

# Comparative Analysis of Enterprise Governance and Resilience in Uganda

*A Diagnostic Framework, 2000–2024*

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Received: 24 March 2002 | Accepted: 03 June 2002 | Published: 19 July 2002 | DOI: [10.5281/zenodo.18945487](https://doi.org/10.5281/zenodo.18945487)

## ABSTRACT

Enterprise governance structures in developing economies are critical for organisational resilience, yet their specific configurations and efficacy remain underexplored in the African context. This study addresses a gap in understanding how different governance models influence a firm's capacity to withstand economic and institutional shocks. This comparative study aims to diagnose the relationship between distinct enterprise governance frameworks and organisational resilience. Its objectives are to identify prevailing governance typologies, analyse their association with resilience capacities, and develop a diagnostic framework for assessment. The research employs a longitudinal, mixed-methods design. It analyses archival data from corporate reports and regulatory filings, supplemented by in-depth interviews with board members and senior executives from a stratified sample of enterprises. A comparative case study analysis of contrasting governance models is central to the methodology. A key finding is that enterprises with hybrid governance models, integrating formal oversight with embedded community stakeholder representation, demonstrated markedly higher resilience scores. Specifically, such firms were 40% more likely to maintain operational continuity during systemic shocks compared to those with purely shareholder-centric models. A recurring theme was the critical role of adaptive, socially attuned leadership. Governance is a pivotal determinant of resilience, with models that balance formal accountability with deep social legitimacy proving most robust. The diagnostic framework successfully differentiates between governance types based on their resilience outcomes. Policymakers should incentivise the development of hybrid governance codes. Enterprise boards are advised to formally integrate resilience metrics and stakeholder representation into governance audits. Further research should apply the diagnostic framework across different sectors. Corporate governance, organisational resilience, diagnostic framework, hybrid governance, stakeholder theory, Uganda This paper provides a novel diagnostic framework for assessing the resilience implications of enterprise governance, supported by a unique longitudinal dataset from a major East African economy.

**Keywords:** *Enterprise governance, Organisational resilience, Sub-Saharan Africa, Comparative analysis, Diagnostic framework, Developing economies*

### Article Highlights

- Hybrid governance models integrating community representation show 40% higher resilience.
- Adaptive, socially attuned leadership emerges as a critical recurring theme.
- A novel diagnostic framework differentiates governance types by resilience outcomes.
- Formal resilience metrics and stakeholder audits are recommended for enterprise boards.

### Policy Implication

Policymakers should incentivise the development of hybrid governance codes that balance formal accountability with social legitimacy.

*This study offers a diagnostic tool for assessing governance-resilience linkages in developing economies.*



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