

## AMDR Issues

### - Current issue

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#### **African Management Development Review (AMDR) Volume 1, No. 1 - June 2024 ISSN 086-7786**



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#### **Articles Paper 1**

**The relationship between stakeholder engagement and management and procurement performance: study of Kampala city council authority (KCCA), Uganda**

**Authors:** Roline Nuwagaba & William Kaberuka

**Pages:** 1-24

#### **Abstract**

This study set out to investigate the relationship between stakeholder engagement and stakeholder management on procurement performance in KCCA. A cross-sectional research design was adopted using both qualitative and quantitative methods to collect and analyse data. A sample of 235 technical staff and 50 political staff of KCCA were selected using simple random and purposive sampling techniques respectively. Data was collected using a questionnaire and interview guide. Content validity index and reliability tests were carried out. The study revealed that stakeholder engagement had a negative and not significant relationship with procurement performance, accounting for 1.5% of the variance in procurement performance, while stakeholder management has a positive relationship and significantly affects procurement performance accounting for 2.9% of the variance in procurement performance. Overall, stakeholder engagement and stakeholder management explain 4.4% of the variations in procurement performance. Improvements in identifying, engaging, and managing stakeholders improve procurement performance and should thus be given attention in both public and private entities. The study contributes to an improvement in procurement performance as a result of how stakeholders and enlightened actors are managed and engaged on the benefits therefrom. Procurement officers and those in the same line of business can attain better performance through well-engaged and managed stakeholders.

**Key words:** *Stakeholder engagement, Stakeholder management, Procurement performance*

## Articles Paper 2

### **The influence of corporate governance practices on organisation performance: a case of arusha water supply and sanitation authority**

**Authors:** Justine G. Rujomba & Lucky Yona

**Pages:** 25-64

#### **Abstract**

This study evaluates the impact of corporate governance practices on the performance of the Arusha Urban Water Supply and Sanitation Authority (AUWSA). It focuses on three key aspects: Accountability, board independence, and fairness, involving 100 staff and 10 board members. The research indicates that technological advancements have emphasised the importance of corporate governance in organisational performance. Key findings reveal that 80% of effective internal control and risk management is achieved through periodic board meetings. Board independence is primarily influenced by political factors (62%), stakeholders (15%), structure (14%), and governance skills (9%). The study concludes that corporate governance significantly promotes ethical behaviour and trust, thereby enhancing performance. Recommendations include improving internal controls, increasing the effectiveness of board meetings, and reassessing fair practices to boost employee satisfaction and retention. Additionally, AUWSA should leverage digital technology to improve overall performance.

**Key words:** *Corporate governance, Board independence, technological advancements, Internal control, risk management, digital technology*

## Articles Paper 3

### **Accountability as a critical governance aspect for public-private partnership (PPP) projects in developing countries**

**Authors:** Innocent Nuwagaba & David Kalaba

**Pages:** 65-94

#### **Abstract**

The study analysed accountability as a critical governance aspect for Public-Private Partnership (PPP) Projects to deliver services to the public in developing countries. The study was guided by accountability theory. The successful adoption of PPP Projects in developing countries has been hindered by different poor accountability mechanisms. The main objectives of this study are to examine the relevance of accountability theory in the adoption of PPP projects and to analyse the role of accountability in PPP Projects in developing countries. Data collected through a review of scholarly literature and documents was analysed using descriptions and narratives. The study findings revealed that accountability theory is highly relevant to the adoption of PPP projects and that accountability is fundamental for effective implementation of PPP Projects in developing countries. It was concluded that accountability theory should always be put into consideration if the implementation of PPP projects is to ensure the effective provision of services to the public in

developing countries. It was recommended that developing countries need to ensure a conducive accountability mechanism for the successful adoption of PPP Projects.

**Key words:** *Public-private partnership, Project, Infrastructure, Accountability*

#### Articles Paper 4

##### **Public-private partnership projects in the transport sector and economic integration of some African union (AU) countries before and during the COVID-19 pandemic**

**Authors:** Innocent Nuwagaba & Peter Kiuluku

**Pages:** 95-118

##### **Abstract**

The study analysed PPP projects (PPPs) and the economic integration for some countries under African Union (AU) during the Covid-19 pandemic, especially in road and railway transport. There is scanty information from scholars on the role of PPPs in promoting economic integration for some AU countries during the Covid -19 pandemic. This study, therefore, examines, in detail, the role of PPPs in promoting economic integration for some AU countries during Covid -19 pandemic. The study was guided by the partnerships theory under the exploratory design using the neo-liberal policy model. Data collected through a review of scholarly literature and document review was analysed using narratives. The study findings revealed that PPPs are being used to construct highway roads and standard gauge rail- ways across the borders of AU countries to promote economic integration amongst each other during the Covid-19 pandemic. It was concluded that PPPs provide a basis for economic integration of the AU countries during the Covid -19 pandemic. It was recommended that the AU countries need to learn to relate well politically if they are to collaborate well in using PPPs to bolster economic integration during the Covid -19 pandemic.

**Key words:** *Public-Private Partnership, economic, Project, integration, Covid -19*

#### Articles Paper 5

##### **Needs assessment and procurement performance at Uganda management institute (UMI)**

**Author:** Innocent Nuwagaba

**Pages:** 119-140

##### **Abstract**

The study investigated the influence of needs assessment on procurement performance at UMI. The study was guided by the re- source-based view (RBV) theory. In Uganda, most government Institutions such as UMI have registered certain constraints in procurement performance and this could be a result of poor needs assessment as required by the PPDA Act 2003. The objective of the study was to find out the relationship between needs assessment and procurement performance at UMI. The study used a cross-sectional research design. The sample size comprised 119 stakeholders and the response rate was 63%. The information obtained from the data col- lection instrument was analysed by the researcher and it was found that there is a strong positive

relationship between needs assessment and procurement performance. The study concluded that thorough needs assessment leads to high procurement performance at UMI. It was therefore recommended that the procurement department should always liaise with user departments to ensure that they undertake a thorough needs assessment if it is to realise better procurement performance at UMI.

**Key words:** *Needs assessment, Procurement performance, Cross-sectional research design, Procurement performance*

### Articles Paper 6

#### **Competitiveness and international trade agreements: a review of leather industry in east and horn of Africa region**

**Author:** Peter Kiuluku

**Pages:** 141-169

#### **Abstract**

The study analysed competitiveness and international trade agreements. It was guided by Mercantilism and new trade theories. Its specific objectives were to investigate the competitiveness model used in international trade and examine the leather sector's status. Data collected through a review of scholarly literature was analysed using descriptions. It was revealed that the model used was the Diamond Model and the status of the leather sector is in such a way that the global leaders in leather production are the USA, Brazil, Italy and China. Africa is a small producer of both heavy and light leather. It was concluded that of the four East African countries, Kenya has had the highest number of trade agreements since 1997 and also the most resilient leather industry. The literature also confirms It's that Ethiopia has the most competitive leather industry in comparison with the East African countries.

**Key words:** *Competitiveness, Theory, Agreements, Comparative and competitive advantage*

## **African Management Development Review (AMDR) Volume 1, No. 2 - November 2023 ISSN 086-7786**



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### Articles Paper 1

**Effect of electronic banking on customer service satisfaction in Zambia: a case study of national savings and credit bank - Mansa**

**Authors:** Kufekisa Mate & Lucky Yona

**Pages:** 1-34

**Abstract**

In a bid to catch up with global developments and improve the quality of service delivery, banks have invested a lot in technology and have widely adopted electronic and telecommunication networks for delivering a wide range of value-added products and services. However, the integration of customers into electronic banking is far from being realised. The general aim of the study was to determine the effect of electronic banking on customer satisfaction in Zambia. It was hinged on diffusion innovation theory and adopted a descriptive survey research design. The target population was 650 customers drawn from National Savings and Credit Bank, Mansa Branch. A purposive sampling technique was used to select a sample size of 250 respondents. Primary data was collected using structured questionnaires addressed to the participants. The researcher conducted initial data analysis using descriptive statistical measures. The study also conducted a regression analysis to establish the relationship between the study variables. From the findings, the study concluded that the flexibility of Internet banking influences customer satisfaction to a great extent. The study also concludes that the convenience of mobile banking affects customer satisfaction to a great extent. Further, the study concluded that user-friendly ATMs, ease of access of ATMs and privacy of ATMs affect customer satisfaction to a great extent. Finally, it was clear that mobile banking has the highest effect on customer satisfaction followed by automated teller machines, while Internet banking had the least effect on customer satisfaction. Banking institutions should enhance their Internet banking to make it flexible, fast, and easy to use. Management of banking institutions should enhance application of mobile banking to increase satisfaction of their customers. Mobile service providers, in conjunction with banks, should develop more friendly and easy to use and efficient applications for bank customers.

**Key words:** *Customer satisfaction; Internet banking; Automated teller machines (ATMs); Mobile banking; National Savings and credit Bank*

**Articles Paper 2**

**Effect of credit risk management practices on non-performing loans: case of commercial banks in Dodoma, Tanzania**

**Authors:** Oiness Ikomboka & Lucky Yona

**Pages:** 35-54

**Abstract**

The study aimed at assessing the effects of credit risk management practices on the level of NPLs among selected commercial banks (CBs) in Tanzania. The survey research design was used to cope with the number of respondents while a purposive sampling technique was used to secure 65 heterogeneous respondents comprising credit officers, risk compliance officers, line managers and branch managers. Questionnaires and interviews were used to collect primary data whereas a documentary review was used to collect the secondary data. Descriptive statistics was used to

analyse the respondents' characteristics and multiple regression method was used to test the correlation between independent and dependent variables with the help of SPSS version 23. It was observed that bank credit policy, bank credit terms and loan applicant appraisal system had a significant impact on the NPLs levels of selected commercial banks in Dodoma city. The researcher recommended that bank management should ensure that smart credit terms, appropriate bank credit policies and comprehensive credit applicants' appraisal system are emphasised so as to lower the level of NPLs.

**Key words:** *Credit risk management practices, non - performing loans and commercial banks*

### Articles Paper 3

#### **Influence of management information systems (mis) on portfolio quality in commercial banks in Tanzania: a case of CRDB bank Plc, headquarters - Dar es Salaam, Tanzania**

**Authors:** Wankyo Komogo & Lucky Yona

**Pages:** 55-74

#### **Abstract**

The purpose of the study was to determine the influence of management information systems on the portfolio quality in commercial banks in Tanzania with specific reference to the CRDB Plc bank, Headquarters - Dar es Salaam. A quantitative research design was employed in which 94 (ninety-four) staff were selected using a stratified sampling technique and administered with questionnaires. Quantitative data were analysed using descriptive and inferential statistics (factor and regression analysis). The study found that the KMO test for sampling adequacy was .738, showing that the study sample was adequate. The study findings show that MIS had a significant influence on portfolio quality in commercial banks in Tanzania. The study concludes that there is a linear relationship between MIS and portfolio quality in which the increase in development of effective MIS, increases the portfolio quality of the commercial bank in Tanzania. The study recommended that commercial banks should ensure continuous improvement of management information systems to support the performance of the banking industry in Tanzania, the industry workers in the information systems analysis, design, and development.

**Key words:** *Management information systems, Portfolio quality*

### Articles Paper 4

#### **Impact of foreign exchange bureau suspension on financial performance of NMB bank Plc - Tanzania**

**Authors:** Upendo Mwesiga & Lucky Yona

**Pages:** 75 - 106

#### **Abstract**

The study assessed the impact of the suspension of foreign exchange bureaus on the financial performance of NMB Bank Plc. by observing specific activities such as foreign exchange deposits,

withdrawals and transfers. The study used a cross-section research design and purposive sampling technique to select NMB Bank. The study used document review to collect secondary data related to the amount of foreign exchange currency deposits, withdrawals and transfers. The data was analysed using descriptive statistics and a multiple linear regression model to test the hypothesis. The findings revealed that there is a positive and significant relationship between the amount of foreign exchange currency deposited and the financial performance of the bank. Moreover, there is a positive and significant relationship between the amount of foreign exchange withdrawn and the financial performance. Furthermore, there is a positive and significant relationship between the amount of foreign exchange transferred and the bank's financial performance. The study concludes that the amount of foreign exchange deposited, amount of foreign exchange withdrawn, and amount of foreign exchange transferred have contributed to the growth and strong financial performance of NMB BANK Plc after the suspension of foreign exchange bureaus. The study recommends the management of NMB Bank Plc to continue attracting more foreign exchange deposits and reduce the withdrawals and transfers to maintain a strong financial performance that is currently being experienced and for the future aspirations as far as financial performance of the bank is concerned.

**Key words:** *Foreign exchange bureaus, Foreign exchange deposits, Financial performance of banks, Growth and performance*

### Articles Paper 5

#### **Factors affecting small and medium enterprises in accessing finance: the case study of property development and management in Lilongwe, Malawi**

**Authors:** Leonard Mwalwanda & Boniface N. Wambua

**Pages:** 107 - 146

#### **Abstract**

The study focused on factors affecting Small and Medium Enterprises (SMEs) in accessing finance: The case study of property management and development in Lilongwe, Malawi. The objectives of the study were to assess the effect of firms' characteristics (size, location, age and type of business organisation) on SMEs access to finance; to establish the effect of financial characteristics (capital assets and financial performance) on SMEs access to finance; and to determine the effect of entrepreneur's characteristics (owner affiliations and educational background) on SMEs access to finance. Data was collected from 32 property management and development owners using a questionnaire and analysed using the Statistical Package of Social Sciences (SPSS) and Microsoft Excel. The study findings established that firms' characteristics, firms' financial characteristics, and owners' characteristics have a significant influence on access to finance. The size, age, and location of the firm affect firms' access to finance. Similarly, the financial characteristics like start-up capital, owner's equality, the ability to produce audited financial statements and other information and the ability to provide collateral affects SMEs access to finance. In the same way, the owners' characteristics, and particularly the entrepreneur's education background and associations influence SMEs access to finance. The study concluded that firms' characteristics, –

both financial and the owners -- affected SME's access to finance and consequently, the operations, growth and sustainability of the SMEs. The study therefore recommends that the government of Malawi should institute a number of financial schemes and funding programs that support the SMEs' access to finance. The government should also strengthen businesses by providing integrated assistance in management and business development. The government should come up with favourable and appropriate policies and regulation that can help to improve access to finance by SME.

**Key words:** *Small and medium enterprises, Firm characteristics, Financial characteristics, Entrepreneurs' characteristics*

### **Articles Paper 6**

#### **Towards establishment of an emergent strategic planning framework to improve financial performance of banks in Uganda: a case study of housing finance bank (HFB)**

**Authors:** Asasira B. N. & William Kaberuka

**Pages:** 147 – 172

#### **Abstract**

Despite the adoption and use of robust strategic planning frameworks, bank performance levels are still subpar and this has attracted increased debate among management scholars and business professionals about its ability to promote bank effectiveness and efficiency. Improved bank performance can only be informed by clear planning machinery that aligns with organisational goals and objectives. Therefore, this study set out to establish an emergent strategic planning framework to improve the financial performance of banks in Uganda. The study employed a self-administered questionnaire to collect data from a sample of 156 employees from the Housing Finance Bank, Uganda. Using Pearson correlation coefficient, it was established that environmental scanning, strategy formulation, implementation and evaluation had positive significant relationship with financial performance. The regression analysis results indicate that environmental scanning, strategy formulation, implementation and evaluation are all significant predictors of bank financial performance. From the above results, the study recommends that continuous environmental scanning; informed strategy formulation, proper strategy implementation and participatory strategy evaluation and control should be enforced to ensure an improvement in financial performance at Housing Finance Bank.

**Key words:** *Environmental scanning, strategy formulation, strategy implementation, strategy evaluation and financial performance.*

## - Past Issues

*Article abstracts and full-text downloads*

### **African Management Development Review (AMDR) Volume 1, No. 1 - December 2018 ISSN 086-7786**



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#### **Articles Paper 1**

#### **Assessment of Councillors' Participation in Decision Making and its Influence on Social Service Delivery in Mwanza Region, Tanzania**

**Authors:** Silanda Mwidikila & Sarone ole Sena

**Pages:** 8 - 31

#### **Abstract**

The purpose of the study was the assessment of the councillors' participation in decision making and its perceived influence on services delivered in four councils in Mwanza Region. Three main objectives which were considered to be relevant to the study were: to identify types of social services offered and assess whether people served by local councils were satisfied with their provision; to assess the factors that influence decisions made at council level; and to explore the degree of involvement of councillors in the local decision making and perceived influence on provision of social services at council level. The literature review is based on analysis of previous studies on effectiveness of decision making in local government and on provision of social services in the Tanzanian Local Government Authorities (LGAs). The study was qualitative in approach using descriptive research design with a sample of 84 participants involving District Executive Directors, council staff, councillors and community members from Kwimba district council, Ukerewe district council, Nyamagana district council and Ilemela district council. Data were collected through semi structured interviews, observations and documentary re-views; and were subjected to content analysis and interpretation by synthesis. The report was put into sub-headings or themes according to research tasks and questions. The findings indicated that councillors were not fully involved in decision making through councils' committees and full councils. The findings also indicated that majority of the respondents in all councils viewed that councillors' participation had a contribution to social services delivery. All in all, the findings put forward that effective councillors' engagement in decision making does have significant influence on provision of social services. The study recommends that, despite progress on provision of social services in urban

sampled council, there is still a need for improvement in rural councils as these services are equal in importance for both rural and urban residents. The study also recommends that the government and council management should facilitate and increase awareness to the councillors and the community on participation in decision making in order to create good understanding of the essence of their contribution and ultimate benefits to their councils.

**Key words:** *Councillors, Participation, Decision making, Influence, Social services delivery, Community members*

### Articles Paper 2

#### **The determinant factors for exemption revenue loss in Tanzania**

**Authors:** Jubed Mwaferi & Dr. Lucky Yona

**Pages:** 32 - 46

#### **Abstract**

The study examined the factors affecting amount of tax revenue losses from tax exemption in Tanzania. The study provided answers to the following research questions. (1) To what extent does tax administration on tax exemption influence revenue loss in Tanzania? (2) To what extent corruptions on tax exemptions influence revenue loss in Tanzania? (3) To what extent does tax evasion through exemptions influence revenue loss in Tanzania? A total sample of 100 respondents was used in this study. Simple random probability method and purposive sampling were used to select respondents. Collected data were subsequently analyzed using SPSS 17.0. We tested three hypotheses. if there is any relationship between exemption on revenue loss and tax administration, relationship between exemption on revenue loss and corruptions and relationship between exemption on revenue loss and Tax evasions. Study finding reveal that there is positive correlation between exemption revenue losses and tax administration and corruption had positive influence on revenue loss. There is also a significant relationship between tax evasions and exemption revenue loss. The study finding concludes that poor administration, corruption and tax evasion influences revenue loss on exemption in Tanzania.

**Keywords:** *Exemptions, Revenue loss, Tanzania*

### Articles Paper 3

#### **Assessment of tax payers' compliance behaviour among SMEs in Tanzania: case study of Dar es Salaam mini supermarkets**

**Authors:** Angelica Tarimo and Dr. Lucky Yona

**Pages:** 47 - 63

#### **Abstract**

The purpose of this study was to assess tax payers compliance behaviour amongst corporate SMEs in Tanzania and it examined mini supermarkets in the three districts in Dar es Salaam. The study adopted qualitative method for data collection. Data were collected from employees/owners of mini supermarkets and employees of the Tanzania Revenue Authority (TRA). Self-administered questionnaires were distributed whereby 30 responses (62%) were received from mini supermarkets and 18 responses (38%) were received from the TRA's employees. The study found out that there are a couple of factors that affect tax payers' compliance behaviour which are partly business related and partly social and economic environment related. These factors affect tax payers' attitudes towards tax compliance and thus the level of compliance with tax legislations.

**Keywords:** *Tax compliance behaviour, Corporate SMEs, Dar es Salaam mini-supermarkets*

#### **Articles Paper 4**

**The leadership role of human resource practitioners in organisational transformation for sustained performance: a presentation paper at the ESAMI conference on the theme "building innovative hr strategies for sustainable organisations**

**Authors:** Chaltone Munene

**Pages:** 64 - 83

This paper discusses three perspectives that look at the envisioned and expected role of Human Resource (HR) practitioners in transforming organisations with the quest to achieve optimal performance that fosters organisational sustainability. These perspectives are the HR strategic role, their role as change agents, and their leadership role in establishing high performance cultures. The paper opens with a discussion on the conceptualisation of HR functions and how such have metamorphosed from personnel functions to contemporary views of Strategic Human Resource Management. The initial focus elucidates the genesis of HR functions and their strategic focus on the organisational intent as explained by the Harvard Framework and Matching Model. This background leads to a detailed discussion on the much anticipated proactive role of HR Practitioners as opposed to the reactive one as asserted by Story (1992) that HR Practitioners can be proactive or reactive or a mixture. The Reactive Role is evidenced when they "spend much of their time doing what they are told or asked to do, responding to requests for service or advice" (Amstrong, 2009:105). Story (1992) calls such a non-interventionary role where HR people merely provide supportive service to meet demands of line management. The proactive role calls for their leadership acumen and adept leadership practices. "They act as business partners, develop integrated HR strategies, intervene, innovate, operate as internal consultants and volunteer guidance on matters concerning up-holding core values, ethical principles and the achievement of consistency" (Amstrong, 2009:105). In their proactive role, they focus on business issues and work with line managers to deliver performance targets and contribute to improving organisational capability. If the role of corporate strategy is to create sustained competitive advantage, then the focus of HR strategy is to maximize the contribution of HR toward that same goal. The HR strategic

role has three dimension of value chain - the functions, the system and employee behaviours. These three dimensions are critical pillars in enhancing the capacity of organisations to perform effectively and thus reach its goals. These pillars also enhance the capability of HR practitioners to act as change agents and internal consultants. As change agents, their role focused on delivering organisational transformation and cultural change and helping organisations and employees undergoing change to analyse the way things have been done in the past and would guard against falling into past pitfalls. HR practitioners are strategically positioned to understand possible resistance to change and they can help to facilitate the information flow that would help to overcome resistance. They play a key role in implementing the right tasks, structures, policies, processes and systems to support the change processes. In a nutshell, this paper discusses the strategic conceptualisation of HR functions and practitioners, their role in organisational transformational processes and efforts, their key role in ensuring the development and implementation of sustainable performance management systems and hence the quest for HR practitioners to enhance their leadership effectiveness.

**Keywords:** Strategic human resource management; HR practitioners; Organisational transformation; Change management; HR strategic role; Proactive HR role; HR as change agents; Leadership effectiveness; High-performance culture; Organisational sustainability; Performance management systems; Competitive advantage; Harvard framework; Matching model

## **African Management Development Review (AMDR)**

### **Volume 2, No. 1 - September 2016**

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#### **Articles Paper 1**

**Sustainable development goals (SDGs) and business in sub-Saharan Africa: impacts, risks and opportunities**

**Authors:** Joseph Mumba

**Pages:** 8 - 22

#### **Abstract**

This study was aimed at finding out if the business community in Africa is aware and ready to engage the Sustainable Development Goals (SDGs), and if so, using what strategies and tools. The study approach adopted in this study comprised an extensive review of the relevant literature and

data mining from public databases of various institutions, among them the United Nations, the African Development Bank, the World Bank, Non-Governmental Organisations, and the private sector. The 2030 SDG scorecard was developed with data obtained in several studies at the Overseas Development Institute in London. The study revealed that by 2030, the majority of Africans would like to achieve better education, healthcare, job opportunities, infrastructure, and an honest and responsible government. Governments in the world and in Africa are aware that implementing the SDGs will require the involvement and participation by the business community and the public. Although SDG engagement is still in its infancy stages in business, the majority of businesses in the world (92%) and in Africa (87%) are aware of the SDGs, while only a small section of the public are aware (world: 28%, Africa: 28%). A lot of public sensitisation will have to be conducted by governments and non-governmental organisations if public engagement is to succeed. SDG 8 (productive employment and decent work for all) will be impacted the most by businesses. Other top SDGs to be impacted by business include SDG 13 (Climate change), SDG 9 (Industrialisation), SDG 3 (Health), and SDG 4 (Education). The key issues in these same SDGs also present themselves as the key risk areas and business opportunity for business in Africa and the world. Successful implementation of the SDGs by business requires embedding the SDGs into company goals, strategies, and policies, using appropriate tools.

**Key words:** *Development, sustainable development, sustainable development goals, government, public, business, business impact, risk, development target*

### Articles Paper 2

#### **Sustainable development goals (SDGs) and business in sub-Saharan Africa: impacts, risks and opportunities**

**Authors:** Dr. Sheila Mziray & Lucas Turuka

**Pages:** 23 - 29

#### **Abstract**

There is a significant increase of highly skilled people in the labour market today. The soaring numbers of qualified people is posing a challenge to employers when it comes to selecting the right candidate for the right job at the right time. Organisations are further faced with the challenge of developing staff on board. The solution available to the HR business leader is to embrace the institutionalisation of an integrated talent management program.

**Key Words:** *Businesses, labour market, potential employees, HR leaders, workforce, talent management*

### Articles Paper 3

#### **Assessment of factors affecting exchange rate fluctuations in Tanzania**

**Authors:** Sayi L.Y., J. Nsungu & Dr. Lucky Yona

**Pages:** 30 - 48

### **Abstract**

This paper examined exchange rate fluctuations in Tanzania with specific objectives of identifying the possible factors influencing the fluctuations of exchange rates, determining the impacts of exchange rate fluctuations on the Tanzanian economy and determining policy implications on exchange rate fluctuation in Tanzania. Self-administered questionnaires were distributed to 80 staff from the BOT, the Ministry of Finance, the CRDB, the NMB and the Bureau du change staff. Data were analysed using SPSS 20.0 version to estimates frequency, percentage and regression findings for the model in assessment of exchange rate fluctuations in Tanzania. The findings indicated demand and supply for export and import inflation rate, government debt and strength of other currencies are factors influencing exchange rate fluctuation in Tanzania. The impact of exchange rate fluctuation for the economy of Tanzania in trade and balance of payment, value of money investment in the economy, production ana producers, provision of services and dollarization of the economy. The policy implication involves adopting regulated monetary policies and export promotion policy to ensure exchange rate stability.

**Key word:** *Inflation, depreciation of currency and real exchange rate fluctuation*

### **Articles Paper 4**

#### **Evaluation of foreign direct investment in Zambia: a case of Zambian mining sector**

**Authors:** Barbara Kasondel; Terence Saisha; Maseka Lukama; Liswaniso Chisanga; Michael Chisangama; Dr. Lucky Yona

**Pages:** 49 - 62

### **Abstract**

Foreign Direct Investment (FDI) is playing an increasing important role in the world economy, more especially in developing countries, where foreign direct investment has become one of the major sources of development capital. In order to attract more FDI and get the benefits that come with such type of investment (such as employment creation, technology transfer and general economic growth), governments need to improve country s attractiveness by liberal using their investment framework. With the opening of the Zambian economy in the 1990s, FDI flows increased considerably reaching about US\$334 million in 2004. The mining sector contributed a larger share of these FDI inflows. This paper explores the background of mining FDI in Zambia and looks at the role of mining sector FDI to both the Gross Domestic Product (GDP) and economic development. It also looks at the challenges mining FDI face in Zambia and policies that the government has put in place to attract more foreign direct investment in the mining sector.

**Key words:** *Foreign direct investment; Mining sector; Economic development; Investment liberalization; Zambia*

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### **Articles Paper 1**

#### **Factors that inhibit SMEs access to capital markets: the case study of SMEs in Dar es salaam, Tanzania**

**Authors:** Fatma Ayoub Simba & Lucky Yona

**Pages:** 7 - 29

#### **Abstract**

This study examines the association of informational, bureaucratic procedures and cost related barriers with SMEs to capital markets. The target population was 30 SMEs selected from the top 100 SMEs of year 2013 developed by KPMG and Mwananchi. Data was also collected from the Capital Markets and Securities Authority (CMSA), the Dar es Salaam Stock Exchange (DSE) and all brokers and investment advisers who obtain information on the capitalization and confirmation of the contribution of the SMEs in the market capitalization of the securities listed on the DSE. The Statistical Package for Social Sciences (SPSS) version 16 was used to perform the analysis of quantitative data. The studies hypothesis was tested by the use of Chi-square to determine whether or not to reject the minor hypothesis and a correlation coefficient analysis to assess the association between the independent variable and the dependent variable. The chi-square rejected the research minor hypothesis that expressed negative relationship. The coefficient correlation results indicated moderate to very strong association implying the existence of association between informational barriers, bureaucratic procedures barriers and cost related barriers and the minimal contribution of the SMEs to the market capitalization of the traded securities on the stock exchange as well as the existence of concentration of shareholding in the hands of few controlling majority shareholders due to the lack of liquidity on the traded securities.

**Key words:** *SMEs barriers to capital markets access, Capital market access, Capital markets products for SMEs, Awareness, Costs, Procedural requirements, Corelation coefficient*

### **Articles Paper 2**

#### **Rebalancing the balanced scorecard: a critique**

**Authors:** Henry Waruhiu

**Pages:** 30 - 46

#### **Abstract**

Despite the widespread support the Balanced Scorecard (BSC) has enjoyed since its introduction by Kaplan and Norton, (1992), the various modifications it has been subjected to (Kaplan and Norton, 1996; 1996a; 2001; 2004; 2008); Niven, 2006; 2008; Olve et al., 1999; Zingales and Hockerts, 2003) and the inroads it has made in the corporate world in its adoption and application (Neely et al, 2004; Johnson and Beiman, 2007; Bengtsson et al. 2000; (cf. Dabhalakar&Bengtsson 2002); Toivanen, 2001; Nielsen & Sorensen 2004), some critics have argued that BSC has failed to balance the interests of the stakeholders, (Gering and Mntambo (2000); that there has been little evidence indicating that its adoption results in improved financial performance, (Angel and Rampersad, 2005); that the cause-effect relationship touted by Kaplan and Norton (1996) is not established; that the great interest towards it is largely due to promotional rhetoric rather than substance as an innovative and practical theory based on sound or logical arguments (Norreklit, 2000; 2003) and that the cause-effect should not be the starting point for strategy scorecards in all circumstances, (Bukh and Malmi, 2001). This paper examines the various arguments that have been put forth in critique of the BSC and is presented in form of a sequel to Kaplan and Norton's work. The author argues for the rebalancing the balanced scorecard in view of the insights presented by various critics.

**Keywords:** *The balanced scorecard, Learning and growth, Financial perspective, Customers, Business processes*

### **Articles Paper 3**

#### **Farm business management skills: a missing link for small holder farmers a case of Malingunde extension planning area in Malawi**

**Authors:** Thokozani Wiafe & Lucky Yona

**Pages:** 47 - 68

This study hypothesized that limited farm business management skills prevent small holder farmers from moving out of poverty despite making enough annual incomes. Farm business management skills would allow farmers to identify profitable agriculture enterprises, compute reliable gross margins in addition to proper budgeting, expenditure and saving. Lack of working knowledge of farm business management prevents farmers from making decisions most advantageous to economic well-being. Quantitative data from 200 smallholder farmers and other stakeholders involved in agricultural activities was collected in central region of Malawi and analysed using Spearman rank correlation with its RHO test statistic tested the relationship between training in farm business management and farmers satisfaction and performance. Less than 10% of the respondents had farm business management skills training. Training service providers both from government and non-governmental organizations are not providing the necessary management skills due to inadequate capacity, knowledge and resource or a combination of these.

**Key words:** *Farm business management skills, Smallholder farmers, Poverty*

#### Articles Paper 4

##### **The impact of self-assessment system on the performance of income tax: a case study of corporate tax in Kampala stations**

**Authors:** Lillian Alwedo & Lucky Yona

**Pages:** 69 - 86

##### **Abstract**

The purpose of this study was to determine the impact of the Self-Assessment system (SAS) on the performance of Income tax. A case study of corporate tax in Kampala stations was done. The specific objectives of the study included establishing: If URA implemented all the conditions necessary for effective administration of the Self-Assessment System; the impact of self-assessment on the corporate tax performance and if there was relationship between paying taxes on time and reducing arrears. Primary data was collected from respondents through issuing of questionnaires and interview guides. Secondary data was collected from electronic cashbook databases, E-tax system, Annual revenue bulletins and domestic taxes compliance reports. Out of the total sample size of 150 respondents, responses were received from 131 respondents representing a response rate of 87.3%. Data was analysed using SPSS to establish systematic linkages and conclusions for the study. The study found that URA has in place many rudiments of an income tax self-assessment. It has effectively implemented the Self-assessment systems (SAS) by implementing E-tax system with online filing, online payment, reports that identify who has not paid and who has paid, embedded penalty formulas and a cleaned and updated taxpayer register. URA has constantly worked with the Ministry of finance to update and review the tax laws. The SAS has ensured that all taxpayers are identified and within the tax system, improved and increased income tax collection led to taxpayers paying tax on time and increased voluntary compliance for taxpayers. It had reduced arrears and number of disputed assessments and resulted into efficient usage of tax administrators cost. There was no relationship between paying tax on time and reducing arrears however there was a relationship between registering for tax and payments

**Key words:** *Self-Assessment system (SAS); Corporate income tax; Tax compliance; Tax performance*

#### Articles Paper 5

##### **“Innovations in management and leadership” perspectives and practices**

**Authors:** Lewis Pumulo Sooli

**Pages:** 87 - 100

##### **Abstract**

Globalization has brought with it a number of opportunities and challenges. Countries are competing on the global market more openly than they used to. The advent of the internet and other communication facilities has revolutionized business dealings. To survive, organisations have to be a step ahead of the time, be creative and innovate products and services that will keep them in

business. This paper explores how leadership can reinforce innovation in management and training. The paper discovers modern ways to stimulate and facilitate the development of innovative ideas in organisations. The findings draw attention to the fact that Executives in organisations can use their leadership qualities to promote innovations, specifically in management and training. The article concludes that in the quest for excellence in management and leadership, organisations need to create and promote conducive environments for change. An organisation can not grow or indeed prosper if it continues to rely on its old products and services. With globalization and consumers becoming more selective, it is vital that the leadership in organisations be more proactive in the searching for new ideas and products. Innovation should be at the forefront of every strategic plan. The article demonstrates that it is imperative that organisations develop systems and procedures to reduce their reliance the so-called cash -cow products through effective leadership strategies and techniques that promote innovations.

**Key words:** *SMEs Innovations, Management, Leadership*

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### **Articles Paper 1**

#### **Evaluation**

**Authors:** John K. Karuitha & Samuel O. Onyuma

**Pages:** 7 - 36

#### **Abstract**

After the global financial crisis, questions have been raised regarding the suitability of the current risk management models and the regulatory framework. Even before the financial crisis (2007 - 2009) and the ensuing debate dies down, the sovereign debt crisis (2010-2012) in Europe has again highlighted just how vulnerable the financial sector, including the core of the payment system, is to external shocks. With the lenders to Greece being forced to take a "hair cut" on their existing debt holdings, and the unforeseen political crisis resulting from the Arab Spring in Tunisia, Egypt, Libya, and Syria, there is need for a relook on the way risk is assessed, management of government debts and the transition to common currencies in African economic blocs. Using a multi-country analysis of literature internationally accepted, this paper analyses the causes of the global financial crisis, sovereign debt problems in Europe and espouses on the important lessons that African economic trading blocs can learn in their pursuit towards creation of single currency areas, private and sovereign debt management, tools for financial risk and investment management, and the need

for robust and innovative financial system regulation. With various African economic blocs considering creation of monetary unions, the paper highlights some pitfalls that should be avoided and how the regions should go about introducing the common currency. The paper recommends a relook at the risk-free concept, and suggests that with assets in a portfolio, including government debt, being inherently risky, portfolio risk measurement models should be reviewed. It also recommends for greater and more effective coordinated financial sector regulation. Finally, the paper concludes on the inevitability of business cycles and recommends a model to predict their occurrence.

**Key words:** *Financial crisis, portfolio risk measurement models, business cycles.*

## Articles Paper 2

### **The balanced scorecard demystified**

**Authors:** Henry Waruhiu

**Pages:** 37 - 52

Abstract Unease with traditional performance management systems in organizations prompted Kaplan and Norton (1992) to examine better approaches that match performance to strategy, recognize the importance of intangible assets in value creation and balance between lead and lag indicators. This led to the development of the balanced scorecard, (BSC). The cause-effect relationship they established between learning, growth and innovation; internal business processes; customers and financial perspectives have grown to become the most celebrated approaches to link long term to short term and operational planning. Making its first entry in private sector settings, the BSC has now been adopted by government agencies and non-profit organizations. Over 60% of fortune 1,000 companies applied the BSC in 2007, (Thompson and Mathys, 2008). The concept has been gaining popularity in Africa. However, its adoption has posed challenges to organizations, partly because of partial understanding of what it is and the logic behind it. In most settings organizational rigidities and reification - measuring the wrong things - abound. This paper demystifies the BSC concept, demonstrates how the four perspectives of the BSC are linked and then proceeds to explain the shift from using BSC as a performance management system to a scorecard approach. It ends by examining the advantages of BSC over other existing strategic planning tools and performance management approaches.

**Key words:** *Balanced scorecard, strategic planning, performance management system, learning and growth, internal business processes, customer, financial perspective*

## Articles Paper 3

### **The psychological contract, employee commitment and job satisfaction**

**Authors:** Francis Mugo Kagure & Brenda Abwayo

**Pages:** 53 - 79

**Abstract**

The psychological contract is an unwritten understanding between the employee and employer regarding job security, pay, benefits, promotion and commitments. Over the years, a lot of changes have taken place in the work environment. These changes include advances in information and communications technology and the increasing "footloose" nature of staff with specialized skills. In consequence, the psychological contract has changed. This paper looks at how the changes in the banking industry in Kenya have impacted on the psychological contract. The paper concludes that the changes have led to increased levels of stress and feelings of job insecurity among employees. In turn, these changes have affected employee job satisfaction and commitment.

**Key words:** *Employee commitment, Career management, Motivation*