



# Governance Paradigms in State-Owned Enterprises within Zambian Contexts

Mwila Chikomba<sup>1,2</sup>, Lupande Kapenda<sup>3,4</sup>, Chileshe Mukanga<sup>5</sup>

<sup>1</sup> Department of Interdisciplinary Studies, Zambia Agricultural Research Institute (ZARI)

<sup>2</sup> Department of Research, Copperbelt University, Kitwe

<sup>3</sup> Zambia Agricultural Research Institute (ZARI)

<sup>4</sup> Department of Advanced Studies, Mulungushi University

<sup>5</sup> Copperbelt University, Kitwe

**Published:** 04 February 2009 | **Received:** 06 September 2008 | **Accepted:** 06 December 2008

**Correspondence:** [mchikomba@outlook.com](mailto:mchikomba@outlook.com)

**DOI:** [10.5281/zenodo.18896013](https://doi.org/10.5281/zenodo.18896013)

## Author notes

*Mwila Chikomba is affiliated with Department of Interdisciplinary Studies, Zambia Agricultural Research Institute (ZARI) and focuses on Business research in Africa.*

*Lupande Kapenda is affiliated with Zambia Agricultural Research Institute (ZARI) and focuses on Business research in Africa.*

*Chileshe Mukanga is affiliated with Copperbelt University, Kitwe and focuses on Business research in Africa.*

## Abstract

Governance paradigms in state-owned enterprises (SOEs) within Zambian contexts have been a subject of interest for scholars and policymakers alike, given the significant role SOEs play in the national economy. No empirical data were collected; therefore, the analysis focuses on theoretical exploration of existing literature. This article contributes to the understanding of governance paradigms in Zambian SOEs by providing a conceptual model that integrates existing governance theories with practical considerations for effective management. Future research should focus on empirical studies to validate theoretical propositions, while policymakers could consider adopting participatory management models as a strategic intervention to enhance SOE performance and accountability.

**Keywords:** *Zambian, Governance, Institutions, SOE, Stewardship, Capabilities, Accountability*

## ABSTRACT-ONLY PUBLICATION

This is an abstract-only publication. The complete research paper with full methodology, results, discussion, and references is available upon request.

✉ REQUEST FULL PAPER

**Email:** [info@parj.africa](mailto:info@parj.africa)

Request your copy of the full paper today!

## SUBMIT YOUR RESEARCH

**Are you a researcher in Africa? We welcome your submissions!**

Join our community of African scholars and share your groundbreaking work.

**Submit at:** [app.parj.africa](http://app.parj.africa)



Scan to visit [app.parj.africa](http://app.parj.africa)

**Open Access Scholarship from PARJ**

Empowering African Research | Advancing Global Knowledge