



Governance Dynamics in State-Owned Enterprises within Zambia's Public Sector

Chilufya Kalaba¹

¹ Zambia Agricultural Research Institute (ZARI)

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Correspondence: ckalaba@yahoo.com

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Author notes

Chilufya Kalaba is affiliated with Zambia Agricultural Research Institute (ZARI) and focuses on Business research in Africa.

Abstract

Zambia's state-owned enterprises (SOEs) play a significant role in the country's public sector, yet their governance structures remain understudied. Qualitative methods were employed through in-depth interviews with key stakeholders including board members, managers, and employees of SOEs. Document analysis was also conducted to complement the interview data. The qualitative analysis revealed a dominant influence of political appointees over managerial decisions within several SOEs, influencing resource allocation and strategic planning. Political influences significantly impacted the governance structures and operational effectiveness of SOEs during this period, necessitating reforms to enhance accountability and transparency. Recommendations include strengthening internal audit mechanisms, promoting merit-based appointments for managerial positions, and enhancing stakeholder engagement in decision-making processes. State-Owned Enterprises, Governance Dynamics, Zambia, Public Sector, Political Influence

Keywords: *African geography, qualitative methodology, governance theory, state-owned enterprises, institutional analysis, public sector management, stakeholder engagement*

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