethico-political leadership impacts organizations. According to Brown (2010), social learning theory describes the individual characteristics of the leader, and situational influences are related to followers' perceptions of a leader as an ethical leader. The theory proposes that people learn behaviour that is acceptable by observing the behaviour of their leaders. Thus, ethical leaders teach ethical conduct (Trevino et al., 2010). Role models must be credible in terms of moral behaviour for social learning to take place. In this instance, public organization leaders in Zimbabwe are role models who should lead by example in all leadership activities so that their subordinates observe and emulate their moral behaviour.

According to the social learning theory, leaders should exhibit positively attractive and credible attributes to their subordinates (Trevino et al., 2010). Social learning theory helps to explain the reason ethical leaders motivate their subordinates. The theory is based on the idea that individuals learn by paying attention to and emulating the attitudes, values, and behaviour of attractive and credible models (Bandura, 1977; 1986). Most individuals seek ethical guidance outside themselves (Brown et al., 2010). Ethical leaders are probably the basis of guidance due to their charisma and integrity as role models. Power and status are two characteristics of models that enhance their attractiveness (Bandura, 1986), thus making it more likely that followers will pay attention to ethical leaders' modelled behaviour. In this same vein, by treating others fairly, honestly, and considerately, leaders become worthy of emulation by others (Trevino et al., 2010).

In support of the social learning theory, Brown et al. (2010) claim that within the work environment, leaders are the authorities that set the tone for organizational goals and behaviour. Thus it is not a surprise that followers usually rely on their leaders for guidance especially when faced with ethical challenges (Trevino, 2010). Brown et al. (2010) argue their conceptualization of ethical leadership in social learning theory (Bandura, 1977; 1986). In the same vein, Ruiz et al. (2011) categorically argue that mutual trust has remained an essential component in explaining the connection between leaders and their subordinates. This concept of morality features prominently in the establishment and maintenance of trust, considering that once followers come to understand the moral leadership exercised by their leader, they will be compelled to increase their confidence and belief in the leader. This will foster the establishment of a stronger relationship between the leader and the follower (Ruiz et al., 2010).

In summary, Bandura (1977;1986) listed four techniques for enhancing self-efficacy: vicarious experience or modelling, verbal persuasion, affective or physiological arousal, and enactive mastery or personal attainments; each can be influenced by ethical leadership through social learning. According to social learning theory (Bandura, 1977), individuals learn standards of behaviour vicariously (i.e., by watching others) and through direct modelling and verbal persuasion, helping employees to become more confident in their abilities and strengthening their behavioural and motivational patterns. De Hoogh and Den Hartog (2015) argue that ethical leaders not only stress moral values in their decision-making, but they also clarify to followers how their tasks and efforts will contribute to the achievement of important work unit goals.

Also, because ethical leaders ask, "What is the right thing to do?" when making decisions, employees learn to think strategically about the decisions they make, and this process enhances employee self-efficacy (Ciulla, 2014). By helping employees think through the decisions they make, ethical leaders help foster an important skill that employees can utilize when making decisions on their own, and this increased autonomy improves their self-efficacy beliefs. At the conceptual level, leadership behaviour that is seen as more trusting should promote and raise identification with the workgroup or organization

because such interpersonal treatment conveys to individuals that they are valued and respected (Tyler, 2011).

Leading by example is the centre stage of promoting the social learning theory, where leading ethically or unethically produces corresponding results in employees.

3.10.2 Social exchange theory

Researchers have used the social exchange theory (Blau, 1964) to explain ethical leadership (Brown et al., 2010). According to the principle of reciprocity in social exchange theory (Blau, 1964; Gouldner, 1960), individuals feel obligated to return positive behaviour when they believe another has been good and fair to them. According to social exchange theory, a person will weigh the cost of a social interaction (negative outcome) against the reward of that social interaction (positive outcome) and if the costs of the relationship are higher than the rewards, such as if a lot of effort or money was put into a relationship and not reciprocated, then the relationship may be terminated or abandoned (Brown et al., 2010).

Ethical leaders may persuade subordinates to ethical behaviour through reciprocity (Mozumder 2018). Social exchange theories have focused on the social structures created by repeated social interactions and the ways in which these social structures both restrain and permit social actors to gain, exercise and maintain power and influence (Mozumder, 2021). Thus, the relationship between leaders and their subordinates develops from interactions between these parties and is motivated by the mutual benefits derived from these exchanges (Brown and Trevino, 2010; Blau, 1964).

The use of social exchange theory is necessary for examining the effectiveness of ethical leadership. According to Shore et al. (2012), empirical research has demonstrated that the social exchange relationship between leaders and their subordinates results in numerous positive subordinate attitudinal and behavioural outcomes. Rhodes and Eisenberger (2012) claim that when employees believe that their employer is engaging in a favourable social

exchange relationship with them, they become satisfied and feel content with their organization; hence they engage in behaviour that is in line with organizational goals (Hansen, 2011). Ethical leadership can direct social exchange relationships to stimulate growth, and research has found that such relationships are likely to increase subordinates' emotional commitment, contentment, and performance (Hansen, 2011).

Moreover, Social Exchange Theory researchers suggest that employees who are in a stable association prove to be more efficient (Sparrow and Liden, 2011). This can be described by a major rule of social exchange theory called the 'norm of reciprocity'. The rule recommends that favourably treated individuals are obligated to reciprocate their treatment to their leader (Blau, 1964; Gouldner, 1960). Once high-quality exchanges are in place, subordinates are likely to reciprocate by exercising effort on behalf of the leader (Hansen, 2011).

3.10.3 Ekeh's two publics theory

Ekeh's two publics theory is a necessary theoretical addition to the theories underpinning this study. The two publics theory states that because of colonialism, there are two publics in Africa: a primordial public and a civic public (Onuoha, 2014). These two publics underpin an African's attitude and relationship with the postcolonial state on the one hand (civic public) and his tribal and clan community on the other hand (primordial public) (Ekeh, 1975). According to Goddard et al. (2016), the civic public is the combination of related institutions that encompass all the government departments, institutions and agencies. The civic public is wider as it captures the sum of the non-native public whose institutions are administered by legal-rational rules (Goddard et al., 2016). According to Ekeh (1975), a good citizen of the primordial public gives out and asks for nothing in return, thus being ethical; a lucky citizen of the civic public gains from the civic public but enjoys escaping giving anything in return, thus being unethical. According to the two publics theory, this implies that public organization leaders in Zimbabwe are citizens of both civic and primordial publics in one community. They belong to a civic public, which they do not consider moral or amoral, and they simultaneously belong to a primordial

public, where they give out and demand nothing, thus being moral (Onuoha 2014). The civic public is embedded in the colonial administration (Ekeh, 1975), which made it alien to the people. The civic public is meant to encompass everyone in the country since institutions are guided by legal-rational rules. On the other hand, people feel a sense of belonging to their family and clan, the primordial public, from which they derive material benefits, and they are supposed to kindly provide (Onuoha, 2014).

The theory of two publics then implies that there is a disjoint and disjunction between the state and the people who have no moral obligation to the state, which then permits ethnicity, nepotism and corruption as underlying elements which then gives rise to typical African political leadership, which has come about as a result of colonial norms being imposed on African societies (Ackers and Adebayo, 2022). According to Ackers and Adebayo (2022), the critical question concerning the two publics theory is concerned with the government's relaxation and ineffectiveness. What is meant is that the flexible state is where official rules are applied in a slack approach instead of being forceful and consistent. Thus it is one in which private (primordial) benefits can be enjoyed, and private bargains compromise the enforcement of the rules. In this context, the state's softness and ineffectiveness in applying formal rules in Zimbabwe have cascaded down to public organizations where even though anti-corruption strategies have been introduced, they are wholly ineffective.

The primordial public recognizes primitive connections, sentiments and activities, which, however, interrupt civic public interest; hence it poses as a determinant factor of the individual's public attitude (Onuoha, 2014). A strong sense of ownership, resistance to state intrusion and an individual strong moral purpose and responsibility are the differentiating characteristics of the primordial institutions to ensure collective well-being (Goddard et al., 2016). In this study, the primordial public characterizes ethical leadership in which moral leadership values are prioritized for the selective well-being of particular employees (that belong to one's family or clan).

In the dialectical context, the African relates the civic public to unethical terms and the primordial public to ethical terms. Ackers and Adebayo (2022) argue that this amoral

attitude of people toward the civic public is favourable to the opportunistic, unlegislated and dishonest tendencies which have come to characterize the public sector. Thus, in this context, public organizations in Zimbabwe are characterized by the amorality behaviour of the civic public. This is where individual workers feel no ethical support to give in return for the advantages they are offered, influencing ethical reproachful behaviour such as the misappropriation of government resources (Goddard et al. 2016). The civic public is not only immoral by its nature but has members in powerful positions that are expected to spend government resources to achieve their personal interests (Goddard et al., 2016).

The theory of two publics is useful not only in comprehending the government and its quandary in Zimbabwe but also in providing an explanation for endemic leadership shortfall, corruption and poor governance destroying African countries (Acker and Adebayo, 2022). The relevance of the two publics theory in this study is that it has provided a framework for comprehending the wide gap between the civic public (dominated by leaders) and the primordial public (followers). In this context, Zimbabwean public organizations' leaders do not emerge from merit consideration, rather, they are imposed in the organization by political elites, and due to the nature of the economic environment, a corrupt leader remains good as long as stolen resources are channelled to satisfy individuals' interests.

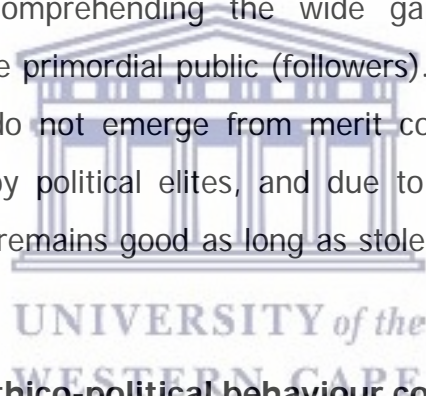
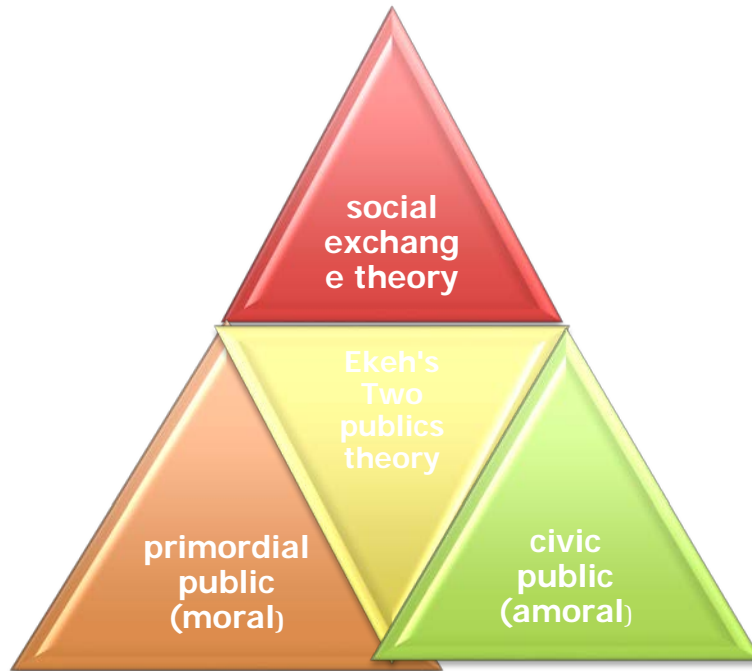


Figure 3.1 Background of ethico-political behaviour conceptual framework



Researcher construction (2021)

Ekeh's two publics theory has great potential to explain the operations of public organizations in Zimbabwe. The two publics dimensions have dominated public organizations creating a situation where employees operate in both dimensions switching from proper actions in the primordial public to improper actions in the civic public. This implies that the behaviour exhibited by the leaders influences their followers; hence moral (primordial public) or amoral (civic public) actions by the leaders produce corresponding results from the followers. Followers observe their leaders' behaviour and emulate them accordingly. In this context, the discussions above suggest that social learning and social exchange theories become central in determining the leadership behaviour and the behaviour of public organizations in Zimbabwe.

3.10.4. Weber (1978) social order theory and neopatrimonialism

Max Weber's social order theory of domination refers to a power relationship between the rules and the ruled. Thus, in any kind of established authority, there exist several

assumptions and norms that legitimize the use of power in the eyes of the leaders and their followers.

Weber (1978) identifies three types of legitimation: charismatic, traditional/or patrimonial, and legal-rational. Charisma literally means endowment of grace. By virtue of possession of charisma, a leader overshadows the followers who believe the dominance through their faith in the leader. In traditional domination, the legitimation in this form comes from the belief in the goodness of the past, in the appropriateness of traditional ways of doing things. This kind of patrimonial power receives prepared submission because of an odd faith in habitual status and personal allegiance to the leader. In the legal-rational, legitimation is based on the belief in the rightness of law and rules. People follow the laws believing that they are passed by an appropriate, objective procedure. The typical administrative apparatus corresponding to this kind of domination is bureaucracy.

Neopatrimonialism is a mixture of patrimonial and legal-rational bureaucratic domination. These two are partly intertwined kinds of dominance that co-exist. Under patrimonialism, there is no separation between the private and the public realm. However, under neopatrimonialism, the distinction between the private and the public, at least formally, exists and is accepted, and public reference can be made to this distinction, but in practice, there is a considerable push toward patronage. The existence of formal structures and rules is unavoidable, although, in practice, the private and public spheres cannot be practically separated.

3.10.5 Normalization of corruption: Rationalization, Socialization and the Institutionalization of organizational corruption

Ashforth and Anand (2014) propose three pillars through which corruption is normalized in organisations: institutionalization, rationalization and socialization. Individuals in organizations involve themselves in fraudulent acts, and the continuation of such behaviour is of much concern. When dishonest behaviours are effectively institutionalized,

they become the culture of the organization. According to Ashforth et al. (2014), individuals then use rationalization tactics to justify their unethical acts. Rationalizations are mental strategies that allow employees, regardless of their level, to view their corrupt acts as justified (Ashforth et al. 2014). As a result, employees employ rationalization to counteract any doubts or negative attitudes that emanate from their unethical behaviour (Ashforth et al., 2014).

Leaders in Zimbabwean public organizations commit fraudulent cases and rationalise strategies to normalize these cases as ethical. Rationalization and socialization exercises permit perpetrators of unethical practices to normalize their actions to continue perpetrating corruption without feeling guilt.

Ashforth and Anand (2014) have acknowledged several rationalization methods used by individual workers to authenticate corrupt acts. The central theme is the overarching sense of denial by leaders: they deny any criminal intent and refuse to label themselves as dishonest.

3.10.6 Political skill theory

Political skill theory operates at an individual level. It speaks about individual wielding of power. The construct has attracted a reasonable number of scholars because of the focus on organizational ethics. Political skill is the capability to demonstrate social concern, interact, and influence (Harvey, Harris, et al., 2014). Sawitri et al. (2018) proposed a theory of political influence in organizations, which focuses on the political skill construct, how it operates and how it influences both self and others in ways that manage shared meaning. Ferris et al. (2019) also argued that political skill is about being able to positively deploy, capitalise and influence individuals to achieve both personal and organizational goals. According to Sawitri et al. (2018), political skill enables people to show the impression that they are concerned about social norms, and this behaviour is consistent with the norms.

Politically skilled individuals are self-aware and have the ability to form precise insights into personal and others' behaviour, which improve their authority efficiency (Ferris et al., 2019). Furthermore, those individuals who are high in political skill can identify conditions in ways that allow them to choose the most exhibits to draw out the wanted answer; as a result, they, thus, boost their ability to control others (Ferris et al., 2019). Harvey et al. (2014) concur that people with high political skills know what to do in different circumstances of life.

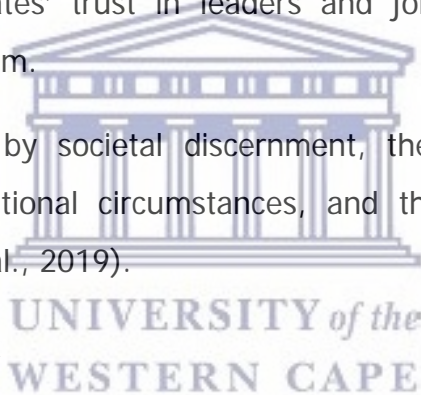
Political skill adds to a manager's leadership repertoire (Ahearn et al., 2014). Harvey et al. (2014) argue that politically skilled individuals are skilled at making friends and creating coalitions and useful associations that promote social support. Ferris et al. (2013) proposed that political skill promotes the capabilities of an individual to read and appreciate workers and create a close and effective relationship. Treadway et al. (2014) found that a leader's political skill affects subordinates' trust in leaders and job satisfaction while lowering reports of organizational cynicism.

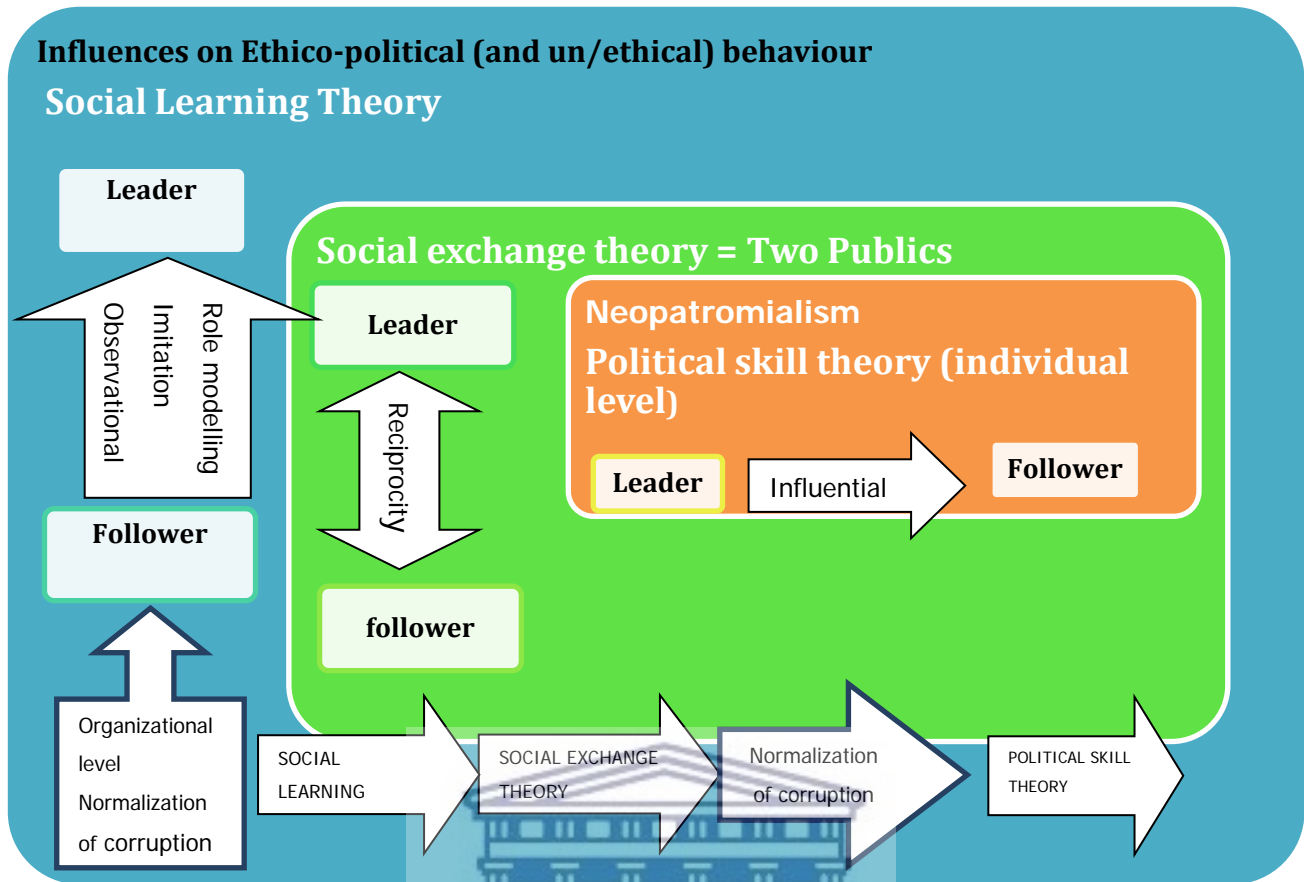
Political skill is characterized by societal discernment, the aptitude to regulate one's behaviour to various organizational circumstances, and the ability to understand and influence individuals (Ferris et al., 2019).

3.11 Theoretical framework

The theories mentioned thus far provide a framework for comprehending the ethico-political behaviour of leaders in public organizations.

Figure 3.2: Ethico-Political (and un/ethical) Behaviour theoretical framework





Proposed theoretical framework designed by the researcher (2021)



3.12 Relationship of theories underpinning the study

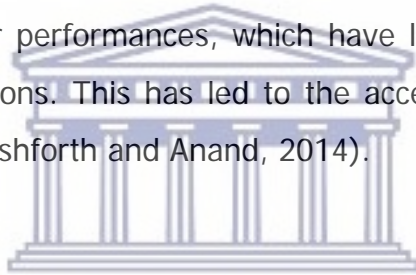
3.12.1 Social learning theory

In the model, the researcher asserts that social learning theory explains how social relations influence ethical and political leadership behaviour. The theory claims that individuals learn much of their behaviour through observation, imitation, and role modelling. In this context, followers learn their behaviour from their leaders in a public organization through the three modes of learning. By observing the behaviours of leaders, followers develop, assimilate, and imitate similar behaviours, especially if the observational experiences are positive and include the rewards related to the observed behaviour (Bandura, 1977). According to Bandura (2006), previous studies confirmed that behaviour

is learned through modelling. Based on this point, either moral or immoral thinking and moral or immoral behaviours are influenced by observation and modelling. In the context of public organizations, the leaders who demonstrate ethical behaviour will result in followers who, through observing and adopting their leaders' actions, will display the same behaviour (Newman, 2011).

Social learning theory proposes that individuals' ethical behaviour can be influenced by leaders via modelling the learning process (Brown et al., 2010). Hence, leaders have the responsibility of modelling the ethical behaviour that they expect their followers to display (Obalade et al., 2019).

Public organizations in Zimbabwe have witnessed leaders who often exhibit unethical behaviour. As a result, followers similarly exhibited such behaviour through the observation, emulating, and modelling learning processes of social learning theory. Such organizations experienced poor performances, which have led to a reduction and even a cessation of productive operations. This has led to the acceptance of corruption as legal and normal in daily activities (Ashforth and Anand, 2014).



3.12.1.1 The normalization of corruption

According to Ashforth and Anand (2014), the standardization of corruption is in three reciprocally strengthening processes:

Institutionalization:

By institutionalized organizational behaviours, Ashforth and Anand (2014) refer to steady, recurring and continuing actions put in place by several members of the organization, without regard to whether it is good or bad behaviour. Further to the definition, because many members of the organization intentionally engage in such practices, corruption becomes a normal activity (Ashforth and Anand, 2014). According to Ashforth and Anand, (2014), institutionalization through leadership contributes largely to the entrenchment of corruption. Consequently, managers play a crucial role through modelling and

authorization in influencing corrupt behaviour in their subordinates while they are not directly involved.

Routinization

Routinization is the “transformation of an action into a routine, mechanical, and highly programmed operation” (Ashforth and Vikas, 2003,p.11). The routinization stage is considered a step toward lowering the awareness of the morality or immorality of the activity. Thus, corruption becomes normative, habitualised and mindlessly practised. (Ashforth and Vikas, 2013)

Socialization

The classical theory of differential association upholds that illegal principles, purposes, values, and methods are imbibed through interaction with friendly individuals and groups (Ashforth and Anand, 2014). Supported through authorization, routinization and rationalization, organizational groups create psychologically metaphorical social cocoons where senior organizational members are encouraged to introduce new members to currently employed corrupt practices, which they model as a means of easing new member transitions (Ashforth and Anand, 2003). Thus, new members are motivated to create relational attachments with senior members by mimicking established corrupt practices.

Ashforth and Anand (2014) investigate the close relationship between institutionalization, rationalization and socialization as processes for the normalization of corruption. The three pillars are considered essential for the normalization of corruption to be effective.

3.12.2 Social exchange theory (SET)

In addition to social learning, I posit that social exchange theory also explains organizational members' behaviour. SET's fundamental principle is that a cost-benefit analysis shapes human relations. Relationships are sites of give and take between individuals. Social exchange theory defines reciprocity and interdependence within the society or organization. Thus, an individual does not think of acting in a reciprocal manner until they have studied, observed the actions of the other party and considered the

benefits they can accrue by imitating the leader or partner (Obalade et al., 2019). Social exchange's primary belief is that individuals in social situations advocate for behaviours that maximize their personal interests in those environments (Brown et al., 2010). Thus, when individuals observe fairly balanced levels of reciprocity in a social relationship, they positively accept that exchange (Trevino et al., 2010).

Mayer et al. (2015) assert that leaders desire to affect followers through the social exchange process; thus, social exchange is premised on the norm of reciprocity, which stipulates that an individual performs an action that benefits the other, the relationship creates an obligation to reciprocate such good behaviour.

3.12.2.1 Ekeh's Two Publics

Deriving from Social Exchange theory is Ekeh's Two Publics which enables the researcher in post-colonial Africa to explain the behaviour of employees and managers in public organizations. Ekeh (1975) speaks about the primordial public, the clan or tribe, as an individual who has a moral obligation toward his clan, while the civic public requirement or obligation has no moral basis and is thus amoral. These two publics have to be manoeuvred in different social situations. An individual does not live in a vacuum; s/he is one of the social factors that need interaction and later determines the direction. In this theory, with regard to the civic public, people in Africa do not see allegiance to the state or its institutions. However, they see a moral allegiance to their family and clan, i.e., their primordial public.

3.12.3 Weber's legitimation

Also, in terms of power and politics, Weber (1978) tells us that in societies, there are various forms of legitimation that those who wield power have over their subordinates which are: charismatic, patrimonial and legal-rational forms of legitimation. Researchers suggest that African countries are best described by a mixture of the two, which is termed neopatrimonialism (Bonga, 2017).

3.12.4. Political skill theory

However, not everything is completely decided by social influences. A human being has agency, the ability to act independently. Political skill is inevitable to all leaders in any business organization and plays a crucial role in organizational ethico-political leadership. Like social learning and social exchange theories, political skill is characterized by a comprehensive pattern of social competencies with cognitive, affective, and behavioural manifestations that affect relationships (Ferris et al., 2015). Political skill is required to be successful in organizations and is an exercise of influence through persuasion, manipulation, and negotiation (Harvey et al., 2014).

Four critical dimensions describe the conceptualization of political skill (Ferris, 2019). The four dimensions include social astuteness, which stipulates that individuals with political skills are incisive observers of their counterparts. The second dimension is that politically skilled individuals have a persuasive personal manner of interacting that exerts a powerful influence on others around them. The third dimension is a communication capability which suggests that individuals with political skills are proficient at recognizing and developing varied contracts and networks of people; as a result, they build up friendships and create strong, advantageous associations. The fourth dimension is apparent sincerity which suggests that politically skilled individuals appear to others as having high levels of integrity as being authentic, sincere and genuine. In this context, the four dimensions are related to one another in the sense that they all focus on being able to influence others to gain personal and or organization's desired objectives.

Treadway et al. (2010) posit that the leader in an organization uses political skills to effectively understand employees and employ such information to manipulate individuals to exercise behaviours that prioritise personal and organizational objectives.

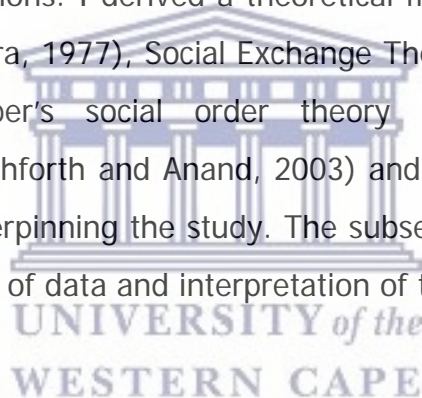
The researcher adopted these theories due to their strong relationship considering ethical and political leadership in public organizations in Zimbabwe. The study posits that followers observe and emulate their leaders' behaviours to maintain a relationship that benefits

them. Thus, when the followers portray accepted behaviour, the leaders avail followers' personal needs that will continue to influence them positively towards personal and or organizational objectives. The study's ethical-political behaviour model is centred on the satisfaction of the individuals in a social relationship in public organizations. As a result, the satisfaction of both the leader and the followers has an impact on the performance of the organization.

The following section discusses ethics and politics since the study is concerned with the ethico-politics of leadership behaviour.

3.13 Summary of chapter three

This chapter has presented the theories used to shed light on what influences ethical and political leadership in organizations. I derived a theoretical framework from combining the Social Learning Theory (Bandura, 1977), Social Exchange Theory (Blau, 1969), Ekeh's Two Publics theory (1975), Weber's social order theory and neopatrimonialism, the normalization of corruption (Ashforth and Anand, 2003) and political skill theory (Ferris et al., 2007) as key theories underpinning the study. The subsequent chapter focuses on the methodologies in the gathering of data and interpretation of the study.



CHAPTER FOUR

RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

This chapter provides the philosophical assumptions, research approach and design, data collection procedures, data analysis, the trustworthiness of data issues and ethical considerations. The chapter provides the research approaches and design used in the study, including the methods, tools, gathering data, and examination methods while elucidating the steps and processes included in the study. All researchers make assumptions when they do their research. It is crucial to comprehend researchers' assumptions to assess the implications of their research studies. Each researcher has his/her own view of what constitutes reality and knowledge. These views guide ones thinking, beliefs, and assumptions about society and oneself, and they frame how one views the world, which is what social scientists call a paradigm (Schwandt, 2017).

The objectives of the chapter are to describe the philosophical assumptions about perceptions of reality, what counts as truth and the value systems in each of the paradigms. I will describe the various paradigms, such as positivism, post-positivism, constructivism, interpretivism, transformative, emancipatory, and the postcolonial indigenous research paradigm. I will also demonstrate the relationship between paradigm and methodology. I will also discuss research approaches and research designs used, describe the research population, sampling technique, and sample size, introduce research methods and research instruments developed used to collect data and answer the research questions, and explain ethical considerations. The chapter ends with a summary of major facts.

4.2 Research Philosophy

A researcher's research philosophy is his method of viewpoints and suppositions about the nature of reality and the structure of the facts (Saunders, Lewis and Thornhill, 2019). Philosophically, there are various different traditions to view the world, and there are various ways that knowledge can be gained. Creswell (2017) pointed out that researchers need to consider the research philosophy stances as it proclaims what people respect as knowledge as well as the way they perceive the world. They further add that the stance researchers take on ontology, epistemology, axiology, and methodology influence the research process. Matters of ontology and epistemology need to be engaged with. Hence the researcher is concerned with explicitly stating his view about the world and how knowledge works (Saunders et al., 2019).

Haynes (2012) drew attention to the fact that different paradigms, a basic set of beliefs that guide researchers, give confidence to the researchers to learn the phenomenon from various viewpoints, thus stressing how varied types of information may be copied through viewing the same phenomenon from diverse idealistic perceptions. The main influence can most likely be one's particular view of the association between information and the process by which it is developed. Thus even the researcher's selection of a data-gathering method and research instruments is influenced by the research paradigm (Gray, 2013). Gray (2013) further pointed out that the philosophical standpoints accepted by the scholar and, in turn, by the researcher's epistemological stance influence the research designs.

The next sections discuss the researcher's ontology, epistemology, axiology, and methodology.

4.2.1 Ontology

Ontology is the branch of philosophy concerned with assumptions people make to believe something is real or the very nature or essence of the social phenomenon under investigation (Scotland, 2012).

It looks for decisions of the real nature of the original perceptions, which integrate comprise the subjects that researchers examine to build the logic of the meaning well-established in research data (Kivunja et al., 2017). Ontology makes one ask questions such as: "Is there reality out there in the social world" or "is it a construction created by one's mind" (Kivunja et al., 2017). This facilitates one to scrutinize the fundamental belief system and philosophical assumptions of the researcher about the nature of being, existence and reality. Thus, philosophical assumptions about the nature of reality are important in considering the creation of them earning from collected data. As a result, ontology describes the nature of social entities and explains the kind of objects that exists in the social world (Karley, 2014).

The discipline of business and management takes up a variety of beliefs from natural sciences, social sciences and arts and humanities (Saunders et al., 2019). My ontological position as a researcher, I believe in a multi-layered ontology of the physical world as one reality and the social world as another layer of this physical world.

4.2.2 Objectivism

Objectivism incorporates the assumptions of the natural sciences, arguing that the social reality is external to the self and other social actors. This means that ontologically, objectivism embraces realism, which in its extreme form, considers social entities to be like physical entities of the natural world, as far as they exist independently of how one thinks of them, labels them, or even one's awareness of them (Saunders et al., 2019). Because the interpretations and experiences of social actors do not influence the existence of the social world, an objectivist in the extreme form believes that there is only one true social reality experienced by all social actors. Burrell and Morgan (2016), supporting this discourse, stated that the social world is made up of solid, granular, and relatively unchanging 'things', including a major social structure into which individuals are born.

Epistemologically, objectivists seek to discover the truth about the social world through observable, measurable facts from which law-like generalizations can be drawn about the

universal social reality (Saunders et al., 2019). Axiologically, since the social entities and social actors exist independently, objectivists seek to keep their research free of values, which they believe could bias their findings. They, therefore, also try to remain detached from their values and beliefs throughout the research process (Saunders, Lewis and Thornhill, 2019).

4.2.3 Subjectivism

This incorporates assumptions of the arts and humanities asserting that social reality is made from the perceptions and consequent actions of social actors (Lincoln, Lynham and Guba, 2018). Ontologically, subjectivism embraces nominalism/conventionalism. Nominalism considers the order and structure of social actors' use of language, conceptual categories, perceptions, and consequential actions (Burrell and Morgan 2016). For nominalists, there is no underlying reality to the social world beyond what people (social actors) attribute to it, and because each person experiences and perceives reality differently, it makes more sense to talk about multiple realities rather than a single reality that is similar for everyone (Cunliffe et al., 2017).

A less extreme version of this is social constructionism, which puts that reality is constructed through social interaction in which social actors create partially shared meanings and realities. This means that it is important for a researcher to study a situation in detail, including historical, geographical, and socio-cultural contexts, to understand what is happening or how realities are being experienced. Subjectivists believe they cannot detach themselves from their values (Blaikie, 2010).

Unlike objectivist researchers who seek to discover global facts and laws governing social behaviour, the subjectivist researcher is interested in different notions and narratives that can assist in accounting for different social realities of different social actors. They, therefore, openly acknowledge and actively reflect on and question their values (Cunliffe et al., 2017), call this radical reflexivity and incorporate these within their research.

I combine objectivist and subjectivist perspectives in this study, preferring to see these two as positions on a continuum.

4.2.4 Epistemology

According to Burrell and Morgan (2016), epistemology refers to assumptions about what constitutes acceptable, valid and legitimate knowledge and how one can communicate knowledge to others. Epistemology has its etymology in Greek, where the word “episteme” means knowledge, and it is used to describe how people come to know something, how they know the truth or reality, or what counts as knowledge within the world (Cooksey and McDonald, 2011). They further express that epistemology is concerned with the very bases of knowledge, its nature and forms and how it can be acquired, and how it can be communicated to other human beings.

On considering the epistemology of the research, the following questions are asked; is knowledge about something which can be acquired on the one hand, or is it something which has to be personally experienced? What is the relationship between the inquirer and what is known? These questions are critical because they help the researchers to position themselves in the research context so that they can discover what else is new, given what is known. In trying to answer such questions, researchers can draw from the following four sources of knowledge: intuitive knowledge, authoritative knowledge, logical knowledge, and empirical knowledge (Kivunja et al., 2017).

Thus, if the researcher relies on knowledge such as beliefs, faith, and intuition, then the epistemological basis of such research is intuitive knowledge. If the researchers rely on data gathered from people in the know, books, and leaders in organizations, then epistemology is grounded on authoritative knowledge. If a researcher emphasizes reason as the surest path to knowing the truth, this approach is called rationalist epistemology or logical knowledge. On the other hand, if one emphasizes the understanding that knowledge is best derived from sense experience and demonstrable objective facts, then

the approach leans towards empirical epistemology. Different researchers summarily describe epistemology as what comprises acceptable knowledge in the field of study (Nylander & Renberg, 2014; Karley, 2014; Flower, 2009; Blaikie, 1993; Gray, 2013; Mora et al., 2012; Georgion, 2010).

Mach (2010) emphasized that epistemology is the theory of knowledge embedded in a research study. In addition, he described it as the view of how one acquires knowledge, thus referring to what one means when he/she knows something. On the other hand, Gray (2013) argued that epistemology provides a philosophical background for deciding what kind of knowledge is legitimate and adequate.

The multidisciplinary context of business and management means that different types of knowledge ranging from numerical to textual and visual data, from facts to opinions, and narratives and stories, can all be considered legitimate (Saunders et al., 2019). As a result, these varieties of epistemologies give the researcher a wide choice of methods. It is important to understand the implications of different epistemological assumptions in relation to the researcher's choice.

4.2.5 Axiology

Sunders et al. (2019) define axiology as the role of values and ethics. The researcher's personal beliefs or feelings affect every stage of the research process, from the choice of the research area to the interpretation of results (Mark, 2014). Thus, one of the key axiological choices a researcher faces is the extent to which one wishes to view the impact of their values and beliefs on the research as a positive thing. Burrell and Morgan (2016) further explain that researchers need to decide how to deal with their values and those of the people they are researching. It is argued that through understanding, being aware of one's values and transparency, recognizing, and articulating these as part of the research process, the research is strengthened in terms of transparency, the opportunity to minimize bias or in defending your choices.

4.3 Research Paradigm

Mbili-Kuze (2012) defines the research paradigm as the base of research that informs the researcher on what is there, how to comprehend it, and how to research it. Gray (2013) describes the research paradigm as all the surrounding systems of interconnected practices and philosophy that characterize the investigator's investigation.

Even though stipulating one's research paradigm is crucial, some scholars do not explain them in their study. Xaba (2012), however, warned researchers of this mistake, arguing that ignoring the research paradigm can critically affect the excellence of the research.

What follows is a discussion starting with a table comparing selected research paradigms: positivism, post-positivism, constructionism/interpretative, transformative, and post-colonial indigenous, along with the philosophical assumptions about perceptions of reality, what counts truth, and the value systems in each of these paradigms.

Table 4:1 Comparison of selected paradigms (Chilisa, 2011)

Research Paradigms	Positivist/Post-Positivist	Constructivist / Interpretative	Transformative / Emancipatory	Post-Colonial Indigenous Research
Reasons for doing research	To discover laws that are generalizable and govern the universe	To understand and describe human nature	To destroy myths and empower people to change society radically	To challenge deficit thinking, and pathological descriptions of the former colonized and reconstruct a body of

				knowledge that carries hope and promotes transformation and social change among the historically oppressed.
Philosophical Underpinning	Informed mainly by realism, idealism, and critical reality	Informed by hermeneutics and phenomenology	Informed by critical theory, post-colonial discourse, feminist theory, race, specific theory, neo-Marxist theories	Informed by indigenous knowledge systems, critical theory, post-colonial discourse, feminist theories, critical race, specific theories, and neo-Marxist theories.
Ontological Assumption	One reality knowable within the probability	Multiple socially constructed realities	Multiple realities are shaped by social, political, cultural, racial, economic, ethnic, gender, and	Socially constructed, multiple realities are shaped by the set of multiple

			disability values.	connections that human beings have with the environment, the cosmos, the living, and the non-living.
Place of Values in Research	Science is value-free, and values have no place except when choosing a topic	Values are an integral part of social life. No group values are wrong; only different	All science must begin with a value position; some positions are right, and some wrong	All research must be guided by relational accountability that promotes respectful representation, reciprocity, and rights of the researched
Nature of knowledge	Objective	Subjective; Idiographic	Dialectical understanding aimed at critical praxis	Knowledge is relational, and all indigenous knowledge systems are built on relations.
What counts Truth	Based on precise observation and	Truth is context-dependent	It is informed by a theory that	It is informed by the set of

	measurement that is verifiable		unveils illusions	multiple relations that one has with the universe
Methodology	Quantitative: Co-relational; quasi-experimental; experimental causal; comparative survey	Qualitative: Phenomenology; Ethnographic; symbolic interaction; naturalistic	Combination of quantitative and qualitative; action research; Participatory research	Participatory, liberating, and transformative research approaches and methodologies that draw from indigenous knowledge systems.
Techniques for gathering data	Mainly Questionnaires Observation, Test and experimental	Mainly interviews, participant, Observation, Pictures, photographs, diaries, and document	A combination of techniques in the other two paradigms	Techniques based on philosophical sagacity, ethno-philosophy, knowledge framework, indigenous knowledge systems, and talk stories and talk circles

(Chilisa, 2011): Comparison of selected paradigms

4.3.2 Research Paradigm that guided the study

The researcher concluded that an interpretivist paradigm was suitable and appropriate for the study after analysing the various paradigms. Drawing from scholars like Chilisa (2011), Hammersley (2013), Creswell (2017), Rubin and Babbie (2010), and others, the researcher realized that interpretivists used the qualitative research approach. According to Guba and Lincoln (2017), the fundamental effort of interpretivist paradigm is to understand the subjective world of human experience. An effort is made to try to understand the viewpoint of the subject being observed rather than the observer's viewpoint (Carpenter, 2013). Emphasis is placed on understanding the individual and their interpretation of the world around them; hence, the key tenet of the interpretivist paradigm is that reality is socially constructed (Guba and Lincoln (2017).

The paradigm does not come before the research but comes after so that it moves together with the generated data. As a result, when following this paradigm, data is gathered and analyzed in a manner that is consistent with grounded theory (Scotland, 2012). The paradigm presumed a subjectivist epistemology, which stipulates that the researcher gives the personal meaning of the data by interacting with participants (Kivunja et al., 2017). Additionally, interpretivists utilise a leveraging key method of interactive interview, which allows the researcher to investigate and prompt things that cannot be observed, and probe an interviewee's thoughts, values, prejudices, perceptions, views, feelings, and perspectives (Prochaska, 2017).

In this study, the researcher interacted with the informants in their social settings to understand their behaviour. This was in adherence to the perception of interpretivists who advocate understanding human experience through their thoughts and feelings (Searle, 2015). Hammersley (2013) emphasizes that since multiple interpretations are developed among human relationships, interpretivist researchers should attempt to comprehend the varied habits of perceiving and familiarising the world through diverse backgrounds and traditions and try to shun the bias using their interpretations in the research process.

The researcher opted for an interpretivist paradigm due to several merits accrued to its use. Thus, it is advantageous in that interpretivist researchers deeply comprehend the social context of individuals and events rather than merely descriptions (Creswell and Creswell, 2017). In addition, researchers can conduct these types of research in natural settings to gain an insider's perspective (Tuli, 2010).

The interpretivist paradigm principles fit well with the researcher's values, norms, and beliefs.

4.4 Research reasoning

4.4.1 Deductive reasoning

Employing deductive analysis is naturally appropriate for studies under positivism (Creswell, 2017; Mertens, 2014; Saunders, 2011). Research studies employing deductive analysis would generally have characteristics that include the following:

- it is based on current knowledge from the literature review,
- a theoretical theory or model is built, which is then related to research directions,
- the hypothetical theory or model is confirmed iteratively with many quantitative data points.
- If the outcomes of the validation are satisfactory, the theory of the model can be regarded as law-like (Park, Bahrudin and Han, 2020).

Thus, deductive reasoning fundamentally utilises many quantifiable facts; therefore, the numerical explanation of that information is made objectively, followed by validation and generalization (Mertens, 2014).

4.4.2 Inductive reasoning

Inductive reasoning is more suitable for studies using interpretivism/constructivism (Creswell and Creswell, 2017; Mertens, 2014; Saunders, 2011). Park et al. (2020) explain the characteristics of inductive reasoning as follows;

- it obtains knowledge from the literature review related to research directions;

- the phenomenon is understood by carrying out qualitative data collection and analysis considering the research as well as the sustained knowledge;
- and a new theory or model is developed as new knowledge based on the new understanding.

Inductive reasoning fits the grounded thoughts of interpretation of which a matter and reality are reconstructed and concreted through contextual interpretation, consequently creating a new reality (Bryman, 2015). According to Park et al. (2020), inductive reasoning mainly involves qualitative information where qualitative data are written text and verbal responses and analyzed using a hermeneutical approach for which data is interpreted rationally to enable the development of a new theory. The study, therefore, adopted the inductive reasoning approach as it involved qualitative information, but deductive elements were also at play since the theoretical framework also guided the study.

4.5 Research Design: the choices of the researcher

The design of the study entails the research map in which a range of steps are observed to respond to the asked questions and/or to test formulated hypotheses (Mertens, 2015). Decisions concerning what, where, when, how much, by what means regarding an investigation or a research study make up a research design (Kothari, 2014). Kothari (2014) described research design as the arrangements of circumstances for gathering and scrutiny of data in a manner that aims to unite significance to the research purpose with economy in procedure. He further elucidates research design as the theoretical arrangement where the research is carried out and makes up an outline for gathering, quantifying, and examining data.

Babbie and Mouton (2012) also claimed that research design is a logical sequence that connects the empirical data to a study's initial research questions and, ultimately, its conclusions. Similarly, Cooper and Schinder (2010) concur with Babbie et al. (2013) and Kothari (2014) that research design is a master plan or scaffold which outlines the methods and procedures for collecting and analyzing data.

There are several research designs, such as analysis, historical, experimental, survey, archival, and case study (Leedy and Ormrod 2018). According to Nind and Todd (2010), the interpretivist paradigm predominantly uses a qualitative research approach and tends to favour research designs such as case studies and ethnography. Considering this situation, the researcher selected a case study for this study with the reasons explained in this segment. The other research designs were not discussed in this report.

4.5.1 Research Design that guided the study

A case study research design is one of the several ways of researching, whether it is social science-related or even socially related. Its goal is to comprehend human beings in a social context by interpreting their actions as a single event (Creswell and Creswell, 2017). According to Fleming (2015), the case study design is useful, especially in situations where the environment studied is critical and where the researcher has no power to manage the occurrence of the events. Furthermore, a case study examines a bounded system or a case over time in detail, employing multiple sources of data found in the setting (Harland, 2014). All the collected evidence is gathered to arrive at the best possible responses to the research questions. Consequently, the researcher may gain a sharpened understanding of why the instances happened as they did and what might be significant to check in future research (Creswell and Creswell, 2017)

Given the interpretive position adopted in this research and the nature of the research questions, the case study research design was regarded as the most suitable method to use. Since it offers an appropriate approach to employ because it provides a methodical procedure to gather data, analyze it and report the results. Thus, providing an understanding of a particular problem or situation in great depth. In this segment, a case study research design was defined, and the justification for its use was highlighted. The researcher ended by discussing the strengths and limitations of the case study research design.

4.5.2 Case study defined

Waring (2013) created the following definition of a case study based on a critical review that sought commonalities of various case study definitions. Waring (2013) defined the case study research design as an in-depth exploration from multiple perspectives of the complexity and uniqueness of a particular project, policy, institution, program or system in real life. Yin's (2013) definition centres on the range, procedure, and practical characteristics of case study research, emphasizing the nature of inquiry as being empirical and the importance of context to the case. In other words, it can be something relatively concrete such as an organization, a group, or an individual, or something more abstract such as an event, management decision, or change program.

Common features of the case study, according to Yin (2013), include:

- In-depth study of a small number of cases, often longitudinally,
- Data is collected and analyzed about a large number of features of each case,
- Cases are studied in their real-life context. Understanding how the case influences and is influenced by its context is often of central interest to case researchers,
- Cases are natural in the sense that they are not manipulated as in the experiment.

The case study design in research demands a high degree of depth, breadth, and rigour with careful attention to showing how the evidence supports the conclusion reached.

4.5.3 Justification for the use of Case Study Research Design

The researcher opted for a case study research design because the case study design gives the researcher the capability to examine the case in-depth and to use numerous sources of evidence. Therefore it is a helpful instrument for a descriptive research study where the focus is on a specific situation or context where generalizability is less significant. The case study design also facilitates a holistic perspective on causality because it treats the case as a particular case, thus, the possibility of investigating causal complexity where there are many relevant factors but few observations (Yin, 2013).

As this study involves research questions about the process, the case study design was appropriate because of its use of multiple data sources that support the demonstrative investigation of the events. The study also involved the “why” and “how” questions, and this fits well into the case study design as indicated by (Harland, 2014). The “why and how” helped the researcher to get a deeper understanding of ethical and political leadership in public organizations where the issues of human beings are entirely dealt with on a day-to-day basis (Stake, 2013).

According to Putland (2013), the choice of a case study design does not require extensive access to or control over the behaviour patterns of the object. The researcher realized that there was no leeway to control the behaviour of public organizations’ leaders or managers and stakeholders. The case study enabled the researcher to gather emerging data through open-ended interviews that were used to generate themes. The use of a case study helped the researcher to gather data that contributed to practical knowledge (Tan, 2012) on practices of ethical and political leadership in public organizations.

Nevertheless, a case study research design has its limitations. Among its limitations is that one technical issue is a variant of what is known as selection bias, whereby the choice of cases biases the findings of the research, particularly concerning excluding cases that contradict the favoured theory (Yin, 2014). Additionally, the concern of generalizability, particularly of single case studies (Tan, 2012; Putland, 2013), can be time-consuming and labour extensive; thus, the researcher capitalized on his transport to concentrate on the data-gathering process.

4.6 Research Strategies

There are three research approaches, mixed method, quantitative, and qualitative approaches.

4.6.1 Mixed method approach

Dudovskiy (2018) defines a mixed method approach as a research approach that integrates the qualitative and quantitative approaches within different stages of the study process. which is underpinned by a pragmatist view. This definition emphasises the paradigm stance and the integration of data. The researcher concludes that this approach combines good qualities of qualitative and quantitative approaches (Dudovskiy, 2018; Kalkoti,2016). The mixed method approach bases its philosophical principles on the post-positivism paradigm (Plano Clark and Ivankova, 2016).

4.6.2 Quantitative approach

A quantitative approach is normally used in positivism and post-positivism philosophical stances. Everest (2017) defines the quantitative approach as collecting numerical data and making observations and measurements of the phenomena, which can be subjected to statistical analysis, repeated and replicated by the same or other researchers under similar conditions. Proponents of the qualitative approach argue that its capability to reduce data to numbers gives it a strong edge over the qualitative approach (Rose, Spinks and Canhoto, 2015). Results are easily acceptable if they are quantified. This gives the quantitative approach reliability to its findings. Sepeng (2019) also argues that it allows for deductive thinking, scientific testing of hypotheses and standard data collection, usually from a large number of respondents

4.6.3 Qualitative approach: The approach chosen by the researcher

The researcher adopted a qualitative research approach in this study; hence this segment explains the qualitative approach. A qualitative approach is an approach usually related to the interpretivism paradigm, which stresses the collectively created nature of reality (Sunders et al., 2019). It is about examining and trying to discover the central aspect and importance of individual attitude (Park et al., 2020).

Qualitative research can be explained as a method for discovering and understanding people in societal or individual challenges (Creswell, 2013). The qualitative approach offers critical insights essential for in-depth knowledge by interpretivists (Creswell and Creswell,

2017). Merriam and Tisdell (2016) further affirm that the objectives of qualitative research are meant to disclose the reasons why certain aspects took place related to certain individuals. In support of this view, Yazan (2015) states that the qualitative approach involves coming up with meaningful notions or explaining situations in line with what people mean.

In carrying out the research qualitatively, researchers are worried about confirming how people express self-experience, how they create their worlds and what meaning they give to their experiences (Merriam and Tisdell, 2016). Braun and Clarke (2013) support that qualitative research employs expressions as facts gathered and scrutinized through various methods. According to Merriam and Tisdell (2016), a qualitative study method has various attributes such as; the goal of the research is to comprehend the know-how that individuals have, the researcher is the tool for data gathering and analysis, the facts collected are inductively analysed, and finally essential and rich explanation is produced from various sources such as documents, notes from the field and consultations.

In the same vein, Leedy and Ormrod (2019) added that the purpose of qualitative research is as follows. Firstly, a qualitative approach researcher reveals processes, relationships, systems, or people. Secondly, it enables the researcher to gain new insights about that phenomenon, develop new concepts or theoretical perspectives about that phenomenon, and discover the problems that exist with the phenomenon. Thirdly, it allows the researchers to verify the validity of certain assumptions, claims, theories, or generalizations within the real world through which an investigator can moderate the effectiveness of particular policies, practices, or innovations (Leedy and Ormrod, 2019).

The reviewed literature on the qualitative approach indicates many characteristics of this approach. Leung and Shek (2017) listed the characteristics as naturalistic inquiry, inductive analysis, holistic perspective, qualitative data, and personal touch of the researcher, capturing the constant and ongoing changes of dynamic systems, unique case orientation, context-sensitivity, empathic neutrality, and design flexibility (Sepeng 2019; Leung and Shek, 2017). Data is collected in the field where informants experience the problem under investigation. The researcher opts for face-to-face interactions with the participants over a

period, which means investigators are directly involved in the data collection process, and data is collected in a natural setting (real world), and it involves studying these phenomena in all their complexity (Sepeng, 2019; Qu and Dumay, 2017; Klein and Olbrecht, 2011).

Regardless of criticism, mostly from positivists (based on a quantitative approach), scholars highlight many benefits of the qualitative approach (Everest, 2017). Leung and Shek (2017) argue that the qualitative approach's advantage lies in its evolving design and flexibility, as well as its inductive logic of examination that permits exploration and creative synthesis of social reality to be achievable and comprehensible. Similarly, Everest (2017) described five benefits of the qualitative approach. Firstly, it uses the participants' categories of meaning to collect and interpret data. Secondly, it is useful for investigating a limited number of cases in depth. Thirdly, it conducts cross-case comparisons and analysis, thereby coming up with rich conclusions. Fourthly, it provides comprehensible descriptions of participants' personal experiences of the phenomena. Lastly, it responds to local situations, conditions, and stakeholders' needs. The qualitative approach relies on transferring data from observations, reports, and recordings into written words rather than into numeric data.

However, there are also criticisms of the qualitative approach, mainly from positivists who advocate for the quantitative approach (Riyami, 2015). Scholars argue that understanding reality through qualitative methods is impossible and unrealistic (Leung and Shek, 2017). Its subjectivity brings limitations to generalizations. Commenting on the issue of subjectivity, Everest (2017) posits that it depends on the researchers' whims, personal emotions, anecdotes, and conjecture, which affect the reliability and validity of the research results.

Furthermore, the active involvement of the researcher in the data collection process, together with the interactive relationship between the researcher and subjects, introduces bias. Leung and Shek (2017) also noted that data analysis relies mostly on the subjective views of the investigator. This makes the representativeness and generalization of the results questionable. Owing to the small samples and the uniqueness of participant cases,

the data is not representative, and the findings might not be generalized. This also makes the replicability of the study difficult (Qu and Dumay, 2017).

The qualitative research approach is an inquiry process which enables the construction of a compound, holistic depiction, analyzed words, reports, and detailed views of informants and conducts the study in a natural setting.

The following table shows the qualitative methodologies.

Table 4.2: Qualitative Methodologies

Dimension	Biography	Phenomenology	Grounded Theory	Ethnography	Case Study
Focus	Explore the life of the individual	Understanding the essence of experiences about a phenomenon	Develops theory grounded in data from the field	Describes and interpret a cultural or social group	In-depth analysis of a single or multiple cases
Discipline of origin	Anthropology	Psychology	Sociology	Cultural anthropology	Political Sciences
Data Collection	Interviews and Observations	Long interviews with up to ten people	Interview with 20-30 individuals to saturate categories and detail theory	Observable and interview during extended fieldwork	Multiple sources including documents, interviews, and artefacts
Data Analysis	Stories, epiphanies, historical context	Statements meaning, themes general description	Open axial selective coding conditional matrix	Description, analysis interpretation	Description themes, assertion
Narrative Forms	A detailed picture of an individual's	Description of the essence of the experiment	Theory or model	Description of cultural behaviour of group or	In-depth study of case or

	life.			individual	cases.
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Source: Creswell (2011): Qualitative Inquiry and Research Design

4.6.3.1 Justifying the use of the Qualitative research approach

The major objective of the study is to evaluate ethico-political leadership in public organizations; hence the researcher selected ZISCO and GMB as the two cases for the research study. Ethico-political leadership focuses on the behaviour of organizational stakeholders in different positions; as a result, the researcher opted for a qualitative approach. This is because the qualitative approach is associated with the interpretivism paradigm, which emphasizes the socially constructed nature of reality (Creswell, 2017). It is, therefore, about recording, analyzing, and attempting to uncover the deeper meaning and significance of human behaviour and experience. As a researcher, I am concerned with attaining a wealthy and intricate perceptible of people's knowledge of ethico-political leadership and not obtaining information that can be generalized to other larger groups (Creswell and Creswell, 2017).

Within the two case studies, twenty-eight (28) participants were selected. A qualitative approach usually considers a smaller number of participants since the approach uses in-depth interviews, which are time-consuming and labour-intensive. Also, a large number of people are not needed for statistical analysis or to generalize the results (Creswell and Clark, 2014).

Guest et al. (2011) argue that unlike quantitative that generally impose a framework of their own on the research, qualitative researchers universally perceive societal realism from the participants' viewpoint. This is called the *emic* perspective, which refers to the way human beings consider their world instead of the *etic* perspective (quantitative), which is worried about the importance of local context (Merriam and Tisdell, 2016). Therefore, the general objective of qualitative research is to form a theory and describe new variables. Researchers of qualitative nature achieve this by comprehending the current experiences of individuals and then representing these experiences as abstract (Sepeng 2019).

4.7 Description of the study area

The current study evaluated the ethical and political leadership in public organizations in Zimbabwe, particularly the GMB and ZISCO. ZISCO is located in Redcliff, twenty-one kilometres from the city of Kwekwe in the heart of the Midlands Province of Zimbabwe. Midlands Province is fertile with the core raw materials required by the organization in the manufacturing of steel; as a result, the organization had minimum transportation costs. GMB has its headquarters located in Harare, the capital city of Zimbabwe. Major business activities and networking locally, regionally and internationally is conducive in the town; hence the organization could fully utilize all the business opportunities.

The choice of the two public organizations for my cases was influenced by the following reasons. The GMB at a time performed badly, losing some millions of dollars but gradually improved to a recognized growing organization and did better than most other public organizations in Zimbabwe. ZISCO, a manufacturing company that was the hub of economic development in Zimbabwe, has since ceased its normal operations. Allegations of business scandals characterized the two public organizations just as any other public organization in Zimbabwe, but special attention is given to ZISCO, which has ceased its operations.

The logo of the University of the Western Cape, featuring a classical building facade with columns and a pediment.
UNIVERSITY of the
WESTERN CAPE

4.8 Triangulation of the data

Triangulation makes possible the substantiation of data through verification from more than two sources (Akutey and Tiimub 2021). It examines the uniformity of findings attained through dissimilar instruments and increases the chance to control or assess some of the challenges or various causes influencing the results. According to Akutey and Tiimub (2021), triangulation tries to organize or elucidate the richness and complication of human behaviour fully by studying it from several standpoints. Thus, triangulation is defined as the procedure that assists in augmenting the reliability and validity of the study (Noble and Heale 2019).

In this study, data was collected from company documents (Gxx Manual 2012, 2018 and 2019, GMB Annual report 2016, ZISCO. To review the cost of kleptocracy, managers and ex-managers were interviewed to triangulate the data. Data was collected using questionnaires along with interviews involving open-ended questions. The various sources of data were used to ensure accuracy, truth value, applicability, consistency and neutrality; hence triangulation was used. The study used multiple data sources to reduce researcher and procedural bias, as a result, increased its validity and credibility.

4.9 Population, Sampling Technique, and sample

Under this segment, the researcher defined and specifically explained the study population, how the sample was selected from the population, outlined the sampling technique used, and highlighted the sample.

4.9.1 Population

According to Shukla (2020), population means a set or group of all elements to which the findings of the research are to be applied. In other words, the population is a set of all units which possess variable characteristics under study and for which findings of the research can be generalized (Casteel and Bridier, 2021). Shukla (2020) distinguished two types of the population finite and infinite. A finite population refers to a number of units which can be counted precisely, and an infinite population involves units which cannot be counted. SOEs in Zimbabwe are a finite population. The study has two populations: the potential public organizations and then the potential managers within the organizations.

Mbili-Kuze (2010) further defines population as the total quality or cases of the type which is the subject of the study. Thus, it is a group of public organizations that share one or more characteristics from which data can be gathered and analyzed. Greener (2018) emphasizes that this conceptualized definition describes the population as the full universe of people or objects from which the sample is selected. Alvi (2016), summing up, defines the population as all members who meet the researcher's particular criterion specified for the research investigation.

The population of public organizations are all 84 Zimbabwean public organizations. Public organisations in Zimbabwe are ever-increasing as new subsidiaries are introduced for management purposes; so far, the number is more than the thirty named above. In terms of the potential public organizations that can be chosen as cases, all Zimbabwean public organizations are part of the population. The researcher asserts that inside an organization, the population includes all the managers in the organization. Thus, the population encompasses all leaders and managers of both public organizations (ZISCO and GMB).

4.9.2 Sampling

Since the researcher had neither adequate time nor the resources to analyze the entire population, a sampling technique was applied to reduce participants. In research, it is normally impossible to access every single element of a population, so a group of people is selected for the assessment based on information gathered from the sample, and the inference is drawn for the population (Casteel and Bridier, 2021).

Sampling techniques are broadly categorized into two major types probability and non-probability. Lopez and Whitehead (2013) state that sampling in qualitative research using non-probability sampling is whereby the researcher recruits only a specific population to investigate a specific topic. Non-probability sampling is usually connected with case study research design and qualitative research, where case studies concentrate more on small samples where a real-life phenomenon is examined, not to make statistical inferences about the wider population (Yin, 2013).

Therefore, with this view, the researcher used the non-probability sampling technique used in qualitative research to select the sample size suitable for the study. Some populations can be hidden from plain sight and do not allow for probability or random sampling. Instead, non-probability sampling is more suited to address these populations (Bacher et al., 2019). The benefit of using non-probability sampling methods is that there are more practical for finding and collecting data to complete the research (Alv, 2016). In this

segment, the researcher discussed four types of non-probability sampling techniques and justified using the purposive sampling technique as appropriate for this study.

4.9.2.1 Convenience Sampling

The characteristics of convenience sampling are based on selecting participants that are easily accessible to the researcher, where the researcher enlists participants from an appropriate sampling frame (Casteel and Bridier, 2021). Convenience samples usually come from the same geographic area, share similar socio-economic characteristics, and regularly have similar cultural or tribal settings (Emerson, 2015).

Convenience sampling is a qualitative sampling method. It takes place when individuals are requested to partake in the research because they are suitably available considering accessibility, site, point in time, and eagerness (Patton, 2015). It is a comparatively quick and simple method to realize the sample size required for the research (Lopez and Whitehead, 2013). Nevertheless, the major challenge of employing convenience sampling is either participants' under-representation or over-representation within the population (Creswell and Creswell, 2017).

4.9.2.2 Snowball Sampling

Snowball sampling describes the non-probability sampling method of study where future participants are selected from within their sphere of influence (Sharma, 2017). It is also known as networking sampling, where the researcher first collects data from a small number of reliable people and connects with other relevant and important members (Lopez and Whitehead, 2018). This type of sampling is helpful where the sample is representative of certain or dishonoured individuals and where individuals are not easily reachable to researchers through other sampling techniques (Emerson, 2015) and thus was not chosen for this study. A good example of such people is drug users and prostitutes.

4.9.2.3 Theoretical Sampling

This is mostly used in theory studies for gathering data from participants for theory generation (Creswell and Creswell, 2017). It entails that identification of both the similarities and differences within the particular cases begins from a homogeneous (small)

and moves to a heterogeneous (larger) sample. It is a sampling that happens successively and together with data analysis, and this is when previously analyzed data directs the required data to be collected (Casteel and Bridier, 2021). I did not choose it for his study because it is a highly systematic process. The application of the theoretical sampling method often needs additional resources in the form of time and cash, unlike other sampling methods. Furthermore, there are no apparent procedures or directions related to the practical application of theoretical sampling (Glases and Strauss, 2018).

4.9.2.4 Purposive Sampling

Purposive sampling, also known as judgment sampling, entails a deliberate choice of participants because of the characteristics and qualities the individual possesses (Etikan et al., 2016). The method for choosing a participant differs, and this includes opting for a precise description to search for a common experience with a phenomenon so that a theory may be developed (Creswell, 2013). Due to the nature of the sampling method, purposive sampling is most often seen within qualitative research design; as a result, the study adopted the method because the study is of qualitative nature (Patton, 2015).

The two public organizations were purposively chosen because of their strategic position and contribution to the economy of Zimbabwe. GMB's primary responsibilities include purchasing and keeping all sorts of grain, production of silo products, administering strategic grain reserves and national food security activities on behalf of the state.

The board made accumulated losses in the period 2010-2016 due to mismanagement. However, the board made some progress afterwards (State Enterprises and Parastatals Audit Report, 2017).

On the other hand, ZISCO had been a prominent player in the Zimbabwean economy through its contribution to direct foreign exchange earnings, employment creation, gross domestic product, urban development, infrastructure development and support of local industries with raw materials. The collapse of ZISCO resulted mainly from corruption perpetrated by its stakeholders, who prioritized personal business at the expense of the company. Various forms of corruption include claiming large allowances from the company

after travelling or personal business, engaging in dubious contracts, overpricing purchases where the access was split among parties involved and taking cash for private use (Creswell and Creswell, 2017). Corruption by both the government and ZISCO officials was exposed when approximately 150 000 Pula of the company's money was spent in 2003 on hotel bookings and food expenses alone by these officials (Creswell and Creswell, 2017). In addition, nepotism was also uncontrolled in the company to the extent of appointing unqualified personnel to lead critical areas, and such activities contributed much to the collapse of ZISCO. The researcher, as a result, had an interest in selecting the two public organisations.

Then within these two public organizations, the researcher made use of the purposive sampling technique because participants were recruited according to preselected criteria relevant to particular research questions (Casteel and Bridier, 2021). This sampling technique is designed to provide information-rich cases for in-depth study because participants are those who have the required status and experience or are known to possess special knowledge of the information researchers seek (Elmir et al., 2010). The researcher recruited leaders/managers and suppliers of the two public organizations (ZISCO and GMB) that possess special knowledge of ethical and political leadership in such organizations. The researcher, with his experience in the government of Zimbabwe systems for at least nineteen years in the Human Resources Departments, had the opportunity to know how qualified leaders are in the different state-owned enterprises. Access to the national database on public organisations employees gave the researcher knowledge on who possesses special knowledge. These participants were in positions of authority that gave them autonomy to make strategic decisions for the organizations (Sharma, 2017).

The use of the purposive sampling technique enjoys the advantages of low cost, convenience, and not be time-consuming, and it is ideal for exploratory research. However, it does not allow generalization.

4.9.3 Sample Size

Qualitative researchers do not usually begin their research with a predetermined sample size, unlike quantitative approaches, which aim to establish statistical significance by sampling a predetermined number of subjects or elements (Lopez and Whitehead, 2013). In qualitative research, formal methods for sample size determination are not always available; therefore, there are no procedures to recommend the prescribed sample size for a study (Lopez and Whitehead, 2013). Essentially, the wealth of data gathered is considered more than the number of participants. The researcher requires insight into the size most likely to achieve the purpose, context, and richness of the data collected (Prochaska, 2017).

With this view, the researcher selected two public organizations. The two organisations were selected because they both reflect clearly how their leadership was positively and negatively affected by ethical, unethical and political practices.

Thereafter, twenty-eight participants from the two public organizations (ZISCO and GMB) were selected. Twelve (12) leaders/managers were selected from ZISCO and sixteen (16) leaders/managers from GMB. The researcher interviewed all twenty-eight participants on a face-to-face interview approach for not less than thirty minutes per participant.

4.9. 4 Background information about the participants

This section gives an overview of the demographic data collected from the participants in this study. The demographic data and codes used are presented below.

Table 4:1 Interview codes and demographic data

Interview	Organization	Interviewee	Code	Gender	Age
1	ZISCO	Former production manager	FPMZ	Male	63

2	ZISCO	Human Resource Executive	SCOHR	Male	60
3	ZISCO	Security Officer	SCOSO	Male	44
4	ZISCO	Waste Manager	SCOWM	Male	47
5	ZISCO	Scrap Metal Manager	SCOSPM	Female	55
6	ZISCO	Administrative Secretary	SCOAS	Female	48
7	ZISCO	Finance Manager	SCOFM	Male	45
8	ZISCO	Training Officer	SCOTO	Male	44
9	ZISCO	Operations Manager	SCOOM	Male	52
10	ZISCO	Accounting Officer	SCOAO	Male	51
11	ZISCO	Raw material Supervisor	SCOSRMM	Male	55
12	ZISCO	Dispatch Manager	SCOSDM	Female	54
13	GMB	Former Chief Marketing Officer	FCMOGM	Male	56
14	GMB	Company secretary	MBCS	Female	40
15	GMB	Procurement Manager	MBPRCM	Female	38
16	GMB	Audit Manager	MBAM	Male	48
17	GMB	Depot Manager Kwekwe	MBDMKK	Male	43
18	GMB	Assistant Audit Manager	MBAAM	Male	49

19	GMB	Dispatch Manager	MBDSM	Male	49
20	GMB	Deputy Chief executive officer	MBDCEO	Male	48
21	GMB	Provincial Manager Gweru	MBPCM	Male	46
22	GMB	Depot Manager Gweru	MBDMGR	Female	47
23	GMB	Legal Chief	MBLC	Male	55
24	GMB	Receiving Supervisor Maize	MBMSM	Male	63
25	GMB	Receiving Supervisor Wheat	MBWSW	Male	66
26	GMB	Receiving supervisor Groundnuts	MBMSGN	Male	52
27	GMB	Receiving Supervisor Sorghum	MBSGS	Male	49
28	GMB	Depot Manager Masvingo	MBDMM	Male	44

4.9.5 Gender information of participants

Table 4.2 Gender information of participants

Institution	Number	Males	Females
ZISCO	12	9	3

GMB	16	13	3
Total	28	22	6

Field data 2019

Participants consisting of twenty-eight (28) managers participated in this study. Out of this total, six (6), representing twenty-two percent (22 %), were females whilst the other twenty-two representing (78 %) were men. The twenty-eight participants (28) (100%) were managers or supervisors.

4.9.6. Age range of participants

The participants in this study ranged from thirty-eight (38) years to above sixty-(60) years. The distribution of age showed that supervisors in the two public organizations were above forty-four (44) years, whilst the managers (20), who constitute seventy-eight percent (78 %), were forty- (40) and above years. The fact that many participants were older may provide deeper insights due to their experience with public organizations.

4.9.7 Academic Qualifications of participants

The academic and professional qualifications of the participants in the study varied noticeably among managers of public organizations. Most managers had acquired a professional qualification of at least a Diploma. Among the managers, nine (9), representing fifty percent (50%), acquired relevant degrees, which showed that they are all qualified to hold managerial positions. Of the nine managers, four (4), representing 22%, were pursuing post-graduate degree qualifications. The minority of the managers had attained diploma qualifications. The results showed that the managers had attained the required level of education to support the leadership and, ultimately, the performance of the public organizations. However, such necessary qualifications may be the breathing ground of either the best or poor performance where the qualifications were used to either improve the organization's performance or negatively manipulate the organization's proceeds.

In the following section, I present the key themes extrapolated from the interviews.

4.10 Date Collection

Research methods generally refer to the specific activities designed to generate and analyze collected data (Patton, 2015). The procedure for gathering the data is linked to sampling and has a complementary effect. Thus, data is collected directly for the identified and selected sample population. Data collected from the sample can be either direct or indirect (Lopez and Whitehead, 2013). Direct data include recordable spoken or written words and observable body language, actions, and interactions; thus, whatever can be observed or communicated is considered potential or actual data. This occurs when considering the thoughts, feelings, experiences, meaning of experience, responses, actions, interactions, language, and processes of individuals and groups within their social and or cultural setting. It is this type of data, according to Lopez and Whitehead (2013) that sets the context of a qualitative study. The researcher in this study collected direct data.

Someone or something else, such as documents or photographs reporting an event or an artistic rendition of an event or experience, generates indirect data in the first instance. Depending on the type of data required for the study, various methods of gathering the data can be used (Prochaska, 2017). In this study, the researcher used the following three research methods to solicit data from the participants.

4.10.1 Interview Method

According to Creswell and Creswell (2017), interviews are usually used in qualitative research that involves conducting intensive individual interviews with a small number of participants on a particular idea, program, or situation. Similarly, Shukla (2020) regarded the interview as the prime method for qualitative data collection. Mbilini-Kuze (2017) defined the interview as a way of uncovering and exploring the meanings that underpin

people's lives, routines, behaviours, and feelings. Interviews become important when researchers feel the desire to meet face-to-face with individuals to interact and generate notions in a discourse that borders on mutual interest. The researcher, to obtain an oral response from the participants in an interaction, poses oral questions. Specifically, with a research interview, the researcher has to identify a potential source of information and structure the interaction in a manner that will bring out relevant information from the respondent (Yin, 2012). Interviews can be face-to-face, by telephone, Skype, or video (Creswell, 2013).

A face-to-face interview is described as a process whereby the researcher meets the respondent and asks questions directly (Becker, 2011). The researcher decided to use face-to-face interviews because of their benefits. The face-to-face interviews allowed the researcher to observe body language and was guided by the reaction of the interviewee (Becker, 2011), hence assisting in checking the validity of the information provided (Leedy and Whitehead, 2010). The presence of the researcher allows complex questions to be explained and the opportunity to control the context and the environment in which the interview takes place (Lopez and Whitehead, 2013). However, the cost associated with face-to-face interviews can limit the size and geographical coverage of the survey. The researcher utilized his transport to overcome this challenge.

This segment also explains how the interviews were conducted, the forms of interviews used, and the merits of using such forms, as well as the limitations, encountered. In this study, the researcher posed some questions to leaders/managers and suppliers of the two public organizations to collect data on perceptions and perspectives on ethical and political leadership in public organizations. The main purpose of the interview was to solicit information that helped to answer the research question. According to Annum (2014), an interview is described as an interaction in which oral questions are asked by the researcher to obtain oral answers from the participants.

Interviews are categorized into three forms according to scholars such as (Annum, 2014; Phellas, Block and Seale, 2011; Lopez and Whitehead, 2013; MacDonald and Headlam,

2013; Mbilini-Kuze, 2012). The three forms of interviews are structured, unstructured, and semi-structured.

4.10.1.1 Structured

A structured interview follows a certain order of a listed set of open-ended questions, and normally, these questions are in qualitative research (MacDonald and Headlam, 2013). Creswell and Creswell (2017) define a structured interview as an interview in which all participants are asked the same questions with the same working and in the same sequence, and this is done for easy comparability. The researcher did not, however, use this form of an interview.

4.10.1.2 Unstructured

An unstructured interview is exercised in the form of a conversation where the interviewer has no predetermined questions (Kvale, 2013). Participants give their reactions to general issues from unspecified questions, and each interview is different. Qu and Dumay (2011) state that the unstructured interview assumes that the researcher does know in advance all the necessary questions; therefore, the discussion addresses the issues as they come in the interview.

4.10.1.3 Semi-structured

The researcher decided to use this form of an interview. The area of ethico-political leadership in Zimbabwe is a new research area which would produce rich data in the contribution of new knowledge. As a result, the semi-structured interview is highly relevant.

The semi-structured interview is more common in qualitative research and is characteristically based on a flexible topic guide that provides structured open-ended questions to explore experiences and attitudes (Bryman, 2016). Qu and Dumay (2011) viewed this form of interview as the middle of the road between the structured and unstructured interview forms. Phellas, Blok and Seale (2011) and Chingwaru (2014) claimed that semi-structured interviews involve prepared questioning guided by identified themes consistently and systematically imposed with probes designed to elicit answers that

are more elaborate. Annum (2014) emphasizes that a semi-structured interview contains specific questions, but the researcher probed further for clarification, elaboration, and explanations from the respondents.

The main advantage of the semi-structured interview is its great flexibility, which enables the researcher to go through new areas and produce richer data. It helps the researcher to develop a rapport with the participants. The researcher was able to elicit the managers' views and descriptions and had the benefit of uncovering issues of ethico-political leadership in public organizations that had not been anticipated by the researcher. The researcher also used semi-structured interviews to gain information on the perspectives, understanding and meaning constructed by the participants concerning the events and experiences of their lives (Qu and Dumay, 2011).

However, this form of interviewing is claimed to reduce the researcher's full control over the interview situation and take a longer time to conduct and analyze, in addition to the challenge of the analysis process (Qu and Dumay, 2011). The researcher had a pilot survey to overcome such a challenge as well as having adequate preparation to cover the problem of time. As the area of ethical and political leadership is very sensitive, the managers from both public organizations were hesitant to discuss some of the leading practices in their organizations, but after the researcher explained to them the confidentiality of the responses, they gathered courage, confidence, and trust to discuss and give out the needed information.

4.10.3 Interview schedule

The interview schedule is the road map to gather data as it guides, directs, and controls the interview process concerning the context and time. It is defined as an interview with pre-coded questions to produce quick, cheap, and easy data which is highly reliable (Sunandamma et al., 2011). The interview schedule was logically constructed by the researcher. Block and Searle (2011) gave various benefits to the interview schedule to the researcher.

4.10.4 Interview Schedule Pretesting

Pretesting the interview schedule plays a vital role in helping the researcher check if there are faults, limitations, and weaknesses within the interview design (Turner, 2010). The process assists the researcher in making amendments before the implementation. The elimination of the unspecified interview questions is also considered through the pretesting study. Chenail (2011) defines pretesting as a procedure for testing the quality of an interview schedule and for identifying potential research biases. Annum (2014) supports this view by explaining that a pilot survey (pretesting) gives the researcher a warning concerning where the main research study could fail. It also helps the researcher to notice areas where the interview schedule may not be followed. MacDonald et al. (2013) emphasized that the pretesting of the interview schedule allows the researcher to administer the question in the same way as in the main study.

Additionally, the pretesting of the interview schedule allows the researcher to discard all unnecessary, difficult, or ambiguous questions. The researcher interviewed six (6) managers from both public organizations under the pretesting study, and the participants were not included in the main study. The data obtained was not included in the main report.

4.10.5 Interview Data collection procedure

The researcher interviewed twenty-eight (28) leaders/managers of both organizations using a semi-structured guide. The participants were purposively selected managers and suppliers of the two public organizations. The managers and suppliers were highly considered as the participants who could provide valuable responses to the research questions. The consent was granted after the researcher requested participants' participation in the study. The researcher, before the interview process, highlighted to the participants their rights, the significance of the study, the reasons for carrying out the study, and the importance of the interview. The researcher also allowed participants to ask

questions before the commencement of the interview. The convenient site of the interview was agreed upon, and the researcher again asked for consent before recording the interview, which was granted. The researcher used the introductory questions to kick-start the interview process and later moved to the main interview. Follow-up questions were also used when the need arose. The participants were regularly asked to elaborate further, especially on issues concerning ethical and political leadership behaviour towards the decision-making level.

After the interview, the researcher discussed the major points for further elaboration and clarification with the participants. The participants consented to the use of data in the study. The researcher converted the data recorded into word documents for analysis purposes. The researcher thanked the participants for their cooperation during the entire process.

4.10. 6 Researcher as an instrument

In qualitative research, the researcher is considered a tool for data generation (Merriam and Tisdell 2016; Devetak, Glazar, and Vogrina, 2010). This means that data is mediated through this human instrument. In this study, I was acting like an outsider, more of an objective viewer. I interacted with the participants in several activities to obtain the necessary information to answer my research questions. Firstly, I interacted with the participants as colleagues to allow them to talk in detail about their experiences. Harland (2014) informed that one of the roles of the researcher in qualitative research is entering the lives of the research participants. This is done to allow the participants to disclose as much as possible of their experiences. Secondly, I had to develop a rapport with the participants. I did this by repeatedly visiting the managers of the two public organizations in line with the view that qualitative researchers must initiate a rapport-building process from their first encounter with participants to build a research relationship that will allow the researcher to access the participants' stories (Swift et al., 2014).

For the participants to disclose their stories, I facilitated this by coming down to the levels. I created a situation where there was no hierarchy in the process of interaction. In the process, I also shared my experiences in ethical and political leadership with the research participants. Qualitative research runs on the principles of fair exchange, which in this case, reciprocity, where the researcher and participants engage in a reciprocal sharing process (Fleming, 2015). In support of the above notion, (Swift et al., 2014) argue that to facilitate disclosure and reciprocity, the researcher must create a level of rapport between the researcher and the participants. When asking questions, I kept on probing to get deeper levels of conversation.

4.10.7 Validity and Reliability

According to Leung (2015), validity in qualitative research refers to the suitability of the instruments, process, and facts. Thus, whether the research questions are suitable for the required result, the selection of methodology is proper for responding to the research question, the design is valid for the methodology, the sampling and the data analysis are appropriate, and ultimately the outcomes and the conclusions are convincing for the sample and context (Leung, 2015).

In considering the validity of qualitative research, the problem can begin from the ontology and epistemology of the matter being studied. In this regard, many researchers may opt not to use the term validity because of the incompatibility between quantitative and qualitative research relating to ontological and epistemological assumptions; thus, the term trustworthiness is preferred (Onwuegbuzie and Johnson, 2016; Hayashi et al., 2019). According to Lincoln and Guba (2018), the trustworthiness and authenticity of a research study is the central aspect of the issues that are conventionally called validity and reliability. Thus, the specific factors of trustworthiness are reliability, transferability, steadiness and conformability (Lincoln and Guba, 2018).

4.10.7.1 Credibility

Lincoln and Guba (2018) posit that the credibility of a study is decided when the main researchers or readers are faced with an experience they can recognize. Credibility

addresses the fit between participants' views and the researcher's representation of them (Guba, 2018). Lincoln et al. (2018) suggest various methods to deal with credibility, including actions such as long-lasting commitment, constant surveillance, data gathering triangulation and researcher triangulation. They also suggested peer debriefing to give an outside check on the research development which may therefore augment credibility and examine referential sufficiency as a means to check preliminary findings and interpretations against the raw data. Credibility can also be operationalized through the process of member checking to test the findings and interpretations with participants (Lincoln and Guba, 2018).

4.10.7.2 Transferability

Transferability refers to the fact that the research study's findings could apply to other contexts, situations, times, and populations (Lincoln and Guba, 2018).

4.10.7.3 Dependability

According to Guba (2015), to attain dependability, researchers should guarantee the research process of rationality, traceability, and precise documentation. Thus, the capability of researchers and readers to scrutinize the research process allows them a better position to judge the dependability of the study (Lincoln and Guba, 2018).

4.10.7.4 Conformability

Tobin and Begley (2014) acknowledged that conformability is troubled by ascertaining whether the researcher's explanation and results are evidently obtained from the data, requesting the researcher to show how the conclusion and explanation have been reached. Conformability is established when credibility, transferability and dependability are all attained (Lincoln and Guba, 2018).

4.10.8 Techniques used to validate the study

The researcher adopted validity concepts that ensured the credibility, transferability, and trustworthiness of the research instrument. Furthermore, the researcher increased validity

by using various data collection methods. The researcher also applied reflexivity, in which the inquirer discloses beliefs, values, and opinions, which may bias inquiry. The researcher attempted to collect, analyze, and interpret data as objectively as possible. The researcher was also non-judgmental and clear throughout the research process. Ethical rules and principles were seriously considered, and the findings were honestly and accurately reported. Feedback on the interpretation of the data was availed to the participants for verification. The results and interpretation of the interviews were handed over to the participants for content confirmation to support and recognize the plausibility and trustworthiness of the information.

4.10.9.1 Methods used to increase the reliability of instrument, data, and findings

In qualitative studies, reliability is “being thorough, careful and honest in carrying out the research” (Robson, 2012) and keeping an audit trail. Because this was a qualitative study, the researcher considered all the factors affecting the reliability of the instrument, the wording of the questions, the humour of the participant, and the nature of the interaction between the researcher and the participants (Shuttleworth, 2015, Korb, 2013, and Turyasingura, 2012). I used clear and straightforward English during face-to-face interviews to facilitate understanding. The researcher also created a conducive atmosphere during the interview by advising the participants that their responses would be treated as confidential and would not be released to anyone unauthorized.

The researcher employed interview data collection techniques to gauge a more holistic picture of discursive practice. These techniques increased credibility, applicability, dependability, and conformability, hence trustworthiness (Mbilini-Kuze, 2012). The pilot study for the interview schedule was carried out. Feedback from the pilot study was given regarding the formulation of the questions and the wording. The researcher checked the data collected to verify whether it answered the research questions, thereby increasing the reliability of the schedules.

The panel of experts from the University of the Western Cape examined the research instruments (when submitted along with the application for Ethical clearance). The

supervisor of the study also viewed the instrument, thus increasing the instrument's reliability.

4.10.10 Data processing and Analysis

Raw qualitative data was collected, hence needed to be processed and analyzed. The essence of any data processing and analysis procedures must be to return to the terms of reference, research objectives, and the purpose of the study and begin to sort and evaluate the data gathered concerning the questions posed and concepts identified (Maree, 2010). Data, however, has to be summarized and formally presented to communicate the important features.

The researcher examined and integrated data to come up with a link between the research objectives and the results concerning the research questions. The findings were brought together to arrive at a generalization.

4.10.11 Qualitative data processing and analysis

Qualitative data analysis is the variety of progression and actions whereby the researcher shifts from the qualitative data that has been collected to some form of description or explanation of the people and situation under examination (Fusch and Ness, 2016). There are two approaches, which are usually used in qualitative data analysis, deductive and inductive. However, the researcher used an inductive approach.

The inductive approach is used when qualitative research is a major design of the inquiry where an emergent framework to group data is used, and the relationships are examined. As a result, this study adopted an inductive approach (Creswell, 2013).

The researcher collected qualitative data where data was tape-recorded and handwritten. The handwritten notes were immediately edited, involving completing, translating, and rewriting while in the field to avoid forgetting important aspects. Tape-recorded data was also edited by listening to the audio to ensure audibility. The soft and hard copies of the collected and verified data were safely stored.

The researcher went on to the next step of analyzing the collected data. The data was categorized according to related themes, and the researcher read through and found the themes that recur in the data. I carefully went through the expressive answers specified by participants to every question to comprehend the sense they communicated thus, enabled the themes to emerge from the data. After the process of analyzing qualitative data, the researcher integrated the findings. The integration and interpretation of the findings refer to relating data to the original research problem and the specific research questions. The findings were also related to pre-existing literature, concepts, theories, and research studies. The research established the practical and theoretical importance of the findings.

4.11 Data analysis with an Interpretive Paradigm

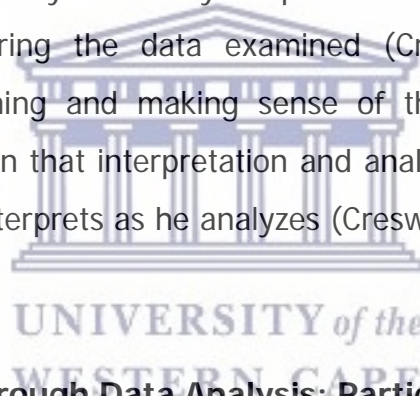
Analysis of the current data was directed by an interpretive paradigm, through which I viewed the narrative against the context in which it was set and the subjective perspectives of the participants. The participants of the study have their working theories of their conduct/behaviour as well as experiences, which are based on local knowledge, which creates part of the oral and written moral ethics of the group and gives meaning to their experience.

In exploring the participants' interpretation, the researcher attempted to uncover conceptual structures that inform participants' actions. I attempted to be sensitive to what they felt and said what was important to them. Additionally, using self-reflection and being flexible in the analytical process while carefully observing my research steps helped me in the clarification and the sound interpretation of data (Patton, 2015). In analyzing the data, part of the process required my understanding of how I was making sense of the data. This involved a form of engagement with the data, which meant distancing me from my everyday attitude or knowledge to acknowledge the experience of living between familiarity and strangeness (Denzin and Lincoln, 2017). As such, my feeling ranged between feelings that I could not identify personally with what they could be feeling or describing. Keeping in mind that I would encounter such experiences, I was encouraged to

search the facts with an intellect of suppleness and an open mind, invention, inventiveness as well as setting up and obedience to steps and rules (Denzin and Lincoln, 2017).

Analysis changes facts into conclusions by putting an order, arrangement, and sense to the gathered data (Patton, 2015). The investigative procedure does not go straight, but it is more of a twisting process minimizing the quantity of the data, selecting important from immaterial facts, making out patterns and style, as well as formulating a structure for interpreting the core of what the data exposed (De Vos et al., 2015). The relationship between the facts gathered and the analysis of the facts is unbreakable, thus differentiating qualitative research from other research (De Vos et al., 2015).

Accordingly, while the data was written down, I realised myself discovering patterns of articulations that made me know the similarities or differences of themes as additional data unfolded. Additionally, data analysis merely responds to research questions because answers are found by exploring the data examined (Creswell and Creswell, 2017). Interpretations involve explaining and making sense of the data and involve ongoing engagement with the process in that interpretation and analysis are closely intertwined as the researcher automatically interprets as he analyzes (Creswell, 2013).



4.12 Generating Themes through Data Analysis: Particularities, Generalization, and Condensation

I went through the transcripts carefully to get a comprehensive insight, and the importance of this stage lies in immersing one's self in the details, trying to get the logic of the interview as a whole before breaking it into parts (De Vos, 2015). In the data, I recognized tendencies or frequent patterns that showed the participants' feelings and expressed strong emotional content, which moved them and was typical of their common life.

Recognizing the most important themes, returning notions, and patterns of belief that connect the participants is the most rationally demanding stage of data scrutiny and is the only way to unite the whole endeavour (De Vos, 2015). I found that the meaning spoken by one participant shed light on the logic of another participant. One of the objectives of analysis is to gain from one participant an understanding that enhances one's understanding of another participant (Fleming, 2015). Theme analysis also involved noticing how one participant's expressions fit into chosen themes while another might indicate a divergence from the theme.

4.13 Data Analysis: Justification for the use of thematic analysis for this study

Qualitative interviews allow participants to reflect and reason on various topics in different ways (Folkestad, 2018). The technique of analysis selected for this study was the qualitative approach of thematic analysis. Generally, thematic analysis is, for the most part, broadly used as a qualitative approach to analyzing interviews. The conceptual framework of the thematic analysis for the interviews was mainly built upon the theoretical positions adopted (Braun and Clarke, 2016). In thematic analysis, the researcher identifies, analyses, and reports the patterns (themes) within the data (Braun and Clarke, 2016). The reason I chose this method was that a rigorous thematic approach could produce an insightful analysis that answers research questions (Braun and Clarke, 2016)

In addition, this approach complemented the research questions by facilitating an investigation of the interview data from two perspectives, first from a data-driven perspective and a perspective based on coding inductively, and second from the research question perspective to check if the data was consistent with the research questions and providing sufficient information.

The next important consideration was identifying themes in the interview data collected. What counts as a theme is that it is something which captures the key idea about the data concerning research questions and which represents some level of patterned response or

meaning within the data set (Braun and Clarke, 2016). As Bazeley (2019) claims, themes only attain full significance when linked to form a coordinated picture or an explanatory model. Thus, the describing, comparing, and relating model is a simple three-step formula when reporting the results.

The data collected from the leaders in the two organizations was analyzed similarly based on the three-stage procedure suggested in the literature (Creswell and Creswell, 2017), preparing the data for analysis by transcribing and reducing the data into themes through a process of coding and representing the data.

First, familiarization with data was internalized through transcription and translation of the interviews. The audio recordings of the interviews of twenty-eight (28) participants were listened to several times for their accurate translation and transcription. All interviews were recorded mainly in English verbatim though sometimes-local language (Shona) words were used.

The importance of translating the interview as they were transcribed was first to understand the meaning rather than the language or linguistic features first. Secondly, the pre-translated transcriptions helped me to communicate with my supervisor during the process of soliciting advice on coding and theme development. Most of the translated transcriptions were carried out straight after the interview to consider any clarification. Second, the transcripts and audio recordings were coded on it while I listened to recordings as and when necessary.

4.14 Ethical and Legal considerations

Participants in any research are subjected to enjoy their right to safety and privacy. In this segment, the researcher describes the measures and actions he took to protect the participants against any harm and risk. Leedy and Ormrod (2010) described ethical consideration as the consideration of the participants' welfare during and after the process of collecting data and the final report. Researchers are encouraged to consider and take

necessary measures to eradicate harm and risks that affect human participants in their studies.

To fulfil this requirement of checking whether the study could have adverse effects on the participants, the University of the Western Cape Ethics Committee reviewed the proposal to ascertain the effects and the measures the researcher would take to protect the participants. The committee accepted the ethical considerations of the researcher and issued the Ethical Clearance letter, which authorized the researcher to collect data.

The researcher availed the completed information and consent sheet for interview schedules to the participants. The participants went through the sheets, which stipulated the purpose of the study and the merits and demerits of participating in the study. The participants signed the sheets in agreement to participate in the study and to answer fully and honestly all the research questions. To safeguard the rights of the research participants in this particular study, I sought written permission from both the Gxx and ZISCO to gain access to information as well as to visit the premises and interview the participants.

The interview participants were coded for identification purposes if a detailed description of the information from a certain informant was used; the researcher identified the person with a code. To ensure anonymity the names of participants were not recorded for any purpose in this study. Only the researcher and the supervisor can link the identity and have access to the identification key, especially for information verification. The transcription is identified with codes and stored in the lockable filing cabinet, personal to the researcher. If the researcher writes a report or article about this research project, the identity of participants will be protected to the highest. Furthermore, the researcher informed the participants of their rights to withdraw at any stage of the study.

Harm or risk in research means social risks, psychological harm, economic risks, and physical harm the participants may suffer because of being involved in the study (Leedy and Ormrod, 2010). The researcher safeguarded these forms of harm or risks to protect the participants. The data was kept under lock and key to which only the researcher had

access. Soft copies of data were stored in the computer locked using an appropriate password. The data will be securely stored for five years, and thereafter, it will be discarded and destroyed. The researcher used English as a medium of instruction in interviews, open-ended questions, and document analysis.

4. 15 Summary of chapter four

The chapter details the research philosophy, research paradigm, research approach, research design, population and sample, research methods, data collection and analysis procedures, reliability, and validity.

The research philosophy included the assumptions guiding the study and the methods used in collecting data. The researcher described ontology, epistemology, and axiology philosophies. This helped the researcher to understand the form and nature of reality, thereby equipping him with acceptable knowledge in the field of study. The research philosophy also guided the researcher on the role of values and ethics (axiology) in research.

The researcher described various research paradigms, namely positivism, interpretive, transformative, and post-colonial indigenous paradigms. After a close analysis of these paradigms, the researcher realised that the nature of the research question and problem required the use of the interpretive paradigm. This paradigm allowed the researcher to use qualitative methods to collect data. Therefore, the researcher used the qualitative approach, although both the qualitative and quantitative approaches were described in detail.

The research was based on two public organizations, GMB and ZISCO; therefore, the case study research design was appropriate for this study. The case study research design permits the researcher to gather qualitative data. The researcher used face-to-face interviews to collect qualitative data. This was achieved using a sample of twenty-six

managers and suppliers from both public organizations (GMB and ZISCO). The qualitative data was analyzed using coding systems and themes, thus improving the credibility of the conclusions.

In the next chapter, findings are presented based on the evidence from the data collected using the research design, instruments, and methodologies described and justified in this chapter.



CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1 Introduction

This chapter provides the analysis and interpretation of qualitative data collected for this research study. The findings are also examined in the light of past research findings and accessible literature; to identify similarities, differences, previous studies, and literature. The promotion of ethical leadership in public organisations in Zimbabwe requires a change to the current arrangement of the order of legitimation and neopatrimonialism. Participants highlighted the necessity of overall transformation of the existing unethical leadership system in public organisations in Zimbabwe.

5.2 Overview of the emerging themes

The researcher interrogated the interview data, and all the notes and transcripts were scrutinised. Sub-themes were identified from the data and the theoretical framework from the literature study. The identified major themes were:


- The normalization of corruption is perpetuated through social exchanges, which is then manifested in a neopatrimonial order of legitimation.
- Poor corporate governance coupled with corruption leads to organizational decline and death. How power can be used to enable and perpetuate unethical behaviour.
- The role that whistle-blowing and relationships can play in fostering ethical and political practice in public organizations.
- The characteristics of an ethical leader, as identified by managers, despite working in public organizations where corruption was widespread.

A brief introduction of each theme is provided below, followed by providing verbatim quotes as examples, where suitable and appropriate, to improve and authenticate the themes derived from the views of the participants.

5.3 Themes

A. Theme 1: The normalization of corruption is perpetuated through social exchanges, which is then manifested in a neopatrimonial order of legitimation

Participants were concerned with the normalization and customization of corruption in the form of neopatrimonialism in public organizations. The following responses from interviews demonstrate this focusing on the research question: What kind of leadership in there in Public organizations in Zimbabwe?



FPMZ-ZISCO and other dysfunctional public organizations were mainly brought down by systematic high-level corruption and plunder, to say the truth. As I initially said to you, a systematic high-level of corruption destroyed ZISCO; thus, it has been cascaded from the top management to the shop floor workers, and it became a norm to each individual that corruptive means benefits. Government officials especially from the responsible Ministry of Industry and Commerce, whose obligation was to oversee the management of the company, fuelled a corruptive management system. The responsible Ministry, the top management and senior managers have wrongly inherited the colonial behavioural system where the minority race was seemingly benefiting from the company. The application of western standards was mistakenly taken as being corruptive to benefit more than the other workers without leading positions.

(FPMZ, Male 19 September 2020)

Responses from the participants indicated that the officials of the Ministry of Industry and Commerce facilitated corruption. These officials indulge in corruption through other individuals who, when acting unethically, no action is taken against them by the responsible Ministry. The above quote speaks about how corruption was normalized and legitimized. The personal and political relationships between political elites, senior managers and individuals in public organisations create a rich ground for the normalization and legitimization of corruption. Political elites have a say on human and material resources, as indicated by the participants in the quote. The Ministry of Industry and Commerce, whose obligation is to oversee proper management, encourages unethical behaviour by involving themselves in businesses scandal.

This behaviour is consistent with the neopatrimonialism system, which implies the upright allocation of resources that gave rise to patron-client networks based on a powerful individual or part (Bonga, 2020). In the neopatrimonialism system, the ruled accept the authority of the ruler not because of a system of laws and rules, as in a legal-rational society, but because of a personal connection between the two. Thus, the relationship between the officials from the ministry and the organization creates a bond through reliance on trust and reciprocity on corrupt authority and distorted power. As the researcher, I would say that this indicates that the political order within SOEs in Zimbabwe is characterised by neopatrimonialism combined with Ekeh's conceptualisation of an amoral attitude toward 'public' organizations.

The public sector is central to the government and its capability to successfully administer growth processes and give widespread public goods and services. Thus, its members are crucial in their responsibilities as gatekeepers, policy-makers, implementers and distributors. Since public officials are regarded as mediators between politicians and the populace, they play a critical role in facilitating the government to infiltrate the local level for the provision and distribution of resources and the enforcement of rules. However, neopatrimonialism, the allocation of government revenues to political elites and followers, the dependence upon individual loyalties, and the final alternative to individually faithful armed

forces constitute the main tricks by which political elites gain, hold and exercise political power. Hence the government disrupts the implementation process of good governance. One of the participants noted that:

It is now commonplace in Zimbabwe for an employee in such an organization to demand bribes in exchange for their services and whether corruption is grand or petty in any form leads to economic uncertainty and insecurity. ZISCO was characterized by a management system of bureaucratic red tape, which hinders its business set up and made doing business very difficult.

(FPMZ, Male 18 September 2020).

Demanding bribes means that managers have normalized corruption within public organizations and with the general civic public. This situation shows the kind of leadership within public organizations in Zimbabwe. The bureaucratic red tape, on the other hand, indicates that formal rational rules are adhered to in an irrational way that stands in the way of getting things done, which further indicates the non-adherence to the legal-rational order. Bureaucratic red tape was meant to manage state resources transparently for the benefit of public organisations and their individuals. The results from the study indicate that the system has misdirected public organisations' resources for personal benefit. The system is now supporting the principles of Weber's neopatrimonialism, which implies a political system where leaders manage state resources as individual benefits with a vision to keep followers in check via coercion (Bach and Gazibo, 2012). Another participant is quoted saying:

This is the root of a corruptive system, and individuals hence see the benefits from indulging in such a management system. On the same note, the perceived costs of corruption during our time were very low due to poorly formulated anti-corruption laws and ineffective laws, which lead to a very low likelihood of prosecution and punishment. So, most individuals in ZISCO, as a result, they tested corruption and ended up succumbing to it.

(FPMZ, Female 18 September 2020).

Participants indicated that not adhering to rules, laws and rationality in public organizations is a normalized activity, which does not attract any form of punishment, and individuals see benefits in indulging in corruptive activities. In such a situation, the quote indicates that corruption has become routine in public organizations. Employees have learnt from their superiors that following rules is only adhered to selectively and, where possible, acting in the individual's interest and or leaders' interest even though it would be considered corruption within a system that operates adhering to a legal-rational order. Individuals in organizations involve themselves in dishonest practices, and the perseverance of such practices over time is worrisome. When corrupt behaviours are successfully normalized within organizations, it becomes the culture of the organisation.

According to Ashforth et al. (2014), individuals use rationalization tactics to justify their unethical acts. Rationalizations are psychological methods that permit workers, despite their level, to regard their dishonest behaviour as justified (Ashforth et al., 2014). As a result, employees cooperatively employ rationalization to defuse any negative feelings resulting from their contribution to unethical acts (Ashforth et al., 2014). Public organization leaders in Zimbabwe model this type of behaviour as acceptable. Through their example of leadership activities, their subordinates observe and emulate their moral behaviour. When public organization leaders engage in corrupt practices, but no prosecution is initiated, it reinforces the idea that rules are not legitimate. In this context, the state's lack of sanctions and ineffective application of formal rules in Zimbabwe has cascaded down to public organizations and normalized neopatrimonial behaviour. Thus, anti-corruption strategies which are law based have been copiously introduced but are generally ineffective. Another participant said:

Many employees see themselves as victims of the endemic rather than as perpetrators, thus, "everyone else is doing it, and they told themselves we have to do it too". It then became a normal activity in the day-to-day business at ZISCO. (FPMZ, Male 18 September 2020).

The above quote indicates a social exchange relationship between the leadership and the employees. Thus, the relationships that develop from relations between the parties are influenced by common advantages derived from the exchanges (Brown et al., 2012). The work environment created by the leadership through social exchange interactions influences employees to categorise themselves as sufferers of the prevalent cases of corruption. As a result, they join the majority in these corrupt activities, and these day-to-day activities become normalised. The phrase "everyone else is doing it, and they told themselves we have to do it too" implies a reciprocity relationship where these individuals are benefiting from being employed, and because they want their jobs, they are to do what everyone is doing; as a result, their benefit is job security. This work environment reveals the kind of leadership in the organization.

With this situation, even if the anti-corruption laws exist, there was no regard for it; hence was no appetite for enforcement of anti-corruption laws because of the class of victims involved. Individuals ended up believing that they are doing what the system simply allow them to do and this became part of the normal course of business. (FPMZ, Male 18 September 2020).

The above quote points to the normalization of corruption. Ashforth and Anand (2018) highlighted three pillars that underscore the normalization of corruption: institutionalization, rationalization, and socialization. From the above quote, one can see all three pillars at work. Firstly, normalization happens via the institutionalization course, where unethical organizational behaviours are repetitively engrained within the organization by members without considering good mannerisms (Mkandawire, 2015). This practice encourages and normalises corruption in the organization process (Ashforth and Anand, 2018). As a larger number of organizational members choose to engage in said practices, whether intentionally or without conscious regard, the corruption becomes a "property of the collective" (Ashforth and Anand, 2018). With this, the institutionalization of corruption is executed in three phases.

Phase one constitutes the initial decision or action. Here, the rational choice perspective maintains that individuals engage in an assessment of potential risks and payoffs, given a climate that encourages amorality. Institutionalization through leadership plays a large factor in considering corruption. It is argued that placing “an emphasis on the ends rather than the means, supported by high standards and strong rewards (punishments) for attaining (not attaining) them, creates a permissive ethical climate” (Ashforth and Anand, 2018). Through practices of modelling and authorization, managers serve as ideal role models for members across multiple organizational levels, often encouraging corrupt behaviours from subordinates without ever engaging in said practices themselves.

Phase two of the institutionalization process unfolds via the introduction of dishonesty in organizational arrangements and procedures to alter organizational memory. Organisational memory includes those activities of the organization to acquire, store and use knowledge. As a result, dishonest exercises that produce favourable results are quickly retained in the organizational memory. Government officials are usually at the forefront of modelling corrupt behaviour hence encouraging corrupt practices (Mtombeni et al., 2021). The engagement of senior executives at ZISCO in dubious contracts where bids were rigged contributes to the institutionalisation of corruption at the organisational level.

Phase three of the institutionalization procedure is where corrupt practices become routine. This means routinization changes certain behaviours into a habitual system that remains normalized (Ashforth and Vikas, 2013). Zimbabwean Ministers who had nothing to do with ZISCO’s operations joined the senior executives of ZISCO in claiming large amounts of allowances from ZISCO coffers after travelling on their personal business. Because nothing against the behaviour was done, the system became routinized. GMB also fell under such practice when political elites used their political power to access maize at very low prices and resale at highly profitable prices back at GMB in dubious ways.

The researcher’s view is therefore built on the assessment that the two public organisations are under the helm of senior political elites who prioritise individual interests.

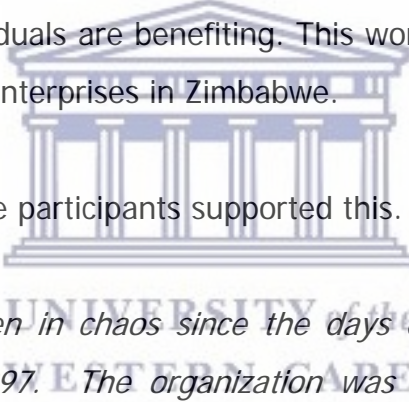
The lines of leadership in both organisations are more politically than professionally affiliated systems, as managers are appointed on the basis of politics rather than professionalism or qualifications. Performance in this regard is secondary, and appointees are rewarded for their loyalty and performance according to the dictates of their superiors. Senior executives, because they prioritise their individual interests, create social cocoon groups within public organisations who are obligated to influence new appointees into corruptive behaviour, which after that is regarded as normal since everyone in the organization is doing it. The researcher's view is additionally supported by obvious instances where the majority of the public organisations' officials who resisted the wave of corruption were victimised by their mandatory rewards and benefits being withdrawn at the expense of those who are corruptively performing. Or they were labelled economic saboteurs that are under the influence of opposition political parties.

By way of the social cocoon, organizational members ultimately look to adapt new member attitudes to certain organizational behaviours that are initially seen through a corrupt lens. The three processes of authorization, routinization and rationalization assist the organization in making psychologically metaphorical social cocoons where long-serving members of the organization introduce new members to corrupt practices, displaying corrupt behaviours as a way of lessening the changeover process of fresh members (Ashforth and Anand, 2013). Newcomers in public organisations in Zimbabwe are easily encouraged to engage in corruption because of the basic recruitment systems. Loyalty and political affiliation are factors that are considered for an individual to be appointed to an influential position. The appointment facilitates the encouragement of other members to engage themselves in corruptive activities as is normal because the superiors are doing it. This scenario has been experienced at ZISCO and GMB, respectively.

The situation in Zimbabwe public organizations has normalised and legitimised corruption on the pretext that everyone is doing it. Managers enter a corruptive organizational culture perpetuated by their superiors, who are typically politically affiliated and politically protected from any anti-corruption action. The participants indicated that high-level

corruption produces individual benefits as a result every employee in public organization yearns to be part and parcel of the corrupt team. According to the theory of social exchange, human beings are observed as influenced by self-interest, and this is what induces an individual to act. Self-interest allows individuals to account for both costs and rewards and make choices that maximize the individual's utility. The participants revealed that public organization employees in Zimbabwe indulge in corruption because of the rewards accrued from such activities. Social exchange theory may be seen as providing an economic metaphor for social relationships. The theory's primary belief is that people in social situations opt for behaviours that optimize their individual interest in those situations (Mukono and Dubihlela, 2022). Social exchange theory supposes that those engaged in relationships are rationally looking to benefit the most out of these environments, fulfilling individual needs (Mukono and Dubihlela, 2022). The participants emphasised that engaging in corruption is everyone's game in the entire company as the negative side of corruption is silent hence individuals are benefiting. This work situation reveals the kind of leadership within state-owned enterprises in Zimbabwe.

The following response from the participants supported this.



FCMOGM- GMB has been in chaos since the days of the then Minister Kumbirai Kangai (the late) in 1997. The organization was used as a tool for individual enrichment hence a tool for corruption. In this regard, behind all the corruptive behaviour were the politicians, greedy managers, and other well-positioned individuals. It came out at one time that these senior managers were appointed to their positions without board approval or the responsible Minister would just second an individual to a managerial post regardless of poor qualifications. Therefore, it started from the Minister down to all levels of Management and it became normal that every employee is corrupt.

(FCMOGM Male 20 September 2020)

This appointment of unqualified but loyal staff indicates a neopatrimonial system of management. These patrimonial appointments where superiors favour those individuals

that are loyal to them are made to exploit others (Khatri and Tsang, 2016) and gain allegiance. From a SET perspective, these managers are now expected to serve those who appointed them and not the interest of the public. This has been legitimised in public organisations in Zimbabwe because personal interest combined, sometimes with tribal solidarity (Ekeh, 1975), overrides national interest. The political history of Zimbabwe has however been consistent with neopatrimonialism, which has been institutionalized in Zimbabwe due to the nature of the liberation struggle (Mkandawire, 2013). Patronage and the use of state resources benefiting the elite have kept political leaders on the political throne (Bret, 2012). Politically, the initial liberators have taken advantage of their positions and become the country's new oppressors after the colonizers. The liberators at the helm of public organisations have taken advantage by favouring their loyalists into key positions regardless of their poor qualifications. This situation gave the political elite all the powers to dictate the operations of public organizations in the form of appointing their unqualified relatives willy-nilly into critical positions. This practice by the political elites and other senior officials in GMB reveals the kind of leadership in the organization.

Even such cases of corruption were continuously reported in the media nothing was done to bring the culprit to book. Imagine prominent politicians abusing their post to access cheap grain for personal livestock and poultry projects and others simply direct colleagues to get maize for resale at agreed profit-sharing margins by using government letterheads documents. There is a lot of political manipulation at GMB and by now, corruption is as normal as a day-to-day business.

(FCMOGM Male 20 September 2020)

The quote above indicates that senior leaders, who are usually politicians, normalised neopatrimonialism and were thus able to influence the desired situation where they benefit the most. In essence, neopatrimonialism, therefore, is the confidential seizure of government powers. Under neopatrimonialism, the distribution of government-generated revenues to political followers is meant to uphold the office and power (Bonga, 2021).

As a researcher, I would say leaders in public organizations in Zimbabwe use their position and political power to normalize corruption. Thus, trying to deal with this at an individual level is almost impossible because of the normalization and legitimisation of corrupt behaviour. Of course, anti-corruption efforts and whistle-blowing as a form of political skill are still possible for individuals, but this comes at great risk for those individuals.

There is a need for clean-up GMB and going back to the drawing board to professionalize the institution. It is difficult to nail the culprits because corruption has been turned into a normal activity in public organizations and the nation at large to the extent that those who are not involved are not enjoying their work. Those who are corrupt have remained as permanent residents of GMB and I am not sure whether the rot system has been improved for the better.

(FCMOGM Male 20 September 2020)

The quote above emanated from the research question, namely, what are the opinions of managers in public organizations in Zimbabwe on eradicating unethical leadership? In this instance, members of the organization are separated. Thus, individuals who are involved in corruptive activities are favoured by their superiors and receive rewards for their performance, and those who are not involved in corruptive activities are not recognised. This goes against the leadership principle that leaders should lead by example in displaying ethical behaviour. Since human beings gain knowledge of benchmarks of attitude by copying (i.e., by observing others) and during straight modelling and oral influence (Bandura, 1977), changing normalization of corruption seems impossible as followers learnt from their leaders who permanently display corruptive behaviours.

Yes, we played the song at hand for us to survive the rot wind. Corruption at GMB at one time in 2017 was open when it was buying grain at ZW\$ 390 per tonne and selling at ZW\$ 250 per ton making a loss of ZW\$140, really it was an open deal for corruption. Imagine nothing was done to eradicate the system hence corruption has been communized and become a culture in the organization.

(FCMOGM female 20 September 2020)

This section emanated from the research question, namely, what kind of leadership is there in public organizations in Zimbabwe? The principle of denial of responsibility is manifested in this situation, where individuals tell themselves that they are acting in corrupt acts due to the situation. Thus they feel they have no real choice. Some would argue that individuals always have a choice, but context plays a major role. Individuals engage in corrupt acts due to the surrounding environment (Tummers and Knies, 2016). According to Ashforth et al. (2014), the circumstances include a coercive system, direct monetary straits, pressure from others, and “everyone does it” logic. As a result, obviously, the denial of responsibility is a rationalization tactic that is rather easily adopted when facing pressure from the leadership to achieve the desired goals.

When senior government officials get access to GMB products, they believe and sees it as normal and even an ordinary GMB employee who sees a government official using GMB products or even property for personal business is not concerned because one would probably do the same thing at his/her level in the organization. In such an environment of corruption, there is no difference between being ethical or corrupt as a result, those who do not take their advantage of their position are regarded as stupid just imagine.

(FCMOGM Male 20 September 2020)

This is an important point being made here. Not partaking in corruption means that the individual manager would be regarded as unwise. Leadership provides special treatment to loyal followers and deprives unfaithful members of favours (Thaler and Helmig, 2016). This reciprocal exchange of favours is again applicable to individuals who seem not to have interest in corruptive activities hence are regarded as unwise.

Therefore, the system at GMB was designed usually by senior government officials, senior managers, and individual employees to facilitate and encourage corruption. Therefore, that is why I once said we ended up singing from the same book. There was a lot that has been happening and I am happy that GMB is still surviving though it is experiencing challenges. (FCMOGM, male 19 September 2020)

Participants highlighted that public organizations in Zimbabwe were used as tools for individual enrichment, especially by top management and political elites. Participants noted that even the promotion process had been corrupted to the level that ability and qualifications became secondary and loyalty to superiors was considered primary. This perpetuated a neopatrimonial system where political elites made sure that loyalty rather than ability was a characteristic that would land someone a top position in a public organization (Bret, 2012).

The response from the participant, FCMOGM, indicated that corruption in public organizations reflects a situation where a local political leader shares the spoils emanating from corruption. It is indicative of the transfer of the systematic abuse of power and authority. This situation shows that there is normative dissonance that could put pressure on leaders to engage together in isolated and collectively synchronized activities of dishonesty at different levels of the organization. Thus, even if anti-corruption laws are adequately internalized and adapted, they could be ritualistically invalidated by the predominance of corruption practices.

There is no doubt that corruption behaviours are normalised, highly tolerated and reproduced across public organizations in Zimbabwe. This situation describes corrupt behaviours by senior leaders that create spiralling effects of corruption in public organizations in Zimbabwe.

B. Theme 2: Poor corporate governance coupled with corruption leads to organizational decline and organizational death

The section emanated from the research question, namely: What are the opinions of managers in public organizations in Zimbabwe on what constitutes ethical leadership?

The quotes below indicate that learning within public organization employees happens in a social context and that employees emulate one another through observational learning, imitation and modelling (Bandura,1986). The participants also showed that individuals feel compelled to return advantageous behaviour when considering the cost of social relationships (Brown et al., 2010). One would note that leaders in public organizations in Zimbabwe have adopted a different meaning of ethical leadership as the popular behaviour in these organizations focuses mostly on unethical practices.

MBDCEO- let me summarize what our customer service brochure entails in respect of good corporate governance. GMB shall lead the affiliate companies and its employees by demonstrating the corporate governance basics derived from compliance, transparency, and corporate moral dealing with major issues influencing its business as management intends to maximize the shareholder's interest in creating close positive relationships with its employees, stakeholders, and customers. Yes, positive relationships, sir, stimulate a productive work environment. If the corporate governance policies of Zimbabwe fail to address misbehaviour of such organizations like ours, I believe adopting the South African policies like the King Report IV is wiser enough. (MBDCEO 15 male 19 October 2019).

In public organizations, managers recognized as morally constructive promote fruitful employee work behaviour (Mayer et al., 2015), whilst unethical managers encourage counterproductive work behaviour (Brown and Trevino, 2010). The managers interviewed in this study indicated that ethical leadership in public organizations strengthens corporate governance and leads to a conducive work environment. These managers suggested that corporate governance policies should be imported from the South African King IV report to improve corporate governance. They recognised that unethical leaders undermine corporate governance and perpetuate behaviours such as unfair business dealings, favouritism, nepotism, and corruption.

The participants in this study expressed their concerns:

SCOWM- You know what, ZISCO was the anchor of the national economy, I mean was the hub of the industry of Zimbabwe, Now I, of course, blame the government because It became weak in supporting the company because all the profit were diverted to other unnecessary business, business which had nothing to do with ZISCO . Yes, the moment the employees' salaries were not paid in time, production reduced, and definitely, it was due to poor performance. This is when disrespect of employees started, bribery scandals, corruption, and unfair business dealings started. Now where are we and see how the nation has been affected economically. (SCOME 16 male 10 October 2019).

SCOFM- There are several reasons, which I think, has contributed to the cessation of this company. I believe 90% of the operations within the company were not transparently carried out, why, because several outside hands had illegal access to company resources for their benefit and no one could question this. The Ministry was quiet about it, all the business scandals, which openly happened, were left unquestionable to the extent that every employee with authority could do whatever benefits him/herself. Let me just say poor corporate governance sir, affected the company to this current state. By poor governance I refer to unfair company resources sharing, favouritism, like say others were getting their salaries and others were not, nepotism thus promotion of relatives to senior posts all these negatively affected this company. (SCOFM 16 male 9 October 2019).

SCOHR- Yaa, like what I said, the company could not continue operating if the responsible staff does not have a say over the company resources, I mean financial, material, and themselves. Yes, the government has a say over some issues but not all, imagine a manager is selected from other competent workers because he/she is a relative to the Minister or is affiliated to a certain political party, how would we feel, the manager cannot be respected and people cannot work properly. This is what I think among other things has affected this company. (SCOHR 16 male 9 October 2019).

The three quotes above, SCOWM, SCOFM and SCOHR signify serious prioritization of personal interest among the senior executives, political elites, senior managers and individuals in positions of power in public organizations in Zimbabwe. This group of elites inherited the country's former colonizer's management behaviour, where they selectively applied rules and regulations and misdirected economic and other benefits to themselves. Favouritism, loyalty and nepotism characterize life in public organizations in Zimbabwe. Neopatrimonial politics have created the ability to redirect public resources for private gain at the expense of the public (Bonga, 2021). The participants emphasised that if this unethical behaviour is ceased and managers exhibit moral behaviour, the followers will definitely emulate them.

According to Mkandawire (2017), three informal practices that constitute a neopatrimonial system are; the concentration of political power, methodical clientelism, and particularistic utilisation of government resources. First, the 'concentration of political power' denotes the power of an individual to control the application of organisational policies and the use of politics to appoint loyal members to positions of authority. This facet dominated public organisations in Zimbabwe orchestrated by the political elites. The second component is 'systematic clientelism', which refers to taking advantage of the position to distribute government resources to protect and consolidate own power. Most individuals in positions of authority in public organisations are appointees from the system and continuously promote the wishes of their master at the expense of the organisation. The particularisation use of government resources represents the third feature of neopatrimonial practice. The neopatrimonial perpetrators do not differentiate the public from private coffers, regularly and broadly using state funds for their personal interests.

The findings indicated that managers in public organizations engage in unhelpful work behaviour that includes counterproductive work behaviour, social undermining, and retaliation by employees. Thus, neopatrimonialism has become normalized in public organisations.

As reported by the participants, certain leaders in public organizations are governed more by greed than by their moral compass. This has been supported by the responses from the participants as follows.

SCOSPO1-ZISCO has supported our families for such a long time and I could not think that it could close just like that. Corruption, corruption was rife at ZISCO but no one would be brave enough to say it out because of fear of victimization by the politicians. Big bosses were at the forefront in these scandals but even the responsible government Ministry could not interfere. We ended up concluding that even big people from the Ministry were also involved and the company could not survive. Company vehicles were seen serving personal businesses on the managers and even some general hands were seen helping the bosses in their fields planting and weeding imagine.

The participants from the quote above indicate that there were more personal interest activities in public organizations than in activities to preserve the organization itself. According to Ekeh's two publics theory, leaders in public organisations in Zimbabwe are citizens of two publics in the same society. On one side, leaders belong to a civic public which they do not consider moral- having any obligations to it, thus being amoral since they do not feel a responsibility towards the majority. This civic public is traditionally related to the colonial management systems and has been normalized in Zimbabwean public organisations. Corruption in public organisations is a pandemic that deters production, and minimizing such transgressions requires managers to strengthen the reinforcement of whistle-blowing policies. This will encourage transparency in all State-Owned Enterprises. Additionally, managers should build a stage of faith by not revealing and exposing whistle-blowers. A leader's reputation is of key importance for a public organization's ethical leadership, and if a leader's status is hurt by unfortunate moral behaviour, the organization also suffers. The attitude is self-serving if people behave morally for personal benefit. Conclusively, ethical leadership sets the standard, and if the leaders are not ethical, the followers or at least some, are likely to follow suit (Norgaard, 2019). This environment compels employees to behave according to the situation at hand.

As it is seemingly illogical to assume that all organizational members have the same traits, corrupt behaviour is likely the result of the situational fostering of corruption. The following quote confirms this insight.

FPMZ-ZISCO and other dysfunctional public organizations were mainly brought down by systematic high-level corruption and plunder, to say the truth. As I initially said to you, a systematic high-level of corruption destroyed ZISCO; thus, it has been cascaded from the top management to the shop floor workers, and it became a norm to each individual that corruptive means benefits.

(FPM, Male 20 September 2020)

The participants vowed that being supported by the organization in the form of meeting their requirements protects their bond with the organization, and in return, a productive relationship is certain. Furthermore, the findings indicated that growth is imminent for public organizations that consider the needs of their stakeholders. It emerged that the relationship between the participants (managers) and the leadership of public organizations determines the performance of the organization. Leaders of public organizations who do the right thing at the right time promote their organisation's growth through the stakeholders' support.

The involvement of senior members in corruptive activities in ZISCO has led to the decline and eventual closure of the organization. For example, these senior executives gave themselves dubious contracts where bids were rigged and purchases were deliberately overpriced. In light of this, the study posits that deliberate human action through flawed leadership is the cause of organizational decline and death.

C. Theme 3: How power can be used to enable and perpetuate unethical behaviour

Unethical behaviour in public organisations in Zimbabwe has become a norm because senior managers continue to act unethically as long as they do not pay the price for their

unethical behaviour. The legitimate and political power that senior managers have in public organizations is a tool leveraged to perpetuate unethical behaviour in the organization. Managers using political skill have the ability to motivate workers and give individuals a steady logic of confidence to promote an ethical or unethical environment. In the case of these two public organizations, they use their power to cultivate an unethical environment. The section answers the question: what are the opinions of managers in public organizations in Zimbabwe on what constitutes ethical leadership?

Sub-theme 1: Personal Enrichment

Data drawn from the interviews of managers of public organizations revealed that managers used their power for personal enrichment.

SCOFM- My friend, whenever a manager does something that he/she enjoys alone without the support of a whole lot of followers, Ummm, that behaviour cannot be aligned to good leadership. SCOFM Male 10 October 2019

When asked about the behaviours that are not suitable for a moral manager, the quote above indicated that personal interest is not ethical, where managers do something that promotes personal needs at the expense of the subordinates. Since the manager holds greater power, there is no need for the manager to do actions in order to be approved by the subordinates since he has power. Instead, the manager should exercise moral practices. Managers have political power in organizations giving them the authority which they abuse to change the legitimised order of a rational-legal system to a neopatrimonial system. In a neopatrimonialism environment, leaders award personal favours to other privileged members, thereby integrating nepotism to consolidate their rule.

Yaa, issues like inconsiderable in sharing company resources unequally, where other departments have scarce and other extras of resources, such behaviour is inappropriate for a leader. The leader should just be considerate and transparent (SCOFM male 10 October 2019)

From the above response, one observes that leaders in public organizations in Zimbabwe employ political skills for personal benefit instead of fighting corruption. They set up, exploit and influence personal and social resources to gain influence over others and to promote their individual interest (Ferris et al., 2013). In this regard, neopatrimonialism relations legitimize the use of state resources for political legitimization.

Also, taking someone without relevant qualifications into a certain position and anything that is tantamount to corruption is not ethical. (SCOFM male 10 October 2019)

When I was working in the public sector, I also noted that unqualified employees chosen for high posts in public organizations favourably reciprocate the practice by being loyal to their superiors and adhering to any instruction regardless of it being unethical. This is paternalism behaviour par excellence. Such practices re-enforce neopatrimonialism in which respect and loyalty to superiors are determinant factors. As a result, the superiors favour those subordinates that are loyal to them even by exploiting others (Khatri and Tsang 2016). The usual consequence of such practice is sabotaging the organisation's objective and exploiting organizational members.

MBAAM- Theft and any other illegal actions are bad behaviours of a leader. (MBAAM female 20 October 2019)

The quote shows that personal enrichment through illegal means is present in Zimbabwean public organisations.

In social learning theory, members of an organization learn by observing and imitating the behaviour of their leaders. Based on social learning theory, leaders' behaviour influences ethical and unethical behaviour that includes theft which is emulated by subordinates. Members of the organization discover what is moral or immoral by concentrating on how other organizational members are incentivised and punished to promote the desired behaviour.

SCOAS- Yes, there are those managers who oppress their subordinates, those who refuse time off requests from their subordinates without reasonable excuse, and those who engage in multiple marital affairs with their subordinates. These are behaviours that are not suitable for a moral leader. (SCOAS-2 female 10 October 2019)

This implies that there are leaders in public organizations who neglect employees' needs and are thus unethical. Usually, such behaviour attracts negative results within and outside public organizations. The above confirms Nelson and Quick's (2014) contentions that the impacts of political behaviour in public organizations can be unacceptable when political behaviour is self-serving. The managers' views are that self-serving leaders in public organizations in day-to-day business activities violate the laws, rules and regulations and harm the environment and stakeholders. The participants observed acceptance and adherence to laws, rules and regulations as an indicator of ethical leadership.

Sub-theme 2: The influence of leadership on the normalization of corruption

The findings indicate that leadership in public organizations is pivotal in the normalization of corruption. The following statements from the participants supported the above finding and shed light on the issues of ethical and unethical behaviour. The question that was responded to by participants was, what are the opinions of managers in public organizations in Zimbabwe on what constitutes ethical leadership?

SCOWM; Employees usually copy the good behaviour, so when the leader is doing good things, all the employees copy him/her and it is easy to work with such people. When the leader is unethical doing bad things, it is also easy for the followers to follow bad behaviour. (SCOW male 9 October 2019)

From the statement above, members in an organization tend to adopt the introduced environment of their leader, which is confirmed by social learning theory (Bandura 1987). Subordinates learn from their superiors through observation, and as a result, either negative or positive culture is introduced permanently in the organization through

subordinates who learn the behaviour from their leader. The principle of reciprocity in the social exchange theory (Blau, 1966) is where individuals feel compelled to return favourable behaviour regardless of the behaviour being good or bad. Public organization senior executives, therefore, must adjust their behaviour according to the dictates of their office of being an ethical model for lower-level managers under his/her command as well as their subordinates. As a result, all stakeholders can emulate the exemplary ethical behaviour exhibited (Brown, Trevino, and Harrison, 2010).

Participants echoed the same sentiments in their responses from the interviews.

MBDCEO- my organization applies the carrot and stick management systems where good behaviour is rewarded and bad behaviour attracts discipline. Take for instance, if an employee is unethically behaving on our important customers the stick system may apply but this is for a short-term solution. Therefore, we have recommended retraining workshops as a long-term solution to behaviour. (MBDCEO 15 male 20 October 2019).

MBPCM- All employees whose performance deteriorates are usually recommended for retraining and development workshops. This includes those who violate customer relationship principles because of their unbecoming behaviours. Reassignments might then be the last solution to such behaviour. Yes, all these are very effective. (MBPCM -15 Male 20 October 2019).

The above quote indicates that retraining wayward employees is a strategy used to combat unethical behaviour. A more effective way of retraining is by setting an example or role modelling (Wright and Yukl, 2014). Social learning theory emphasises the effect of ethical leaders on their subordinates. Ethical leaders are the basis of ethical direction due to their charisma and integrity as role models. Learning from role models comprises training through workshops and any other ethically influential organisational activities. Although individuals can learn from both positive and negative examples, it is essential that these training activities emphasize positive ethical behaviours. Deliberate ethical training activities may counteract immoral behaviour.

Sub-theme 3: Diminishing followers' dignity as an instance of unethical behaviour

The participants revealed how leaders abuse their positions of power and disrespect their followers.

MBHR- Dishonesty in the workplace that includes taking credit for the work done by someone else. Also, take, for instance, your boss promises an extra day off if you rush out an important task by a certain date. You work late hours and finish the project before the deadline. Ready for your day off, you mention it to your boss who answered you by just saying No, we have too much work to do, imagine how bad is this? (MBHR female 19 October 2019)

The presentation of the attitude of diminishing the dignity of other employees in public organizations was confirmed by the responses given during the interviews by managers. It was revealed that managers take advantage of their positions and claim credit for the work done by the subordinates without employee appreciation. Public organization leaders should influence individuals to excel in moral behaviour and discourage immoral behaviour through discipline. Although results indicate that individuals should be recognized for their good behaviour, transparency should be exercised among all members deserve. This clearly reveals a problem of favouritism and nepotism, and this behaviour contributes to unethical activities in public organizations. Managers must reward and punish fairly to ensure an ethical climate in public organisations.

D. Theme 4: The role that whistle blowing and relationships can play in fostering ethical and political practice in public organizations

The government has initiated anti-corruption strategies in the form of laws and other mechanisms to promote good conduct in public organisations, and this includes whistle-blowing policy (Chigudu, 2020). These strategies are of little effect as the normalization of corruption has overshadowed the purpose of these anti-corruption strategies. The whistle-blowing policy requires a supportive mechanism to protect whistle-blowers. Because this supportive environment is not present, fostering ethically infused political leadership in

public organisations is a mammoth task. The next findings were obtained from the responses to the research question: What are the opinions of managers in public organizations in Zimbabwe on how to eradicate unethical leadership?

Sub-theme 1: Whistle blowing

MBDMM- sir, the issue of whistle blowing is of importance in bringing about good behaviour in our organization. I say because, as a depot manager, I have tried this and am very useful but the only challenge that we encounter is the protection of such good people. I hope the government should come out with clear laws to protect such people who do a good job of telling us what is going on against the organization's expectations. I hope your study will also assist in pushing the responsible authorities to speed up this process. You know what sir, people fear for their life but they have their eyes open seeing something destroying the organization going on but they just say as long as I am on my job, they do not release such information fearing of their life. (MBDMM Male 19 October 2019)

The participant noted the roles that whistle-blowing can play in promoting ethical behaviour. It can assist in alerting leaders of unethical practices within public organizations in Zimbabwe but require laws that protect those employees.

The response from the participant also revealed that another component of ethical leadership that assists in fostering ethical practice in public organizations is to apply disciplinary action when standards are not met and the opportunity to reward good ethical performance (Brown, 2010).

The confirmation of disciplinary action on poor performance by the managers was echoed by the participant's response that made this observation.

MBDCEO- Remember, our previous General Manager was dismissed for unethical conduct and poor performance. I thank the organization executives because they

set a precedent that such behaviour is not tolerated and all employees learned a lesson from that incident and right now, we are experiencing harmonious relationships at all levels of employee structures. (MBDCEO 5 male 19 October 2019).

One can say that whistle-blowing played a role in this general manager's dismissal. Future behaviours are based on these observations as individuals learn from the vicarious punishment of the general manager; thus, organizational leaders set a precedent which will deter their subordinates from emulating the general's unethical behaviour.

Sub-theme 2: Relationships

This section concerns the role of relationships in fostering ethical and political practices in public organizations. To develop strong relationships with the followers, the ethical leader needs opportunities to interact individually, demonstrate accordingly, and honesty, as well as reciprocate good behaviour. Brown (2010) suggests that ethical practices always play a crucial duty in supporting employee position and behaviour. Leadership is an experience emanating from communication between leaders, subordinates and other social actors (Fairhurst and Uhl-Bien, 2012). A strong relationship with followers by leaders where both parties mutually support the positive behaviour of the other can lead to a moral environment. Followers usually reciprocate the behaviour observed from their superiors hence creating a strong ethical imperative.

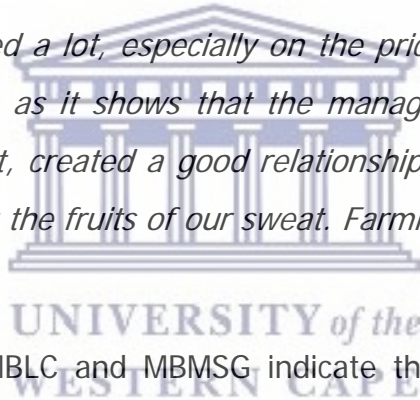
MBCS- Let me just say that unity among workers promotes good behaviour through respect, honesty, and humanity as a result better performance in realized my brother. If workers are united and with good relationships, we all tend to be shy about doing something bad, and with that in mind, we are all relatives at work so people will then always avoid hating each other. (MBCS 15 female 19 October 2019).

The above important employment relationship aspect was confirmed by the participant's responses from the interview with the managers in public organizations saying:

SCOOM- Thank you very much for such a question. First and foremost, a leader is seen as a custodian of good behaviour, as a result, bears implications of good leadership. This situation comes into being when there is a good relationship between the leader and those who follow him. Yes, having a close relationship with your workmates tells trust, honesty, integrity, and assessment of ability. (SCOOM male 10 October 2019).

MBLC- Being an ethical leader is about playing fair, thinking about the welfare of others and thinking about the results of one's actions. However, even if one grows up with a strong sense of good or bad, the behaviour of others can undermine good sense as well. Ethical leaders think about long-term results, disadvantages, and advantages of their decisions and always show courage to stand up for what is right, serve others, encourage, and develop others. (MBLC male 19 October 2019)

MBMSG-Yes we benefited a lot, especially on the price of maize per ton. We were happy with this gesture as it shows that the management was considerate of its stakeholders, as a result, created a good relationship. Such a relationship is good, and we are still enjoying the fruits of our sweat. Farming is hard, I tell you. (MBMSG Male 19 October 2019)



The above quotes, SCOOM, MBLC and MBMSG indicate the significance of accountable relationships within public organisations. Relational leadership is an alternative approach disassociated from the authoritative and individualist conception of the leader by regarding leadership as being formed through the relationship between organization stakeholders (Rhodes, 2010). It emerged that good leadership in public organizations produces productive results by fostering positive relationships. Employees respond to a leader's behaviour towards similar behaviour on a reciprocal basis (Brown and Mitchell, 2010).

Ethical leaders are moral persons and moral managers. The moral person is characterised by honesty, trustworthiness and being approachable. Moral persons are known for being fair, principled and consistently moral in both their individual and professional circles. Trevino et al. (2010) argued that people with authority should be both strong moral

persons and moral managers in order to be recognized as ethical leaders by their followers. Weak moral people are likely to be observed as hypocrites, thus people who do not practice what they say. Hypocritical leaders verbally emphasise ethics, but their actions are immoral.

This also entails that there is an inseparable relationship between leadership that promotes good relationships and ethical practices in public organizations. This is consistent with Ekeh's two public theories where the primordial public, which implies a good family member provides and requests nothing in return, is thus ethical. Individuals sense the logic of being part of the primordial public (within the organization) in moral terms from whom they derive material benefits, and they are expected to give generously and substantially. The participants indicated that employees always respond positively to an ethical environment and the dedication to good relations with members of the organization. In summary, the participants emphasized ethical leadership that fosters relationships in public organizations directing good governance. Ethical leadership reflects human relationships through interaction, strengthening, and decision-making as its basis (Neubet et al., 2010).

As a researcher, I say that ethical leaders are able to promote the long-term success of public organizations through strong positive relationships between managers and subordinates.

E. Theme 5: Characteristics of an ethical leader as identified by managers despite working in public organizations where corruption was widespread.

Results from the participants identified characteristics of ethical leaders in public organizations. The characteristics of an ethical leader as identified by managers in public organizations embraces the four sub-themes (respect followers, honesty, trustworthiness and integrity) discussed in the study. In normal circumstances, ethical leaders are identified by ethical characteristics that include honesty, trustworthiness, demonstration of concern for other people, being approachable and encouraging decent manners at work. Managers who view corruption as a normal characteristic of an 'ethical leader' see this

leader as one who promotes and supports individual interests and uses his power to perpetuate such behaviour in public organisations. The normalisation and legitimising of corruption produce the new version of '(un)ethical leaders'. Conversely, a manager who has moral standards identify such leaders as unethical and see them as engaging in destructive work behaviour.

The identification of characteristics of ethical leaders is based on the manager's moral and immoral behaviour. I understand that the following answers represent managers who know the characteristics of an ethical leader and managers who wish to behave ethically. The section emanated from the research questions, what are the opinions of managers in public organizations on what constitutes ethical leadership? And,; what are the characteristics you expect from an ethical leader and explain why?

Sub-theme 1: Respecting followers

The character of a leader influences ethical performance. A strong character is crucial in successful self-leadership and leadership of others. An ethical leader is focused on demonstrating behaviour that is always appropriate and acceptable within and outside the organization.

Responses indicated that respect is one of the important personal characteristics of an ethical leader. Respect brings unity within the team; as a result, trust is built among all employees. It was viewed that respect influences organizational performance.

The findings were supported by the following responses from interviews.

MBHR-One of the most important characteristics of an ethical leader is the respect that is given to the followers. An ethical leader shows respect to all members of the team, listening to them attentively, valuing their contributions, being compassionate, and being generous while considering opposing viewpoints. A good leader must also be trustworthy and display unshakable integrity, be action-

oriented, resilient in the face of setbacks while treating people with respect, not as mere units of production (interview MBHR female, 19 October 2019)

SCOSO-As an ethical leader I should not be harsh to others; I must respect others so that they respect me also. Talking with others nicely even if you are arresting someone you need to respect so that you understand each other (SCOSO 3 male 9 October 2019).

FPMZ- From my understanding, a leader who behaves ethically is always doing right things, encourage others to do right things, respects others' ideas, and tolerates the subordinates' behaviour at work and even outside working environment. This behaviour encourages the subordinates to listen and follow his orders at work. (FPMZ 4 male 9 October 2019)

The three quotes above, MBHR, SCOSO and FPMZ show the acceptable behaviour of an ethical leader in public organisations in Zimbabwe is to respect others.

Participants said that a leader should be respectful and a role model for employees in public organizations. Participants also indicated that respect includes giving credit to others, having an open-door policy, engagement of employees by listening to them, and getting to know them at a personal level. The quotes above emphasized that reciprocated relationship within public organizations in Zimbabwe is of paramount effect for growth. Respect naturally brings about a harmonious work environment within public organizations and subsequently positively influences organizational performance. The above confirms the literature that showed that individuals' goals must be respected and never be taken as means to fulfil another individual's goals (Beauchamp and Bowie, 2013).

On the other hand, managers also indicated showing respect and concern as an ethical trait.

MBPCM: I think the way management is treating its employees keeps its nose above the water level. The company is positively surviving in the hard economic environment because of the respect the management is giving to its employees. I

can say that we as management, consider the plight of each employee (MBPCM- 15 male 19 October 2019).

Respect constitutes giving credibility to others' notions and recognizing them as human beings. The participants clearly showed that respect demands leaders interact with subordinates through means that confirm their values, manner, and standards hence promoting a shared reciprocal relationship. Ethical leaders who champion respect were observed as being participatory in public organization activities and decisions. These leaders never compel but influence others by giving and interacting with relevant information on the significance of executing decisions.

SCOWM- Being ethical as a leader means less work and more production sir. Giving subordinates responsibility, respect their ideas, listen to them motivates and stimulates them to perform to maximum towards the realization of the organization's goal. Know that it is very important to lead ethically as there are more benefits than demerits I tell you. (SCOWM 5 male 10 October 2019).

The quote above indicates that managers acknowledge that part of ethical behaviour is respecting subordinates which has benefits that, if realized, will lead to both organizational and individual benefits. Using one's political skill in an ethical manner plays an integral role in public organizations' leadership as it gives managers a sense of self-confidence that motivates faith and assurance in others and thus promotes mutual respect. The response from the participants showed that when leaders show respect, employees observe, learn and emulate this ethical conduct (Bandura, 1986).

From the response of a few public organization leaders, I observed that they are credible and ethical role models because they made the respect of others foundational to their leadership.

SCOFM- As I said before, being ethical is the best politics of being good to others, if you are good to others, they respect you and listen to you. You give instructions, they follow easily in a consensus model, they are motivated to initiate new ideas

because they are happy, and their performance improves as a result production increases. Even if there are challenges subordinates are motivated to do their work because you are a good leader. However, remember being good starts with the government then comes to us, if the government fails to lead by example, then the whole organization collapses, see what happened now, where are we now? (SCOFM 5 Male 9 October 2019).

The participant recognizes that political skill should be used to show respect because it will have a positive ethical impact. However, social exchange theory implies that humans in social situations choose political behaviours that maximize the likelihood of meeting self-interests which goes against respecting others. Thus, trying to become an ethical leader is a competition between self-interest and organizational interest, but when context or culture is unethical, participants noted that individuals cannot fight the system and falter.

Sub-theme 2: Honesty

Data from the interview with managers of the public organizations indicated that an ethical leader usually displays. The overarching sentiment is that an ethical leader who is honest and straightforward fulfils commitments, encourages, develops others, and strives for fairness

From the interview responses, there was a consensus that an ethical leader is a person of good character who distinguishes good from bad for the greater good. The findings were supported by the following responses from the interview.

SCOWM- An ethical leader is an honest person of good character, shows worry for employees' conditions, and is observed as friendly. He/she allows employees to know their responsibilities and ensure they are responsible; communicates ethics messages to employees and uses a leadership position to promote good conduct at work and definitely used rewards and even punishment to guide good behaviour. (SCOWM male 9 October 2019)

MBCS-If I am honest sir, I earn respect, I am trusted I become transparent in all business and social dealings in my life, as a result, my reputation and of the organization are respected. Being honest forms a happy working family and the goals of the organization are attained easily. (MBCS 2 female 20 October 2019)

MBPRCM- If I become honest I am an ethical leader and every positive characteristic follows being honest. Yes, there are some other characteristics say respect, fairness then all come after being honest. I cannot be fair if I am not honest. (MBPRCM-2 male 20 October 2019)

MBOPM- Really being honest does start by reporting at and dismissing from work in an appropriate time and when report late at work to tell your boss the truth. Some leaders lie to their superiors, forgetting that dishonest builds up to the level of lying that the depot have received two hundred bags of fertilizers while the actual number is four hundred bags, as a result you become dishonest. (MBOPM 8 male 9 October 2019)

The emerging issue from the above participants' quotes, SCOWM, MBC, MBPRCM and MBOPM is that an honest leader is an ethical leader. Thus if public organizations had honest leaders, the business scandal and malfeasance activities would have been limited. Leaders are the basis of the motivation of moral behaviour in public organizations since they are responsible for the code of ethics that directs organization members. If people follow their leaders, they are likely to emulate their conduct because of the benefits that accrue from such behaviour (Blau, 1964). An individual's behaviour is often determined by the environment one finds self in and in addition, the standards of leadership behaviour.

This entails that public organizations need honest managers and workers so that desired goals are achieved. Since being honest is not just enough, transparency should be a priority. However, being honest can be unhelpful or counterproductive if sensitive information is shared with ruthless members; thus, an ethical leader should weigh up the consequences of his action and decide on what is suitable to expose in a particular environment to promote the attainment of the organization's desired goal. The responses

from the participants indicate that being honest should be deeply embedded in character and should always be observed regardless of the situational influence. However, the normalization of corruption can make this difficult.

In this regard, the participants perceived ethical leaders' behaviour as being just, unbiased, non-discriminatory, and justified treatment of all employees in public organizations while avoiding such behaviour of being inattentive and prejudiced. Leaders influence followers ethically when they are honest (Trevino et al., 2010).

According to O' Leary (2014), honesty can be cultivated when the leader accepts open dialogue with the followers, listens attentively, and is receptive to bad news. As a result, employees will feel inclined to discuss ethical issues. On the contrary, members of the organization may not feel safe discussing their mistakes and correcting them when the leader does not establish a culture of honesty and transparency (Huberts et al., 2014). Thus, in this environment, employees tend to promote unethical actions.

Sub-theme 3: Trustworthy

The findings indicated that the characteristics that usually contribute to ethical leaders include trustworthiness. Trust is comprised of reliability, uniformity, and expectedness in a relationship though honesty is the critical factor required in a trust-based relationship. The literature review reported that mutual trust is the central element in describing the association between leaders and their subordinates (Ruiz et al., 2011). Leaders are placed in a position to exercise impartiality due to their authority, responsibility and control of resources to make decisions perceived as fair by their followers. A social learning perspective advocates that leaders are custodians of trust through modelling. Leaders should engender trust as ethical role models.

The following responses from the interviews by the managers supported the findings.

MBAM- if you are not trustworthy, every employee becomes the same, remember you inspire your subordinates, and whatever you do some want to be like you, so

being trustworthy you build the culture of trust within the organization. Trust begins with me and you are called an ethical leader because you possess such character of trust. (MBAM 2 male 20 October 2019).

MBDMKK- the custodian of all resources at a Depot is the manager, so whenever you show signs of mistrust, dishonest, and not transparent, you are planting a seed of destruction. I should be very trustworthy, honest, and do everything transparently so that the subordinates trust me as a good leader or ethical leader. (MBDMKK male 13 October 2019)

SCOSPPGR- Sir, business is trust, business in being honest and business is being a good leader, and being a good leader is being trusted and honest. I think that is how I can summarize the characteristics of an ethical leader (SCOSPPGR male 13 October 2019)

MBAAM- A culture of trust I believe embraces all the characteristics of being an ethical leader. If I am honest, respectful, trustworthy, and transparent, I am building a culture of trust within my organization (MBAAM male 19 October 2019)

The quotes from the participants, MBAM, MBDMKK, SCOSPPSR, and MBAM confirm that trust is the foundation of ethical leadership. The response from the participants indicates that trustworthiness is a core characteristic of an ethical leader in public organizations. In support of the above, previous research posits that individuals imitate the attitudes, values, and behaviours of trustworthy role models (Brown and Trevino, 2011).

The responses also contended that trust is the key feature of ethical leadership and a key element of victorious employment relationships between leaders and followers in public organizations. Furthermore, in public organizations, where leaders develop relationships of trust with employees, help to inspire loyalty.

From a political leadership perspective, the concept of referent power involves the influence process over subordinates. The referent power of an ethical leader is increased by acting friendly and considerate and showing faith and admiration. Thus, trust is

increased between the parties by appropriate behaviour exhibited by the leader to their followers.

Trustworthiness by leaders influences followers' ethical behaviour through the social exchange process (Blau, 1986). According to the social exchange theory, a reciprocated relationship is prioritised to enhance the process of achieving the common goal (Cropanzano and Mitchel, 2015).

MBHR- Ethical leaders cause the subordinates to trust them more. For example, imagine I admit to making a mistake and marginalizing the work of an employee, and then I say that I will not make the same mistake in the future. Because I am seen as an ethical leader my subordinates will be more likely to trust me and continue to have a positive attitude about the job and continue working hard. The bottom line is that ethical leaders inspire trust, which inspires good work. (MBHR 5 female 19 October 2019).

The above quote indicates that managers know that ethical leaders who demonstrate trust foster ethical and political practices, while the opposite is true. Social learning is effective when there are credible, trustworthy role models. The response from the participants indicated that the actions of ethical leaders are essential for supporting superior manners and customs by providing a reinforcement action and upholding high standards of conduct that avoid upcoming ethical challenges (Beer et al., 2013).

Sub-theme 4: Integrity

Integrity is about adhering to one's moral principles. Leaders in public organisations in Zimbabwe are the architects of ethical behaviour in the daily running of the organization. Their integrity or lack of it will have a crucial impact on the ethical climate in an organization. The way they use legitimate power in their interactions with stakeholders and social actors weakens or strengthens their integrity.

Data from the interviews point out that ethical leadership is about the ability of the leader to promote integrity in the organization by walking the walk and not just talking the talk.

Integrity is a business advantage valued by employees in liaising with leaders (Koehn, 2015). Thus, an organization that promotes integrity provides better employment conditions. The results from the responses indicated that the favourable work environment that the managers in the public organization created is often associated with the integrity of the leader.

The findings were supported by the following responses from the participants.

SCOAS- yes, being a leader, I mean a good leader is integrity, and being integrity you are trustful and having confidence. You need to demonstrate values and good behaviour and inspire these into organizational practices and activities. There is also a need to act with courage and be open to other employees. (SCOAS male 10 October 2019).

MBOPM-My friend, an ethical leader, is a person who demonstrates values of the organization, who is integral and by this, I mean a whole-person who accommodates everything and has positive solutions for the benefit of the organization and the individuals. The only term that can describe such a person is integrity. (MBOPM2 male 19 October 2019)

According to Ciulla, (2015), good leaders live up to their obligated responsibilities and hence should display a wide range of moral behaviour to their followers. Integrity is the commitment of the leader to his own moral principles, which creates a suitable work environment that benefits both the individual and the organization. Thus, it is foundational to ethical leadership.

SCOTO-There are a lot that an ethical leader should not expect to do, being power-hungry, this should not be the behaviour of an ethical leader if he feels that he/she has got all the powers to do as wishes. I expect an ethical leader not to be involved in business or any general scandals that tarnish his or the organization's reputation acts that illegal while involves abusive supervision, toxic and tyrannical leadership, being aggressive, manipulative, and undermining. Yes, by toxic leadership, I mean a

leader creates a work environment where every employee is complaining, and tyrannical leadership is being oppressive where you, as a leader, impose decisions. (SCOTO male 10 October 2019)

The quote above indicates the unacceptable characteristics of leadership and highlights what an ethical leader should be, which I would pin down as having integrity.

From the responses of the participants, it emerged that the behaviour of an unethical leader is constituted through integrity-breaking practices in public organizations. These are arrogant and self-serving managers, excessively promoting self-interest, dealing unfairly, shifting blame to others, and diminishing others' dignity while all the while calling for the opposite. In other words, he lacks integrity because his practice contradicts his words.

The responses from the participants emphasized that leaders model integrity by being honest and by doing what is right regardless of the circumstances. In support of this statement (Paine, 2014) added that another aspect of integrity is unchanging behaviour in the face of diversity, temptation, or challenge. Managers who demonstrate values such as integrity become the most beneficial to the public organization in the end. It is therefore argued that people with integrity make outstanding contenders for leadership positions because they transparently use organizational resources, accountable for others (Becker, 2014). As a result, leaders with integrity can influence others positively to facilitate desirable change in a public organization.

When one reflects on these 4 sub-themes, it shows that managers know what constitutes ethical behaviour even if they do not follow it. Or perhaps these managers are those who resist corruption and act ethically.

5.4 An analysis of the study themes

The participants in the study, who are managers in public organisations in Zimbabwe, have a view of the required characteristics of ethical leaders, but their description of their organizational environment contradicts this. The results from the study indicate that

current practices of ethico-political leadership in the two public organizations are best described as unethical as a result of a number of social and individual factors. Social factors include the normalization of corruption and the fact that a corrupt organization encourages social learning that perpetuates corruption and that the social exchange that takes place tends to strengthen corruption. The individual factors include managers using political skill to pursue self-enrichment, which is in turn, facilitated by the corrupt environment.

The study presents five related themes which describe what practices constitute ethical and unethical leaders as identified by managers in public organisations in Zimbabwe. The five themes complement each other to sketch the different situations in Zimbabwean public organisations that determine the current (un)ethical leadership of public organisations.

Theme one, the normalization of corruption is perpetuated through social exchange, which is then manifested in a neopatrimonial order of legitimation, embraces the tenets of normalizing corruption in public organisations through institutionalization, rationalization and socialization. The three tenets are influenced by the system of neopatrimonialism. In a neopatrimonial system, the ruled accept the authority of the rulers not because of a system of laws and rules, as in a legal-rational society, but because of the personal connection between the parties concerned. In this regard, corruptive relationships between high-level government officials and senior public organization officials create a bond through reciprocity based on corrupt authority. The theme concluded that high-level government officials who have a mandatory role of overseeing effectiveness in public organisations fuelled the normalization and legitimization of corruption in public organisations.

Theme two, poor corporate governance coupled with corruption leads to organizational decline and death. Corporate health requires good leadership and ethical behaviour in public organisations in Zimbabwe. Poor corporate governance invites unethical behaviour and gives room for the birth of corruption in the organization; hence unethical behaviour

and poor corporate governance also have an inseparable relationship. ZISCO has ceased operations because of poor corporate governance.

Theme three demonstrates how power is used to enable and perpetuate unethical behaviour, and augments theme one, the normalization and customization of corruption as unethical behaviour in public organisations. The legitimate and political power vested in leaders in public organisations is a tool leveraged to perpetuate unethical behaviour in the organization. Managers employ their political skills to persuade others in ways that promote individual interests at the organisation's expense.

Theme four, the role that whistle-blowing and relationships can play in fostering ethical and political leadership in public organisations introduced as a strategy to foster ethical behaviour in public organizations. The government has initiated anti-corruption mechanisms that include whistle-blowing policy to promote ethical behaviour in public organisations. The policy, however, requires some strengthening mechanisms to fully protect whistleblowers against victimization. The theme emphasized again the importance of the leader-follower relationship in fostering ethical and political leadership in public organisations in Zimbabwe.

Theme five, characteristics of an ethical leader, is what is identified by the managers in the two public organisations, which is a conclusive theme that characterizes ethical leaders with their performance. They identified that an ethical leader is viewed as an individual who is honest, trustworthy, transparent and, above all, a custodian of ethical behaviour. However, it seems that in the on-the-ground situation in Zimbabwean public organisations, leaders are viewed as those who support and promote their individual interests over the organization's interests. A hypocritical leadership situation in Zimbabwean public organizations has given rise to the decline and death of public organisations in Zimbabwe.

In this regard, the theory of the normalization of corruption, Weber's legitimation order, combined with social learning theory and social exchange in addition to Ekeh's two publics theory can be used to describe the situation of Zimbabwe's public organizations. Ekeh's theory of two publics is particularly convincing not only in the comprehension of the

government and its quandaries in Zimbabwean public organisations but as well as giving an essential explanation for epidemic leadership shortfall, dishonesty and terrible governance destroying African countries. In this context, Zimbabwean public organization's leaders do not emerge from merit consideration; instead, they are imposed on the organization by political elites, and because of the state of the economic environment, a dishonest leader remains admired when stolen resources are channelled to satisfy his individual interest.

In conclusion, the findings from the study indicated that corruption in public organisations in Zimbabwe is normalized through social exchange, which then manifested into neopatrimonial order of legitimation. The results emphasized that the social system in public organisations in Zimbabwe is the determinant of ethical or unethical leadership. The study results further indicated that power with public organization leaders is used to enable and perpetuate unethical behaviour where their personal interests are prioritized. However, the study results suggested whistle-blowing and leader-follower relationship can cause a significant responsibility in fostering ethical and political leadership in public organisations in Zimbabwe. Poor corporate governance augmented by corruption is regarded in this study as a major contributory factor that leads to organizational decline and, eventually death. Lastly, the study identified characteristics of ethical leaders, despite the corruption in public organizations, that include honesty, trustworthiness, concern for others and, above all, promotes an ethical climate through their integrity.

5. 5 Summary for chapter five

This chapter has presented the results and analysis of the study. The chapter analysed the results of the study through the five themes. The five themes described the state of ethical and unethical leadership of two public organizations in Zimbabwe. The themes indicate the normalization and legitimization of corruption as a core factor that bedevilled the operations of public organisations in Zimbabwe. The chapter also discussed how leaders

use their power in public organizations to influence others to promote and support the achievement of individual interests through neopatrimonialism and poor governance in public organisations in Zimbabwe. The chapter summed up by discussing strategies to minimize corruption in public organizations through the formulation of whistle-blowing mechanisms and recommended current employees' descriptions of the acceptable characteristics of ethical leaders in public organisations in Zimbabwe.

The next chapter provides a discussion of the findings.



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CHAPTER SIX: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

Ethical and political leadership is crucial to public organisations' growth as it embraces good governance principles and minimizes unethical practices. While ethical and political leadership promotes confidence and growth in public organisations, the borrowing of Western and colonial ethical standards should be carefully considered to avoid the negative effects of neopatrimonialism. The research addressed the problem of the absence of ethical leadership and the normalisation of corruption in public organisations in Zimbabwe, resulting in a sharp decline in these strategic economic sectors. The research objectives were to ascertain what constitutes ethical and political leadership for managers in Zimbabwean public organisations, to develop a new theoretical model of ethico-political leadership that can be applied in public organisations, to find out the behaviour of leaders in Zimbabwean public organisations and to investigate the opinions of managers on ethical leadership and how to contest unethical leadership in public organisations.

The research questions investigated the opinions of managers in public organizations on what constitutes ethical and political leadership, what kind of leadership in public organisations in Zimbabwe, what is the suitable ethical leadership model for studying public organisations in Zimbabwe, and what are the opinions of managers in public organisations on ethical leadership and how to eradicate unethical leadership. What follows is a discussion highlighting new insights and knowledge, which is the contribution of the study of how leadership can be improved in public organizations. The assumptions, restrictions, and boundaries of the study are also covered.

6.2 Discussion of Findings

Below is a discussion of the themes found in the data.

6.2.1 Normalization of corruption perpetuated through social exchange which is then manifested in a neopatrimonial order of legitimation

Corruption that is normalised which is a result of the neopatrimonial order of power relations (but which also perpetuates corruption) in the two public organizations in Zimbabwe, is a problem that cascades down from Zimbabwe's national politics and state political culture. It prevails because of extensive state political ill-discipline to which public organizations' leadership systems seem to be entirely tied up to. As a result, corruption is entrenched through social exchange and becomes an appendage of political power, a ritual of bureaucratic dominance, and public influence (Rothstein, 2013).

Interpretation of this theme

The main problem that affects public organizations in Zimbabwe is the normalization and corruption, and this stretches across all public organizations because of the social influence of neopatrimonialism. Leaders in public organizations have generated a clear picture of what acts to legitimate benefit means by using political strategies to earn more money and use the organization's resources for personal benefit. In this situation, the corruption system in public organizations has become normalized (Chigudu, 2020).

I argue that the commonplace nature of corruption is linked to the neopatrimonial recruitment systems of leadership. Shakeel et al (2019), maintains that the lack of meritocratic rituals corresponds to the incongruence between bureaucratic and societal rationalities.

Corruption has become normalized in the societal, trade and industry, political, and even spiritual fabric of society (TI Z, 2018). Every sphere of life has recognised corruption as normal practice. This study confirms what Mkandawire (2015) exposed about the condition of dishonesty in Zimbabwe, which he explained as universal and prevalent. As such, anti-

corruption administrative tools are resisted by competing customs from the environment and problematic composites of organizational culture in public organizations.

Consequently, this study shows that corruption is an entrenched practice in the previous and current structure of public organizations in Zimbabwe, which is supported by neopatrimonialism.

6.2.2 Theme 2: Poor corporate governance coupled with corruption leads to organizational decline and death

This research shows that the two public organizations in Zimbabwe do not adhere to sound corporate governance principles. This confirms that there is bad governance and violation of legislative procedures by the majority, if not all, public organizations in Zimbabwe (Malunga, 2017).

From the findings of the study, political interference in public organisations takes centre stage in determining both the internal and external operations of the organisation. The appointment of State-Owned Enterprises' board of directors has been the duty of the relevant head of the Ministry in charge of public enterprises. This scenario often promotes a conflict of interest situation in the appointment of a board of directors because of political interferences (Corrigan, 2014). The appointed board, therefore, cannot operate free from political interference (OECD, 2018), as revealed by the study. Contrary to good governance, political elites and senior government officials, in most cases, dominate SOEs boards, which weakens the board's answerability to the wider society (Malunga, 2017). These senior government officials use their position and political power to influence members of the organization in ways that promote their interests. The study further argued that public organizations in Zimbabwe employ people knowingly and that some are very corrupt; hence, their behaviour will benefit them in the near future.

Interpretation of the Findings

In this study, the lack of transparency and oversight in public organizations has created room for corruption. Public organizations have recently been characterised by bad governance that includes non-production of financial statements, inappropriate accounting standards and feeble auditing exercises. This led these organizations to low levels of financial revelation (OECD, 2018). In this regard, the general performance of public organizations is not accounted for by both the public and accounting officials. This situation has been the fundamental reason for the cover-up of public organizations' expenditures and arrears, hence providing the basis of corruption (International Monetary Fund (IMF) Country Report, 2018).

The results from the study revealed that many public organizations have unqualified directors. Even where there are qualified directors, their performance is marred with weak and compromised decisions. The decisions by these directors are usually inclined to political benefits at the expense of the organization and the nation at large. This is because the directors avoid taking up risks by providing a professional decision due to fear of being politically victimised. The participants also highlighted that the appointments of directors in public organizations are politically motivated hence an endemic challenge of secrecy and mistrust (Mkandawire, 2017).

The instability and eventual closure of some of the public organizations in Zimbabwe have been attributed to leaders' behaviour, whether ministry officials, directors or senior managers, that led to poor corporate governance. The study confirms this and argues that the political behaviour of leaders is the major contributor to the instability and eventual closure of some public organizations in Zimbabwe.

6.2.3 Theme 3: How power can be used to enable and perpetuate unethical behaviour

All managers and leaders have varying degrees of power, but top management has much more power. However, the top management consists of the main culprits setting a neopatrimonial order which then makes unethical behaviour much easier to perpetuate.

The study's results pointed out that managers take advantage of their positions and access organizational resources for personal gains. Participants acknowledged that some managers are inconsiderate and insensitive towards their followers and prioritize only profit and success by any means. These managers do not fear breaking the laws, rules, and regulations harming the environment and the stakeholders' relationship.

Participants acknowledge that there are instances where industrious employees have lost their dignity because of the influence of unethical leaders in public organizations. The results from the study confirm that managers in public organizations accepted gifts and paid for their obligations to gain the favour of preferences (Schoorman, 2014).

6.2.4 Theme 4: The role that whistle blowing and relationships can play in fostering ethical and political practice in public organizations

Although the government put in place the Anti-Corruption Committee (ZACC) and other anti-corruption tools to promote ethico-political leadership in organizations, I found that despite the effort by the government, ZACC and other anti-corruption apparatus stay out of action to attain their obligations.

Whistle blowing is one of the paramount supports that may rescue public organizations. Whistle blowing gives a self-correcting method for an organization to put off unethical practices (Chigudu, 2020). It is whistle blowing, which deters misconduct within public organizations by increasing the possibility of uncovering immoral, illegitimate and illegal practices and punishing its perpetrators (Shaw, 2014). The study findings indicated that whistle-blowing exposes unethical practices that are well-hidden and enhances the chances of successful prosecution of delinquents. Whistle-blowing and the obligation of allegiance and compliance in Zimbabwe resembles an outstanding phenomenon of challenging ethical culture (Masaka, 2017). Cases of unethical practices in Zimbabwe public organizations present moral dilemmas to public officials, whether to expose or not expose unethical practices (Chigudu, 2017). The study argued that usually, the consequence for the

whistleblower is that he is hurt through victimization; as a result, whistle blowing is viewed as an act of danger and disloyalty.

Interpretation of results

It would seem from the findings that employees from public organizations in Zimbabwe remain silent due to fear of retaliation, apathy, lack of faith in the leadership system, absence of incentives and mainly because of a lack of protection and support. However, the study argued that the majority remain silent because of fear or individual benefits that accrue from unethical behaviour.

Masaka (2017) posits that leaders in organizations label and consider those people who disclose unethical behaviour as traitors who violate the loyalty norms. Some consider them brave defenders of ethical values, while for others, these whistleblowers are characterised as people who think they are more important than enterprise. The study emphasizes that this situation is familiar in public organizations in Zimbabwe where leaders are perpetrators of unethical practices; as a result, they avoid being exposed by discouraging whistleblowers by labelling them as people who harm the authority of the organization, organizational unity and public image.

The findings concur with Mbandlwa et al. (2020) findings which state that there is a positive relationship between ethical behaviour and whistle-blowing. As a result, leaders' attitudes and promotion of organizational trust are essential for actualizing whistleblowing behaviour. The study shows that responsible people blow the whistle when they believe more harm than good occurs if they remain silent. Such people are willing to stand their ground even in the face of pressure from their superiors and other surrounding people. This behaviour greatly fosters ethical and political leadership in public organizations in Zimbabwe. The study also shows that whistle blowing informs the internal and external authorities about dangerous and illegal practices in the organization and is a point which

concerns all organizations and people because every organization faces the risk of employing corrupt people knowingly or unknowingly (Mbandlwa et al., 2020).

Participants indicated that alerting senior managers in public organizations of unaccepted practices is a noble idea, but it is a risk because there is no law to protect them; hence, they become victims of their circumstances. Participants further emphasized that the risk may emanate in the circumstances when the senior manager is involved in the scandal. The results support discipline in the form of punishment when standards are not met and the opportunity to reward good ethical performance (Brown, 2010). Yukl (2013) concurs that fostering an ethical environment is strengthened through knowledge and rewarding employees' ethical behaviour, taking individual risks to support and promote ethical solutions and challenges, and open, candid discussions with subordinates concerning ethical and political practices.

My understanding gained from participants is that positive relationships between managers can stem the tide of unethical behaviour. Participants indicated that the regular interaction of managers with followers creates and promotes a productive and ethical relationship. Fairhurst and Uhl-Bien's (2012) relational perspective specifies that leadership is formulated through communication between leaders and stakeholders. On the other side, leaders promoting neopatrimonial leadership provide an environment for unethical practices. The study argued that deep ethical communicative relationships could foster ethical leadership in public organizations that halt corrupt practices that would lead towards its destruction.

6.2.5 Theme 5: Characteristics of an ethical leader as identified by the managers despite working in public organizations where corruption was widespread.

Characteristics of an ethical leader demonstrate appropriate and acceptable behaviour within and outside the organization (Bailey, 2018). Managers from public organizations in

Zimbabwe indeed understand the appropriate and acceptable characteristics of ethical leaders. The understanding of appropriate and acceptable characteristics of ethical leaders by lower-level managers does not have a positive effect, as their performance is determined by senior managers whose position and power may influence them in ways that promote their interests.

The results from the study showed that even though the characteristics of an ethical leader include respect, honesty, trustworthiness, and integrity, the context the managers operate makes it almost impossible for them to practice as ethical managers and leaders.

Interpretation of the Findings

The actions of senior managers in a public organization in Zimbabwe are contrary to ethical leadership. Their behaviour influences unethical practices, and as a result, organizational performance decline. These senior managers preach respect, honesty, trustworthiness and integrity characteristics, which propel the organization towards a positive direction, but on the ground, their practice is contradictory. These characteristics of respect, honesty, trustworthiness and integrity are uttered but not adhered to in practice. It is as if these terms have other meanings that promote the personal interest of the manager at the expense of their followers. Participants in the study acknowledged respect but referred to respecting superiors by doing what they say, even if it is wrong.

Each appropriate and acceptable character is described in detail in the following sections.

6.2.5.1 Respect

The study's results indicated that respect and ethical leadership go hand in hand. Respect is fundamentally associated with public organization ethical leadership effectiveness, and it has an impact on behavioural and attitudinal outcomes

6.2.5.2 Honesty

The participants agreed that an ethical leader is one who is honest and straightforward, fulfils commitments, encourages, develops others, and strives for fairness. Honesty is

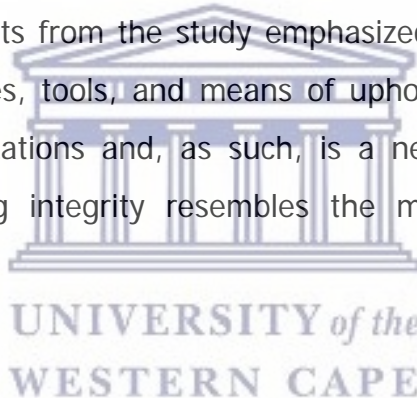
viewed as being transparent and open, with a willingness to communicate views even if it is uncomfortable or unpopular (Ruiz et al. 2011).

6.2.5.3 Trustworthy

The study's results emphasized that trustworthiness is the cement that binds ethical leaders to followers and offers the ability for public organizational and leadership success. The participants acknowledged that trust is related to integrity, uniformity, and expectedness in a relationship. Mutual trust has always played an integral role in explaining the association between leaders and their followers (Ruiz et al., 2011).

6.2.5.4 Integrity

The participants acknowledged that ethical leaders' integrity is when the leaders ensure that the operating system of the institution is adhered to according to the values and principles expressed. The results from the study emphasized that integrity deals with the underlying principle, procedures, tools, and means of upholding acceptable standards of management in public organizations and, as such, is a necessary component of ethics management. Thus, managing integrity resembles the management of organizational ethics (Shakeel et al., 2018).



6.3 Conclusion

6.3.1 Conclusion by objectives of the study

Conclusion -Objective 1: To develop a new theoretical model of ethico-political leadership that can be applied in public organisations.

The objective was achieved, and the model that comprises theories underpinning the study was developed and improved. The integration of five theories enriches the outline of a behavioural framework of leadership in public organizations in Zimbabwe. The theoretical model determines the effects of ethico-political leadership in public organizations by revealing how behaviour is transferred from leaders to their subordinates. The behaviour

may be ethical or unethical depending on how the leader behaves. The relevance of the model goes beyond Zimbabwean public organizations.

Conclusion -Objective 2: To find out the behaviour of leaders in Zimbabwean public organisations.

The objective was achieved because the behaviour of leaders in public organizations in Zimbabwe was discovered. The leaders either knowingly or unknowingly exhibit unethical behaviour that derails organization development. The study concludes that leaders exercise activities that promote their personal interests at the expense of the organization and other individuals. As a result, these leaders do not fear breaking the law, rules and regulations as well as harming the stakeholders.

Conclusion- Objective 3: To find out what constitutes ethical leadership for managers in Zimbabwean public organisations

The study revealed that managers in public organisations are aware of how an ethical leader should behave. Ethical leadership comprises strict ethical compliance with an ethical mandate or organisational rules. Thus, an ethical leader should be honest and trustworthy and show concern for others. The leader should also use the authority of the leadership to advance moral behaviour in the organization.

Conclusion -Objective 4: To investigate the opinions of managers on how to eradicate unethical leadership in public organizations in Zimbabwe.

The objective was attained. The study concludes that effective anti-corruption strategies in the form of laws and other mechanisms like whistle-blowing are of great need to eradicate unethical leadership in public organizations in Zimbabwe. A good relationship between the leader and the organization's stakeholders assists in eradicating unethical behaviour because such relationships are guided by honesty, transparency and integrity.

6.3.2 Overall Study Conclusion

To this effect, the study showed that managers in public organizations are the crucial basis of moral direction for workers, and their activities are essential in supporting good characters and cultivating the right customs. The managers also need to appreciate public organization politics since it is necessary to provide insight into the non-formal processes of conflict on employees' performance. Performance rewards, punishment and leading by example are activities managers can employ to eradicate unethical behaviour in public organizations in Zimbabwe. Leading by example was regarded as an important aspect of eradicating unethical behaviour in public organizations as it creates a good affiliation between the leader and the subordinates. A good relationship creates a conducive work environment that motivates individuals to interact freely with organisation stakeholders; hence the whistle-blowing strategy is easily introduced in the organisation. There is an inseparable relationship between good leadership and ethical leadership; as a result, leaders are approachable, and whistle-blowers easily expose malpractices within the organization.

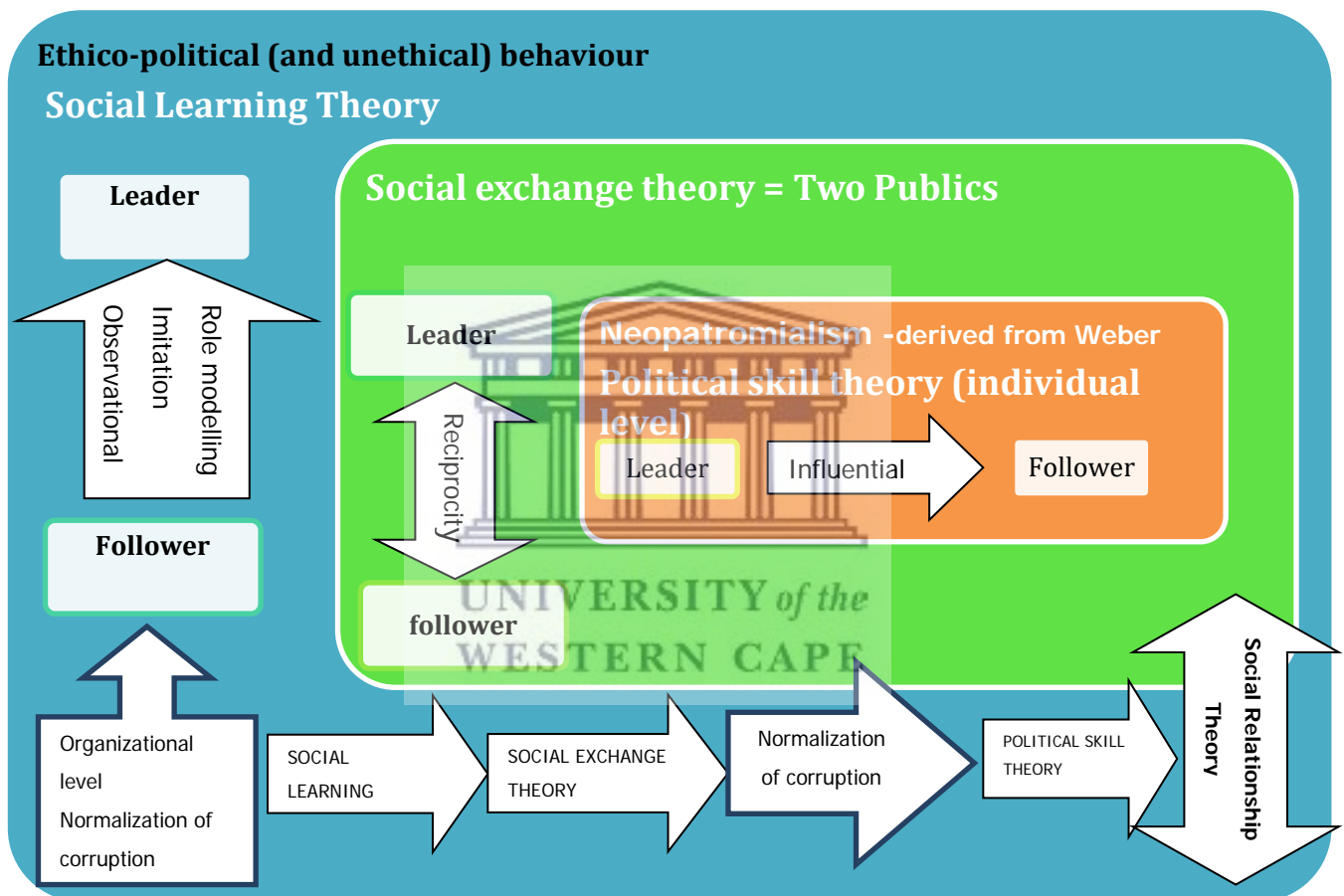
The study also revealed that managers in public organizations are custodians of ethical behaviour; as a result, they can effectively achieve great performance by showing qualities that influence other employees to be ethical.

6.4 Implications to theory

Chapter three included the descriptions of the theories chosen to understand ethical and political leadership in public organizations. The theoretical aspect of my study utilized the theories of Ekeh's two publics, social exchange, social learning, the normalization of corruption, Weber's legitimacy theory and political skill theory. The amalgamation of these theories was used as the theoretical framework to investigate the behaviour and practices as well as what current managers envisaged constituted ethical leadership in public organisations. The improvement of the theoretical structure was informed by the interview data from the participants.

The combination of the study theories showed the strong bond and influence of social communication connecting leaders and subordinates in public organisations. The amalgamation of the study theories gave an insight into how the behaviour of leaders influences individuals' behaviour in public organisations. The theoretical framework displays the flow of behaviour. As a result, the interview data confirmed that the unethical behaviour of individuals in public organisations in Zimbabwe is influenced by leaders.

Figure 6.1: Ethico-Political (and un/ethical) Behaviour theoretical framework



Theoretical framework designed by the researcher (2021)

In the above model, the ethico-political leadership is broadly determined by the social relationship between the leader and the follower. The social relationship is therefore underpinned by the social learning theory (Bandura, 1986). In the model, social learning

theory covers the background of the entire connection between the leader and the follower. Bandura (2006) affirmed from previous studies that much behaviour is learned through modelling, and based on this point moral or immoral behaviours are influenced by observation and modelling. Hence, leaders have the ability to display either ethical or unethical behaviour that they expect their followers to emulate (Obalade et al., 2019). The arrows on social learning theory denote that a follower learns from the leader through observation, imitation and role modelling.

Mayer et al. (2015) assert that leaders desire to affect followers through the social exchange process that if you give, I reciprocate, and we will both be happy. The social exchange is premised on the tradition of reciprocity, which requires that if something beneficial is done by one of the exchange parties, that will create a commitment to reciprocate the similar behaviour by the other party. The social relationship is strengthened by the relationship in terms of the rewards and benefits accrued between leaders and employees. Reciprocity is an essential element in social exchange theory. Social exchange's primary belief is that individuals in social situations decide behaviours that capitalize on their possibility of achieving self-interest goals (Brown et al., 2010). Thus, when individuals observe the comparatively unbiased point of reciprocity in a social relationship, they probably become contented in that relationship (Trevino et al., 2010). The model shows that a leader and follower have to have a reciprocating relationship with a double-pointed arrow.

Derived from the principle of reciprocity in social exchange theory is Ekeh's two public theory. Ekeh suggests that the first public is the primordial public (those people deemed to be family and deserving reciprocity), and the second public is the civic or broader public (such as the rest of the nation or that state administration and organisations) who do not deserve reciprocity. In Ekeh's two publics theory, there are two forms of reciprocity which underpin the attitudes of African people and their relationship with the postcolonial state and their tribal and clan community. In my theoretical framework, the civic and primordial publics distinguish the attitude of organizational members. The organizational member in an African country operates from the perspective of the primordial public and only

considers his family and tribal relations as being there for him, and they are there for them. His reciprocity is between himself and them. Thus, he does not see any benefit in giving to the civic public and enjoys escaping giving anything. He does not recognize the civic public as being there for him, nor is he there for it. Thus, this relationship where there is no obligation to the public (in a civic public sense) leads to corrupt activities because the organizational member does not feel obligated to the public organizations. He does not see how it will benefit him.

Furthermore, the legitimacy of leaders in public organizations can be understood by adding Weber's insights, especially neopatrimonialism. Neopatrimonialism, as a way of ensuring order within an organization, ignores insights from human resources theories (Therkildsen, 2010) and redirects state resources to benefit individual interests instead of organisational interests (Bonga, 2021).

Social relationships within an organization, besides being influenced by the previous socially orientated theories, are also influenced by individual behaviours. These behaviours are in the form of political activities, and political skill plays a pivotal role in the relationship. Political skill is regarded as a widespread pattern of social capabilities with a cognitive, emotional, and behavioural expression that have both effects on predictor outcome relationships (Ferris et al., 2015). Political skill is a requirement for a successful organization and is an exercise of motivation through influence, directing, and conciliation (Harvey et al., 2014).

The leader in an organization uses political skills to effectively understand employees and employ such information to motivate individuals to act in a way that enhances both individual and organizational goals. As such, the leader integrates social intelligence and the ability to change behaviours to suit different situations in a recommended and effective manner (Ferris, 2019).

The developed theoretical framework suggests a new ethico-political theory emanating from integrating the discussed theories. The developed theory provides new knowledge and a novel integration of the theories underpinning the study. According to the new

theory of this study, this new theory suggests that an individual's behaviour in an organization is determined by the complex relationship of morality and power interactions between the parties concerned.

6.5 Contributions to the body of Knowledge

Following the theoretical framework in Figures 3.2 and 6.1 and the research results, a framework for ethico-political un/ethical behaviour was developed. The framework implies that the social relationship between employees plays a pivotal role in either the survival or death of public organisations in Zimbabwe. The amalgamation of social learning theory, social exchange theory, Ekeh's two public theory, political skill theory and Weber's social order theory and neopatrimonialism, provides an integrated lens for explaining how members in Zimbabwean public organisations adopt and learn behaviour.

The study confirms that anti-corruption strategies and mechanism such as laws and whistle-blowing, among others, eradicates unethical behaviour. In addition, the relational behaviour of individuals also plays a significant role in stopping unethical behaviour.

The study results confirm that leaders manipulate their definition of ethics; thus, they politically define what is wrong and right as long as the explanation supports their interests. The results from the study further acknowledged that tools and instruments of ethics are theoretically introduced but practically not adhered to.

6.6 Implications for Policy and Practice

Implications and what needs to be done to deal with the: the Normalization of corruption perpetuated through social exchange, which is then manifested in a neopatrimonial order of legitimation

Anti-corruption tools are inefficient and ineffective in preventing corruption in public organizations in Zimbabwe. This is mainly caused by the normalization of corruption and

neopatrimonialism. New tactics of executing governance methods that tackle corruption can move away public organizations from their previous malpractices. Thus, the researcher suggests that introducing a management strategy to protect resources, encourage answerability, improve competence and avoid deceitful behaviour should be the centre of corporate governance priorities in public organisations. Human resources departments should formulate and implement human resources policies that promote ethical behaviour and discourage unethical practices through clear rewards and punishment regulations.

Implications for poor corporate governance coupled with corruption leads to organizational decline and organizational death.

Based on the theoretical insights of the study, the researcher believes that ethical leadership is a constituent of good governance practice. Accordingly, leader ethics is critical in the structure of good governance exercises. A corporate governance framework that recognises corruption (as a precursor to organisational death) as its main challenge is essential because it enables organization members, executives, and top management to comprehend their obligations in a fast-changing economy. This encourages the organization to guard against poor corporate governance. The framework will help to improve ethical relationships within and outside the organizations and enhance economic stability. In this regard, public organisations should be guided by a corporate governance framework to promote ethical leadership. It is essential that public organizations in Zimbabwe initiate and develop something like South Africa's King reports.

Implications and what needs to be done to deal with the theme: How power can be used to enable and perpetuate unethical behaviour.

Power and politics include the system, procedures, and characters that try to guarantee that people perform according to enlightened rules. The exercise of power in organisations ensures that people of different backgrounds are directed towards the achievement of enlightened organization objectives. Both informal and formal rules of public organizations are crucial because they direct the behaviour of individuals in and out of the organization.

In this regard, leaders in public organisations should exercise their power to promote ethical leadership through political skill.

The study suggests that the appointment of senior positions in public organisations in Zimbabwe is undertaken in accordance with best practice in corporate governance. This ensures that the oversight committee can hold leaders in such positions accountable so that they use their power to create an ethical work environment in public organisations. Limiting political interference by the political elites in public organisations' operations is imperative.

Implications for the role that whistle-blowing and relationships can play in fostering ethical and political practice in public organizations.

The study suggests that civil society should demand that political and organizational leaders provide an ethical work environment where communication is promoted for all stakeholders. An effective communication system gives whistle-blowers an opportunity to air their observations to the responsible authorities; as a result, fostering ethical and political practices in public organisations.

Managers and leaders should build relationships where they can foster honest relationships. A relationship that promotes honesty is usually influenced by the leader who leads by example, and through his behaviour, he encourages ethical practices. Subordinates build relationships with one another and their leaders, which could result in relational accountability that can be used to combat unethical behaviour. In terms of the way forward, the study proposed that workshops that promote ethical behaviour based on relational accountability within public organizations are paramount. Training and development can play a crucial role in enhancing ethical leadership.

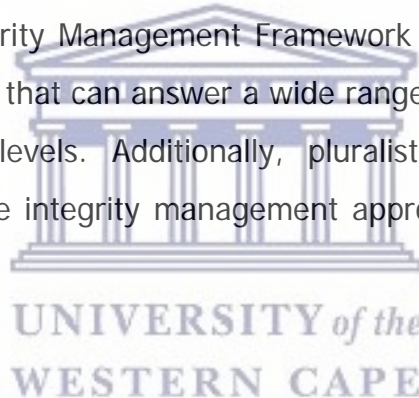
I firmly believe that whistle-blowing is one of the most crucial tools in fostering ethical and political leadership in public organizations in Zimbabwe, as it brings positive change and

protects the reputation of the organization. Hence, whistle-blowers should be given state protection and be supported by civil society.

Implications for Characteristics of an ethical leader as identified by managers despite working in public organizations where corruption was widespread.

The findings in the study correspond to preceding research that leaders in public organisations in Zimbabwe, even if they may be qualified, fall short of the appropriate attitudes required to sustain honesty and moral principles. The reorientation of the organizational environment through public accountability from outside stakeholders of public organisations is imperative.

The study suggests that public organizations in Zimbabwe should no longer be administered through an Integrity Management Framework but rather through a pluralist ethics management framework that can answer a wide range of ethical issues affecting the entire organizational ethical levels. Additionally, pluralistic approaches will not only overcome the limitations of the integrity management approach and integrates individual ethical needs.



The key finding of this study concurs with Onyango (2018) that public organizations demonstrate a general tolerance of corruption, summarized in the attitude and perception that the end justifies the means. Moreover, most senior leaders facilitate corruption, and subsequently, workers only look for corrupt opportunities. I have provided sound theoretical and empirical reasons for why this corruption perpetuates.

6.7 Limitations and Future Studies

6.7.1 Limitations of Current research

The current research focused mainly on the ethics of individuals, ethics in public organizations, the influence of ethical leaders on followers, and the implication of implementing ethics in public organizations using Western perspectives.

6.7.2 Limitations and Implications for future studies

The research was limited because some participants avoided releasing information and refused to have recorded interviews due to fear of victimization. The researcher explained and assured them that the information would be reserved and classified and was only meant for educational purposes. The researcher emphasized that the study's results were also meant to assist the growth of public organizations in Zimbabwe. After that, most participants felt comfortable responding to the questions during interviews.

Some participants feared political victimization as the study included questions about business scandals, and the researcher explained to them that the researcher was apolitical and the information was merely for academic purposes. The participants were initially hesitant to accept the appointment for interviews because of the sensitive nature of the study

The researcher diplomatically and tactfully approached the participants and gave details of the reason for the research. The researcher explained that there would be benefits for participating in the study. This enabled the researcher to visit the participants and have face-to-face interviews, which were all recorded. The researcher created a close relationship with the participants and removed the fear of victimization, thereby generating participants' freedom to open up during the interviews.

Participants were naturally used to mixing Shona, the local language, and English. However, all the participants sampled in the study were conversant in English as they had acquired some educational level up to a Diploma or first degree.

6.8 Key Recommendation

Public organisations in Zimbabwe should effectively enforce all anti-corruption mechanisms to completely eradicate all sorts of unethical practices. The relationship between public organizations leaders and their followers should be guided by the corporate governance principles of honesty, integrity, responsibility, accountability and transparency. An indigenous ethical system needs to meet local circumstances and use neopatrimonialism positively.

6.8.1 Other Recommendations

- There is an increasing call for global societal and organizational change. So, too is the call for holistic ethico-political leadership practices where public organizations are focused on good governance practices that facilitate a strong, more moral tradition. Public organizations in Zimbabwe face demands for a responsive, transparent, and accountable government.
- The theoretical framework I developed could also be tested in other organisations and countries.
- I recommend a complete overhaul of government systems on public organizations leadership that will cater for new blood with an independent and transparent motive to propel national economic development through public organization transformation, and taking insights from South Africa's King reports can assist in this regard.
- The leaders and followers in public organizations in Zimbabwe are currently within a social exchange system that promotes and facilitates a selfishness of spirit embodied in the neopatrimonial order that pushes everyone to pursue their individual interest at all costs regardless of the organization heading for loss and or even closure. I, therefore, recommended transparency systems that expose all the activities of the organization



for public scrutiny. Ethical behaviour must indeed begin at the top, and an oversight committee can assist in this regard. Public organization leaders should keep abreast in setting ethical and moral leadership for their employees. Formal ethical codes and ethics training cannot be successful, except the ethical actions and behaviour of the top leadership is constant with what they educate. Bureaucratic systems within public organizations should be reconfigured. Even though bureaucracies can be run transparently, it tends to encourage unethical practices. Thus, the system needs targeted actions to improve service delivery. I recommend reconfiguring the bureaucratic systems to strengthen the ethical competence of both leaders and employees in public organizations and strengthen mechanisms to support ethical leadership.

- Introducing a bottom-up ethical code developed by employees and managers. Ethical codes can pinpoint unacceptable behaviour as well as provide a vision for which the leaders and employees in public organizations can strive towards. This could include the inducement of financial reform, creation of democratic institutions or funding economic improvement programs without ethical public organization workforce can be frustrating if not counterproductive. Therefore, from the findings of the study, I recommend a practically implemented code of ethics as a fundamental mechanism for ensuring ethico-political leadership in public organizations in Zimbabwe. An ethics code can have a provable effect on the behaviour of unethical leaders in public organizations. Thus, all members of the organization are aware of the ethical standards of the organization, and the level of minimizing unethical practices in high. As a result, perpetrators of unethical practices would be hesitant to commit their actions because they would believe that all employees know that it is wrong. Employees in public organizations would then believe that they are more likely to get caught in an environment that emphasizes mutual accountability of ethical behaviour.
- It is also recommended in this study that ethical leaders should conform to defined rules and regulations as well as consistent procedures to prevent preferential

treatment, favouritism, political interference, and bias. Favouritism, nepotism, and bias are the breeding area of unethical practices in public organizations in Zimbabwe. The study, therefore, recommends that the government must endeavour to ensure that public organizations are subject to practices that promote efficiency, transparency, recruitment and promotion based on merit.

- The current study emphasized that anyone in a position of authority should lead by example if they are to win the respect of their followers. Educating followers about what is expected of them and where to look up procedures if issues are not clear is of utmost importance in fostering ethical and political leadership in public organizations. The study, therefore, recommends that leaders in public organizations in Zimbabwe should lead by example and endeavour to educate employees on ethical organization expectations so that hypocritical behaviour is discouraged at all costs. Self-interested individuals who are leading public organizations in Zimbabwe should be shamed if they prioritise financial gains and greedy ambitions in raiding public resources. Therefore, the call is for a paradigm shift towards the appointments of directors and managers that are held publically and organizationally accountable.



- Taking into account the importance of whistleblowers in promoting ethico-political leadership in public organizations in Zimbabwe, the study recommends an effective protection law to protect appropriate public interest disclosure of unethical practices within public organizations by whistleblowers. In the interest of improving accountability and fostering the fight against unethical practices in public organizations, there is a need to protect an employee or any other person who may make a protected public interest disclosure of any suspected unethical behaviour.
- My research shows that employee performance can be increased by an ethical leadership approach which gives more attention to employees' conditions, whereby a

leader is considerate of employees' personal needs and gives more attention to the life development of employees. Therefore, the study recommends that public organization leaders implement human capital development strategies that promote staff care, promote ethical performance with entry advancement and ethical underperformance with disciplinary processes, merit-based promotion, and recruitment.

- Having identified neopatrimonialism as an impediment and a point from which to rethink ethics within public organizations, the study recommends further research into how neopatrimonialism can be part of the political and economic reformation of public organizations in Zimbabwe. In this context, traditional African and tribal customs should be researched for ways to improve ethical leadership.
- The study also recommends the involvement of civil society in addressing unethical scandals, a non-selective legal mechanism to institute the investigation and the prosecution of unethical culprits regardless of their highly profiled character. I also recommend the involvement of civil-society-led investigations and strengthening their capacity to track and expose financial abuses across borders.
- Using decolonial perspectives, research into the normalization of unethical practices in public organisations from a decolonial perspective is an area for further research. There are various research areas that can be pursued to develop indigenous and decolonised ethico-political leadership.

6.9 Summary of chapter six

This chapter discussed the conclusions and implications of the study. The discussion centred mainly on the ethical and political leadership in public organizations in Zimbabwe since this influences the profitability, growth, and survivability of these organizations. The

chapter highlighted the opinions of managers on what constitutes ethical leadership in public organisations, presenting a suitable study model for public organisations and summarising the views of managers on eradicating unethical leadership in public organisations. I came up with a theoretical framework *ethico-political and un/ethical behaviour* to explain how ethical or unethical behaviour is influenced, and with which I analysed the data collected. Participants in the study indicated that ethico-political leadership plays a significant role in the survival of a public organization, and unethical practices result in the cessation of such organizations. Therefore, the recommendations in this study focus on fostering ethico-political leadership that sustains the profitability and survivability of public organizations in Zimbabwe.



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APPENDICES

APPENDIX A: Grain Marketing Board Approval letter



179-187 S. Machel Avenue, Eastlea, HARARE
Box CY77, Causeway, HARARE
E-mail: publicrelations@gmbdura.co.zw
Website: www.gmbdura.co.zw
Hotline: 263-4-701898
Tel: 263-4-701870-95
Fax: 263-4-251294

Grain Marketing Board

11 July 2019

ATTENTION: NOSHENI MABWE

University of the Western Cape
Private bag X17, Bellville 7535
South Africa

Dear Sir,

APPLICATION FOR PERMISSION TO CARRY OUT A RESEARCH

Reference is made to your application letter requesting to carry out a research entitled, "Ethco-political Leadership in public organizations in Zimbabwe".

Please be advised that your application has been successful on condition that the information gathered will be strictly used for academic purposes and kept confidential. Furthermore, you are required to submit your report to this office once you are through with the dissertation.

Yours faithfully,

A. MAKUVISE
HUMAN RESOURCES MANAGER
FOR AND ON BEHALF OF GRAIN MARKETING BOARD

*Cc: Chief Executive
Operations Director
Corporate Secretary
Enterprise Risk Manager
Training and Development Officer
Personal File*

**UNIVERSITY of the
WESTERN CAPE**

C.Chikaura (Chairman), B.Sandamu (Vice Chairman), Prof. S. Mpeperekwi, E. Mugugu,
Dr. G.K Machengete, Dr. N.R. Gata, and *R. Mutemba(Chief Executive)

APPENDIX B: Zimbabwe iron and steel company approval letter

All correspondence should be addressed to

"THE SECRETARY"

Telephone: 730081/7; 791823/7 702731
Facsimile: 704116/723765/729311
E-mail: mit@indandcom.co.zw
Telegrams: "TRADEMIN", Harare
Private Bag CY 7708, Causeway,
Zimbabwe



ZIMBABWE

Reference: NP/33

1330

MINISTRY OF INDUSTRY AND
COMMERCE
Mukwati Building
4th Street/Livingstone Avenue
Harare
Zimbabwe

16 July 2019

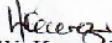
Mr Mabwe Nosheni
University of the Western Cape
Private Bag X17
Bellville 7536
South Africa

Dear Mabwe Nosheni

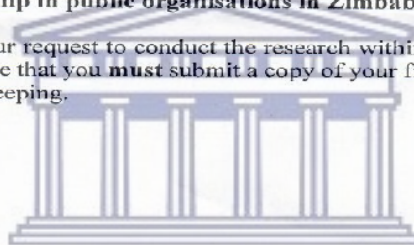
**PERMISSION TO CONDUCT A RESEARCH STUDY AT IRON AND
STEEL COMPANY (ZISCO)**

Reference is made to your letter requesting permission to conduct research on
"Ethno-political leadership in public organisations in Zimbabwe."

Please be advised that your request to conduct the research within the Ministry has
been approved. Please note that you **must** submit a copy of your final dissertation to
this Ministry for record keeping.


W. Kacerezi (Mr)

For: **SECRETARY FOR INDUSTRY AND COMMERCE**



UNIVERSITY of the
WESTERN CAPE

APPENDIX C: University sample of consent form



SCHOOL OF BUSINESS & FINANCE

Title: Ethico-political leadership in public organisations in Zimbabwe

Consent form for survey instrument

Thank you for your participation. By completing this form you are indicating that you have read the description of the study, are over the age of 18, and that you agree to the terms as stipulated below:

Please tick (✓) in the box

I confirm that the research study has been explained to me. I also confirm that I have read and understand the information sheet explaining the above research project and I have had the opportunity to ask questions about the project.

I consent to attend to the asked questions

I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason and without there being any negative consequences.

Should I not wish to answer any particular question or questions, I am free to decline. (If I wish to withdraw I may contact the lead researcher at any time)

I understand my responses and personal data will be kept strictly confidential. I give permission for members of the research team to have access to my anonymised responses.

I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the reports or publications that result from the research.

I have had all my questions answered to my satisfaction and all the risks associated with my participation has been explained to me.

I consent and agree to have the interview to be recorded by the lead researcher for the purpose of this study.

I grant permission for the research to be recorded using audio and video recording devices to be used in presentations, documentation and publications of this study where my identity will be kept confidential and anonymous.

Achona Makhona
Participant

01/10/19
Date

[Signature]
Signature

A place of quality,
a place to grow, from hope
to action through knowledge



SCHOOL OF BUSINESS & FINANCE

Name of person taking consent
(If different from lead researcher)

Date

Signature

Nosheni Mabwe, N

2/10/19

[Signature]

Lead Researcher

Date

Signature

(To be signed and dated in presence of the participant)

Copies: All participants will receive a copy of the signed and dated version of the consent form and information sheet for themselves. A copy of this will be filed and kept in a secure location for research purposes only.

Researcher: Nosheni Mabwe Address: 7203 Dindingwe, Hillside Masvingo, Zimbabwe Cell: +263 773 409857 Email: 3688991@myuwc.ac.za	Supervisor: Dr. Abdullah Bayat Senior Lecturer: School of Business and Finance Tel: 021 959 3332 Email: abbayat@uwc.ac.za	HOD: Prof Ricardo Peters Director: School of Business and Finance Tel: 021 959 2253 Email: rmpeters@uwc.ac.za	Research and Ethics Committee: HSSREC, Research Development, UWC Tell: 021 959 2988 Email: research-ethics@uwc.ac.za
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Thank you for taking the time to read this consent form.



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a place to grow, from hope
to action through knowledge

APPENDIX D: Interview guide ZISCO

  **SCHOOL OF BUSINESS & FINANCE**

At EMS 16/09/19

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

School of Business and Finance *At Zisco 09/10/19*

Interview schedule ZISCO

The research title: Ethico-political leadership in public organisations in Zimbabwe

All questions are strictly confidential. Please be as truthful as possible

Demographic Information

What is your:-
Gender:
Age:
Employment Designation:
Highest Qualification:
Work experience

1. Work is believed to be tiresome, some say is just a hobby and the general populace believe is for life sustainability. What drives you to work and its importance
2. Bearing in mind that a leader could be anyone in position of authority ranging from supervisors, managers, to executives and based on your experience, what are the characteristics that you expect from an ethical leader and explain why?
3. Basing on your experience, what are the behaviours that are not appropriate for an ethical leader?
4. What do you expect from an ethical leader during the initiation and implementation of change within the organisation:
5. How is ethical leadership a source of motivation to you and others with an organisation towards the realization of organisation objectives?
6. From your perception, how will ethical leadership enhance the satisfaction of your organization's relevant stakeholders such as the employees, customers, the government and the public?
7. Based on your experience, observation and expectations, how do you think ethical leadership may influence the success of an organisation?
8. From your experience, how do you believe that the modern competitive business environment influences the top authorities of business entities to be insensitive towards people and get only profit and success by any means?
9. What are some of the ways that you have tried to build a culture of trust within the organisation?
10. How are norms of conduct shaped and transmitted in your organisation?
11. Coleman (2012) explains that leaders are challenged to solve ethically imbued problems such as helping to promote common vision and inspiring others to follow, fostering encouragement and collaboration, and resolving disputes and managing conflicts. What kind of ethical challenges do you encounter as an organisational leader and what are some of the practices that you employ to solve these challenges?



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*After
SMB*

- organisation?
13. How does your organisation select managerial staff and the board members?
 14. Based on your experience, what are the ways of leadership that positively promotes the growth of the organisation and explain why?
 15. What does the organisation do to employees who fail to perform to the organization's expectations?
 16. How does your organisation cease operations while other public organisations are still operational?
 17. Beside what we have discussed so far, are there other issues that you would like to discuss regarding the idea leadership within the organisation or society at large

*After
SMB*

Researcher:
Nosheni Mabwe
Address: 7203 Hillside,
Masvingo, Zimbabwe
Cell: 263 773409 857
Email: 3688991@myuwc.a
c.za

Supervisor:
Dr. Abdullah Bayat
Senior Lecturer:
School of Business
and Finance
Tel: 021 959 3332
Email: abbayat@uwc.a
c.za

HOD:
Prof Richardson
Schambare
Director: School of
Business and Finance
Tel: 021 959 3220
Email:
rschambare@uwc.ac.za



Thank you for taking the time to participate in answering these questions.



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APPENDIX E: Interview guide GMB

  **SCHOOL OF BUSINESS & FINANCE**

JMS 16/08/19

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

School of Business and Finance

Interview schedule GMB

The research title: Ethico-political leadership in public organisations in Zimbabwe

All questions are strictly confidential. Please be as truthful as possible

Demographic Information

What is your:-
Gender:
Age:
Employment Designation:
Highest Qualification:
Work experience

1. Work is believed to be tiresome, some say is just a hobby and the general populace believe is for life sustainability. Why do you go to work?
2. Bearing in mind that a leader could be anyone in position of authority ranging from supervisors, managers, to executives and based on your experience, what are the characteristics that you expect from an ethical leader and explain why?
3. Basing on your experience, what are the behaviours that are not appropriate for an ethical leader?
4. What do you expect from an ethical leader during the initiation and implementation of change within the organisation:
5. How is ethical leadership a source of motivation to you and others with an organisation towards the realization of organisation objectives?
6. From your perception, how will ethical leadership enhance the satisfaction of your organization's relevant stakeholders such as the employees, customers, the government and the public?
7. Based on your experience, observation and expectations, how do you think ethical leadership may influence the success of an organisation?
8. From your experience, how do you believe that the modern competitive business environment influences the top authorities of business entities to be insensitive towards people and get only profit and success by any means?
9. What are some of the ways that you have tried to build a culture of trust within the organisation?
10. How are norms of conduct shaped and transmitted in your organisation?
11. Coleman (2012) explains that leaders are challenged to solve ethically imbued problems such as helping to promote common vision and inspiring others to follow, fostering encouragement and collaboration, and resolving disputes and managing conflicts. What kind of ethical challenges do you encounter as an organisational leader and what are some of the practices that you employ to solve them?
12. From your perception, how does succession planning promotes the long term

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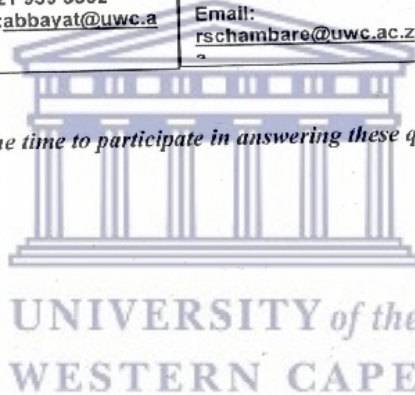


SCHOOL OF BUSINESS & FINANCE

- organisation?
13. How does your organisation select managerial staff and the board members?
 14. Based on your experience, what are the ways of leadership that positively promotes the growth of the organisation and explain why?
 15. What does the organisation do to employees who fail to perform to the organization's expectations?
 16. How does your organisation manage to continue its operations while other public organisations have since cease operations? *opp to do to was ceases*
 17. Beside what we have discussed so far, are there other issues that you would like to discuss regarding the idea leadership within the organisation or society at large

Researcher: Nosheni Mabwe Address: 7203, Dindingwe, Hillside, Masvingo, Zimbabwe Cell: +263 773 409 857 Email: 3688991@myuwc.ac.za	Supervisor: Dr. Abdullah Bayat Senior Lecturer: School of Business and Finance Tel: 021 959 3332 Email: abbayat@uwc.ac.za	HOD: Prof Richardson Shambare Director: School of Business and Finance Tel: 021 959 3220 Email: rschambare@uwc.ac.za	Research and Ethics Committee: HSSREC, Research Development, UWC Tell: 021 959 2988 Email: research-ethics@uwc.ac.za
--	---	---	--

Thank you for taking the time to participate in answering these questions.



A place of quality.

APPENDIX F: Information sheet sample for the survey



SCHOOL OF
BUSINESS
FINANCE

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES
School of Business and Finance

Information Sheet for the survey: GRAIN MARKETING BOARD

Title: **Ethico-political leadership in public organisations in Zimbabwe**

Participant Information Sheet

This Participant Information Sheet will help you decide if you would like to take part in this research. It sets out why we are doing the study, what your participation would involve, what the benefits and risks to you might be, and what would happen after the study ends. You have ample and reasonable time to talk about the research with other people, such as family, friends, or other leaders in public organisations before you decide whether to part or otherwise. Feel free to do this. If there is anything that is not clear, or if you would like more information, please ask us. We however would like to invite you to take part in the above named study and before you decide, please read the following information.

What is the purpose of this study?

The purpose of this study is to evaluate ethical and political leadership in public organisations specifically in Zimbabwe. Unethical malpractices and negative organisation politics are major issues of concern in Zimbabwean public organisations, which generally are the cornerstone of economical development that should benefit the general populace. It is important for managers to respect norms and values of business operation and practice positive politics that give value to the general populace.

In this study, your participation is of great importance, as it will enlighten appropriate leadership behaviour that promotes the growth of public organisation in Zimbabwe hence economical development for a better living standard of the nation. The researcher believe that when participating in form of exhibiting all managerial practices and behaviours in public organisations, positive recommendations may be realised for better leadership behaviour and styles for future use.

Who is being asked to participate?

The participants are both males and females who are in managerial position in the public organisations who were appointed to provide ethical and positive political leadership that promotes the growth of public organisations. Twenty-five (25) managers are purposively selected from the organisation because of their

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positions of authority. The researcher seeks authority from the responsible office to approach the individual through an application for authority to the Human resources Director. In addition, an individual application letter seeking permission from the individual participants is made. Ten (10) participants are interviewed from their respective offices for conveniences' sake. The objective being to promote sanity in leading public organisation in an accepted leadership systems that respects nature of reality.

Your rights as a research participant

Participation in this study is completely voluntary and anonymous. Information gathered during the research will be used solely for the purpose of this study and all efforts will be made to ensure the confidentiality of participants' personal information. Please note that while your name will be recorded with the data, it will not be used in the report. All identifiable data will be stored securely on a computer with password-restricted access and only the researcher and supervisor will have access to it. All identifiable information will be destroyed at the end of the study or after 5 years, whichever comes first.

If you decide not to participate, there will not be any negative consequences. Please be aware that if you decide not to participate, you may withdraw from the study at any time and your data will be returned to you or destroyed. You may also decide not to answer any specific question if you feel that you are not comfortable.

What will happen to the results of the study?

The information will be used when submitting the research paper. Furthermore, if the researcher decides to publish a paper in the near future, he may use the information.

Risks associated with the study

There are no significant risks attached to participating in this research study. The study is never intended to harm anyone but to collectively find solutions to deteriorating leadership in public organisations in Zimbabwe. As highlighted above, participation is voluntary, if any of the questions are asked in the questionnaire make you feel uncomfortable, you may refrain from answering it. The study guarantees that the responses will be confidential and will be used only for academic purposes.

Who is doing the study?

The study is being conducted by Nosheni Mabwe a PhD student researcher at University of the Western Cape. Nosheni Mabwe is a Part time registered student under the faculty of Economic & Management Sciences in the Department of School of Business and Finance.

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(Supervisor)

The student and his study is being supervised by Dr Abdullah Bayat, a senior lecturer at the University of the Western Cape.

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Thank you for taking the time to read this information sheet.



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APPENDIX G: Turnitin report

Final submission

ORIGINALITY REPORT

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