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**An Assessment of the Implementation of Corporate Governance Values in Non-Governmental Organisations (NGOs) in Zambia**

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**Abstract.** The study was focused on assessing the implementation of corporate governance values in network non-governmental organisations (NGOs) in Zambia. It was principally based on three (3) specific objectives, and these were: 1) To establish the corporate governance values being implemented in NGOs; 2) To evaluate the implementation process of corporate governance values in NGOs; and 3) To determine the extent to which corporate governance values have been implemented in NGOs. The study adopted a research design using a concurrent mixed method where data was collected using interview templates and questionnaires. The respondents were picked using purposive sampling and simple random sampling techniques. The sample size was 40 respondents from NGOCC, Young Women Christian Association, and Habitat for Humanity. Analysis and interpretation of quantitative data was done using Statistical Package for Social Science (SPSS) version 20.0 through Pearson's correlation coefficient, mean and standard deviation to determine the relationship between variables, where qualitative data was analysed using thematic analysis. The study found that there were several corporate governance values that implemented in NGOs such as financial reporting, transparency and accountability, board existence, good board culture, and environmental and workplace safeguards, moral integrity and commitment, as well as various stakeholders in the organisation's operations, moral integrity and commitment in the management of their business. These values were implemented through various processes, through established policies and guidelines. Furthermore, it was established that corporate values such as accountability, financial reporting, board culture, board existence and board size were implemented to a greater extent. On the other hand, transparency was implemented to a moderate extent, while board tenure was implemented to a lesser extent. It was also found by Pearson's correlation coefficient test that board size, financial reporting, transparency, accountability and board culture positively influenced the implementation of cooperative governance in NGOs. From these findings the study recommended for the NGOs to review the laid down regulatory framework or policies and rules often to amend the ones not functioning to enhance the process implementing corporate governance values.

**Keywords:** corporate governance, values, accountability, transparency, board existence, good board culture, NGOCC

### **Introduction**

Corporate governance refers to 'the system by which companies are directed and controlled. At its narrowest, this covers the internal dynamics of a company, and the roles of directors, company secretaries and other key figures to ensure that companies are well run. Corporate Governance became an issue attracting international concern and debate in the early 1980s, and through the 1990s, and this continued into the twenty-first century (Bhuiyan, Roudaki, & Clark, 2010).

Corporate governance, which hinges on integrity, transparency, and accountability, has been globally recognized. In the case of Zambia, despite this recognition, corporate scandals, corporate failures, and poor financial performance of public and private sector has continued to affect the corporate and non-corporate world and NGOs are not exceptional. Kakonge

(2017) promoted the above verdicts when he concluded in his study that corporate governance in NGOs has been characterized by lack of proper financial procedures, accountability, transparency, separation of functions of governing bodies and management, record keeping and communication.

A few studies that have been done in Zambia on corporate governance do not focus on the implementation of corporate governance values. For instance, the study conducted on corporate governance structures on the performance of Zambian listed companies. The study investigated the relationship between corporate governance structures and the financial performance of the selected Lusaka Stock Exchange (LuSE) listed companies for the period 2009 to 2017 and not NGOs. It only focused on the relationship between corporate governance structures and did not look at the implementation of corporate governance values. Some common challenges that affect corporate governance in NGOs are poor attendance by board members at meetings, poor understanding of the board's mandate and responsibilities and that of staff, lack of experience amongst board members. Therefore, it is not clear on the extent to which NGOs in Zambia have implemented corporate governance principles. Zambia has over 9000 NGOs which are in different sectors, ranging from Health, Education, Safe Housing, and Gender rights among others (OECD, 2014).

Thus, this study looks at ideal ways in which corporate governance is being executed, and what kind of corporate governance values are being implemented. Specifically, the study shall attempt to assess the implementation of corporate governance values in network NGOs in Zambia. Non-implementation of corporate governance values negatively affects donor funding and will continue to affect the NGOs if left unattended to as it creates low donor confidence and trust, which results in NGOs struggling to implement programs in target communities due to low financial base. The other effect is organisations collapsing due to management failures, which results in people losing employment which in turn increase poverty.

## **Research Objectives**

### **General Objective**

The primary objective of the study is to assess the implementation of corporate governance values in network NGOs in Zambia.

### **Specific Objectives**

- 1) To establish the corporate governance values being implemented in NGOs,
- 2) To evaluate the implementation process of corporate governance values in NGOs,
- 3) To determine the extent to which corporate governance values have been implemented in network NGOs.

## **Literature Review**

### **The Corporate Governance Values Being Implemented in NGOs**

Corporate governance values refer to mechanisms that are used to govern or manage and to ensure that actions taken are consistent with the interests of key stakeholder groups (Hukeri, Shin, & Shaari, 2012; James & Malunga, 2012). There are various corporate governance values that have been implemented in both public and private sector organisation. These include participation of stakeholders in operation of the organisation, the structure of the board and its committees, promotion of fairness, transparency, accountability, independence, social responsibility, integrity and trust. However, this study only reviewed corporate governance values such as participation of stakeholders in operation of the

organisation, promotion of fairness, transparency, accountability, integrity and trust as these were covered by most of the studies.

From the study done by Ayendele and Isicher (2013), it was found that corporate governance values implemented by private and public sector included the relationship of a company with its stakeholders and the society, the promotion of fairness, transparency and accountability. Similarly, Young (2014) observed that the key points of interest in corporate governance include issues of transparency and accountability, the legal and regulatory environment, appropriate risk management measures, information flows and the responsibility of senior management and the board of directors. These studies mostly emphasized on the promotion of fairness, transparency and accountability as key values that organisations needed to put in place. Further, it can be observed that with effective corporate governance based on core values of integrity and trust (reputational value), organisations will have competitive advantage in attracting and retaining talent and generating positive reactions in the delivery of service in areas of operations or marketplace (Kakonge, 2017).

### **Implementation Process of Corporate Governance Values in NGOs**

There are many studies that have been done on implementation of corporate governance in countries with developed economies. Much of the studies have shown that corporate governance is implemented using frameworks that guides the institutions. It was reported that frameworks have recently become a critical tool and often provide legal ramification to maximize potentially positive impacts in governance OECD (2014).

This also corresponded with findings of Hassan and Halbouni (2015), who postulated that Standard and Poor's (S&P's) corporate governance score gives an assessment of a company's policies and practices benchmarked against international codes and guidelines and governance best practices in corporate governance (Omran, Bolbol, & Fatheldin, 2018).

In another study by Bhuiyan (2019) in New Zealand contented that the existence of a regulatory framework increased the quality of corporate governance. Similarly, the study by Eunice and Resnick (2019), on the determinants of corporate governance compliance reveal that the existence of corporate governance regulation is indeed a significant factor in firms compliance levels. In fact, the results suggest that firms comply with regulation even in the absence of mandatory obligation to comply.

In the case of Africa, more academic and corporate researchers (Kakonge, 2017) identified institutional, legal and capacity developments as pivotal to the development of corporate governance.

Some countries established policies as a legal requirement to support the implementation of corporate governance. As an example, Algeria, Burkina Faso, Gabon, Gambia, Mauritius, Nigeria, Senegal, Togo, have included the provisions in one form or another within their framework of corporate governance legislations (Centre for international Private Enterprise, 2015; Kakonge, 2017). This implied that the corporate governance values in these countries has been implemented through a framework. Same time the study by OECD (2014) reported that frameworks have recently become a critical tool to provide legal ramification to maximize potentially positive impacts in governance. However, there are many challenges and limitations for the implementation of corporate governance values in developing countries. These are the lack of well-defined legal structure, poor quality of corporate governance reports, inadequate information and transparency in the governance process of the organisation, non-accountability of professionals spearheading organisations, and inadequate public participation.

## **The Extent to which Corporate Governance Values have been Implemented in Network NGOs**

The studies by Bhuiyan, Roudaki, and Clark (2010) and Bhuiyan (2019) reported that compliance with the New Zealand Corporate Governance Principles and Guidelines will lead to the regaining of investor confidence. The increase in the level of compliance has resulted in an increase in investor confidence as well as company performance (Bozec & Bozec, 2007; Busta, 2008; Drobetz, 2012).

In another study in Kenya by Kombo and Tromp (2016), conducted in Nairobi postulated that corporate governance implementation was implemented to a lower extent. The study advanced reason that currently some network boards are not giving sufficient direction, not making policy and instead getting too involved in micro-managing non-policy issues (i.e. organizing workshops, consultancies, deciding who should go for training). Many board members are busy in senior posts in their own NGOs and consequently are weak in following through. The relatively frequent turnover of board members has caused delays in activity, as new board members are reluctant to implement changes until they have become better acquainted with the organisation. All in all, CSO networks need strong leadership both within the secretariat and within the board. Weaknesses in either area are proving very inhibiting for CSO networks in Kenya to flourish.

In addition, Shava and Thakhathi (2016) conducted a study on Non-governmental Organizations and the Implementation of Good Governance Principles, that sought to assess whether Non-governmental Organizations (NGOs) indulging in poverty alleviation in Mwenezi District of Zimbabwe were implementing principles of good governance such as strategic planning, advocacy, legitimacy, transparency, accountability, monitoring and evaluation in their work (La Porta et al., 2000).

The study established that whilst some NGOs observe principles of good governance such as transparency, and information dissemination, some were not, which often led to conflicts between NGOs and the government over accountability issues. Much as this study was focused on on-governmental Organizations and the Implementation of Good Governance Principles, it only used a qualitative approach where respondents were selected purposively to arrive at the findings. There is need to carry out a study using both qualitative and quantitative approaches as well as a simple random sampling to give the respondents an equal opportunity to take part in the study to minimize on the researcher's bias.

In the case of Zambia, Banda (2017) conducted a study on corporate governance structures on the performance of Zambian listed companies. The study investigated the relationship between corporate governance structures and the financial performance of the selected Lusaka Stock Exchange (LuSE) listed companies for the period 2009 to 2017. The results from the random panel regression analysis, using Tobin's revealed that the establishment of an audit committee has a statistically significant positive relationship with financial performance. In as much as this study of Banda (2017) was conducted on corporate governance structures on the performance of Zambian listed companies and could help this study to information on corporate governance structures in Zambia, it only touched on the relationship between corporate governance structures and did not look at the implementation of corporate values. Worse still it was done on selected Lusaka Stock Exchange (LuSE) listed companies and not NGOs. It was imperative therefore that this gap be filled by conducting a study on the implementation of corporate governance values in NGOs by investigating the process, values, and the extent to which corporate governance values were implemented in NGOs in Zambia.

### **Research Gap**

From the literature reviewed, it has been shown that the implementation of corporate governance values was influenced by both external and internal factors. Many studies examined causal connections between external factors such as country-specific legal guidance and internal factors such as reactions to organizational-specific pressures on its likelihood to disclose information about their corporate governance (OECD, 2015). Like other types of non-financial disclosure, these disclosures may be superficial (just providing legally required information) or may reflect deeper underlying changes to corporate governance mechanisms and internal control quality. There is need to specify the findings to which they can be applied. Additionally, the findings can be criticized for their use and measurement of multiple country-level factors to explain country and firm specific governance mechanisms, making comparisons difficult (Schiehll & Martins, 2016), and for their focus on an economic rather than an institutional perspective. This study will fill this gap.

Moreover, it has been revealed that most of the studies covered in the literature review are based on other countries like New Zealand, Nigeria, Kenya, Zimbabwe and Malawi with much focus on listed companies which are profit making companies. More so that it was deduced that the large number and frequency of this research was on the relationship between corporate governance structures and the performance of companies contrary to the implementation of corporate governance values, and the research outcomes have been inconclusive and contradictory. Unlike other studies, this research will focus on the implementation of corporate governance values, taking into consideration the process, values and the extent to which corporate governance values are implemented. On the other hand, in developing countries, research on corporate governance has been limited and its results inconclusive, making it difficult for the results to be applied in other developing economies like Zambia in particular. This is because of differences in economic conditions, political conditions and the infrastructure of the countries. In Sub-Saharan Africa, research on this subject has been limited (James & Malunga, 2012). In Zambia, there is limited research investigating the implementation of corporate governance values in network NGOs, despite the growth in the number of NGOs. All these gaps have necessitated the researcher to conduct this study to fill the gaps existing.

### **Theoretical Review**

#### **Introduction**

This chapter provides the theoretical review relating to the topic under study. A theoretical framework illustrates a broader relationship between things based on theories (Guo & Hickey, 2009). It explains the application of a theory to explain an event or research problem. In essence, in the case of corporate governance, theories such as Institutional, stakeholders, and Agency theories can prevail to explain the reliance either on insider or outsider dominated boards.

#### **Agency Theory**

Agency theory is concerned with resolving problems that can exist in agency relationships; that is, between principals (such as shareholders) and agents of the principals (company executives). The two problems that agency theory addresses are: the problems that arise when the desires or goals of the principal and agent are in conflict, and the principal is unable to verify what the agent is doing. Putting it differently, the agency problems arise when the principal and agent have different attitudes towards risk. Because of different risk tolerances, the principal and agent may each be inclined to take different actions.

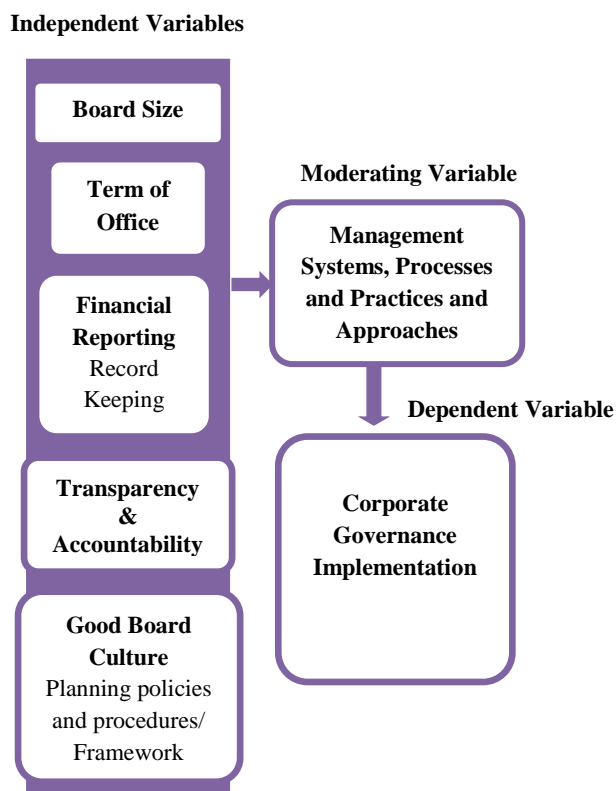
Agency theory can provide for richer and more meaningful research in corporate governance in NGOs. Separation of ownership and control provides the potential for managers to pursue actions which maximize their self-interest at the expense of the shareholders. The board of directors serves as an internal control mechanism to monitor management and to ensure shareholders' welfare. In an agency perspective, effectiveness is presumed to be a function of board independence from management. Applied to the composition of the board of directors, agency theory prescribes a preponderance of independent outside directors (Ehikioya, 2014).

From board task perspectives, the boards of Non-Governmental Organisations are expected to perform control and advisory tasks. The control tasks follow predictions of agency theory, suggesting that the primary responsibility of corporate boards is to safeguard the shareholders and the reputation of organisation from misappropriation through transparency and accountability as well as fairness and openness among others. The attention to board control tasks is regaining interest considering the current global financial crisis. As such, board control is increasingly considered a primary measure of boards' effectiveness (Dung To, 2011; Hassan & Halbouni, 2015; Kaufmann et al., 2011).

The agency theory was the anchor theory for this study which served as a basis for the conceptual framework provided below.

### Conceptual Framework

Figure 1 below shows board size and term of office, good board culture, financial reporting, transparency and accountability as independent variables, while management systems, processes and practices and approaches employed on corporate Governance are moderating variables, and the dependent variable being good corporate governance implementation.



**Figure 1. Conceptual Framework**

Source: Author (2022)

### Hypothesis

1. **Ha:** Board size has a significant influence on the implementation of corporate governance values.  
**Ho:** Board size has no significant influence on the implementation of corporate governance values.
2. **Ha:** Term of office has a significant influence on the implementation of corporate governance values.  
**Ho:** Term of office has no significant influence on the implementation of corporate governance values.
3. **Ha:** Financial reporting has a positive influence on the implementation of corporate governance.  
**Ho:** Financial reporting has a negative influence on the implementation of corporate governance.
4. **Ha:** Transparency and accountability influence the implementation of corporate governance to a greater extent.  
**Ho:** Transparency and accountability do not influence the implementation of corporate governance to greater extent.
5. **Ha:** Good board culture has a significant influence on the implementation of corporate governance values.  
**Ho:** Good board culture has no significant influence on the implementation of corporate governance values.

### Methodology

The study adopted a mixed methods approach to acquire a breadth and depth of understanding and corroboration, while compensating for the weaknesses inherent in the use of each approach by itself. The mixed design features of mixed methods research were the possibility and assurance of triangulation, that is, the use of various means (methods, data sources and researchers) to examine the same phenomenon (Crotty, 2003). The triangulation allowed the researcher to identify aspects of a topic under study more accurately by approaching it from different points of view using different methods and techniques (Hennink & Bailey, 2014).

With regards to the research philosophical foundations, the study used ontology and epistemology. The epistemological position used in this study was the objectivist epistemology that holds meaning and meaningful reality apart from the operation of any consciousness. In this study, the researcher separated herself from the respondents under study using simple random sampling techniques, self-administered questionnaire to avoid researchers' bias. The research used triangulation methods, which is the use of qualitative and quantitative approaches to ensure objectivity of the findings so as to provide solution on the topic under investigation. On the other hand, the researcher applied ontology by considering the opinions, thoughts, interpretations and understanding of the respondents with regards to the topic through the open-ended questions in the questionnaire.

The study adopted a mixed method. Concurrent mixed method approach using a descriptive research design was used. The descriptive research design is a research design concerned with finding out or answering research questions related to who, what, when, where, how or how much. Descriptive studies are also concerned with the discovery of association among different variables (Cooper, Leung, & Wong, 2006). The use of descriptive research study allowed the description of various characteristics associated with the population under study. The use of the research design allowed the researcher to develop a detailed, intensive knowledge about a single case or of a small number of related cases.

This design was also flexible and enabled the researcher to use a method of collecting data and information suitable for a mixed design approach.

The information was collected from a sample of 46 respondents from which 5 were senior management staff and 35 subordinate staffs from three (3) selected NGOs in Lusaka.

Reliability was achieved using different procedures of sampling, data collection tools i.e. interviews and questionnaires to collect data from different groups of respondents in the same organisation as well as using of chi-square Pearson correlation coefficient test to analyse data and arrive at the findings for interpretation purposes. It allowed results to be replicated with some satisfactory degree of precision and confidence within other settings.

To ensure validity, the researcher carried out consultations with the supervisor in the field of study. The researcher further carried out a pilot test of the interview and the questionnaire by administering 3 of each document from the population of study who were not part of the main research. This helped to establish any errors incorporated in the measurement of the interview template and the questionnaire and the removal of unnecessary questions.

Finally, ethical considerations were taken into consideration to ensure that the views of respondents' were kept in confidentiality. To ensure ethical consideration in this study, the researcher obtained ethical approval and clearance from the University of Zambia and from the relevant institutions from which the study was carried out. On the part of the respondents', informed consent was obtained from all participants prior to the research to ensure that they participate voluntarily. The respondents were notified and were briefed on the objectives of the research and asked for permission before the research begun. The respondents were assured of strict confidentiality of the information they would disclose. All the data collected during the study was kept strictly confidential and was not used for any other purpose other than the intended one. The researcher also maintained a privacy and honest approach and ensured that names of the respondents involved were protected by not revealing them, and moreover the responses were presented in the tables and charts altogether and not individually. Confidentiality of responses was further enhanced by ensuring that ethical issues were highly upheld and strictly adhered to during the research process.

## Results and Discussion

The overall objective of this study was to assess the implementation of corporate governance values in network NGOs in Zambia. It was principally based on three (3) specific objectives and these were: 1) To establish the corporate governance values being implemented in NGOs; 2) To evaluate the implementation process of corporate governance values in NGOs; and 3) To determine the extent to which corporate governance values have been implemented in network NGOs.

### Establishing the Corporate Governance Values Being Implemented in NGOs

#### *Implemented Corporate Governance Values*

Table below shows the Corporate Governance Values that were implemented in the organizations under study.

**Table 1. Distribution on corporate governance values implemented**

Corporate governance values	Frequency	Percent
Transparency	34	12%
Accountability	32	11%
Board existence and size	29	10%
Board Term of Office	29	10%
Good Board Culture	28	10%



<b>Financial reporting</b>	34	12%
<b>Safeguarding and my safe work place</b>	29	10%
<b>Participation</b>	23	8%
<b>Commitment</b>	13	5%
<b>Professionalism</b>	22	8%
<b>Integrity</b>	16	6%
<b>Total</b>	<b>289</b>	<b>100%</b>

The first objective endeavoured to establish the corporate governance values that were being implemented in NGOs. As shown in Table 1, it was found from the study that 86% of the respondents attested that the Non-Governmental Organisations used corporate governance values in their operations. These corporate governance values that were implemented according to the order of ranking included financial reporting, and transparency, and accountability. Additionally, the organizations' ensured there was board existence with proper stipulated term of office. They also ensured good board culture, and safeguarding the environment and workplace, adherence to professionalism and engaging participation of various stakeholders in the operations of the organisation. These stakeholders included funders, directors, employees and the community members from which the projects were implemented. Further, the NGOs upheld such corporate values as moral integrity and commitment in running of their affairs.

Similarly results from the interview template showed that there were some policy changes that the organisations made in enhancing implementation of corporate governance values. These include, timely risk management perceived to endanger the function and purpose of the organization's existence, and fraud management policy, formulation of committees to support the board. They also made some change in the board size and composition, introduced conflict of interest policy, whistleblowing policy and timely management of risks perceived to endanger the function and purpose of the organization's existence.

These findings were related to the studies done by Ayendele and Isicher (2013) and Young (2014) which revealed that the promotion of fairness, transparency and accountability were the key values that organisations implemented.

## Evaluating the Implementation Process of Corporate Governance Values in NGOs

### *Implementation Process of Corporate Values*

The table below shows the process through which organisations implemented corporate values.

**Table 2. Methods with which the organisation implemented corporate governance values**

<b>Implementation</b>	<b>Frequency</b>	<b>Percent</b>
<b>Through a regulatory framework</b>	25	25%
<b>Through corporate governance manual</b>	20	20%
<b>Through established policies and guidelines</b>	30	30%
<b>Through a conceptual model</b>	25	25%
<b>Total</b>	<b>100</b>	<b>100%</b>

From the second specific objective, the study found that majority of the respondents representing 74% indicated that their organisation has been in existence more than 20 years, and most of the respondents who participated in the study had knowledge on corporate

governance. It was revealed several processes were used in implementing corporate governance values in NGOs in Zambia. The results showed that most of the organisations that were sampled in this study implemented corporate governance values through established policies and guidelines that existed at the time of the study. This can be evidenced from the results where 30% of the responses indicated that the organisation implemented corporate governance values through established policies and guidelines, whereas 25% of the responses each indicated a regulatory framework, and conceptual model, and 20% said through the corporate governance manual. The results from questionnaires agreed with those obtained from the interview template, where 65% majority of the respondents indicated that corporate governance values were implemented through policies and guidelines formulated at the institution level.

These findings were in contrary to a study done by OECD (2014), which postulated that many countries implemented corporate governance using frameworks that guides the institutions. Further OECD (2014) reported that frameworks have recently become a critical tool that provide legal ramification to maximize potentially positive impacts in governance.

### **Determining the Extent to which Corporate Governance Values have been Implemented in Network NGOs**

The table shows the extent to which corporate governance values were implemented.

**Table 3. Extent to which CG values were effectively implemented in NGOs**

<b>CG Values</b>	<b>Mean</b>	<b>Std. Deviation</b>
Transparency	3.34	0.968
Accountability	4.03	1.071
Board Existence & Size	3.57	1.335
Board Term of Office	1.89	1.255
Good Board Culture	4.09	1.222
Financial Reporting	3.89	1.183

The third specific objective was focused on determining the extent to which corporate governance values have been implemented in network NGOs. In determining the extent of implementation of corporate governance values, the five points Likert Scale was used, in which the mean was significant at 1-1.8= strongly disagree, 1.9-2.6= disagree, 2.7-3.4= neutral, 3.5-4.2= agree, and 4.3-5.00= strongly agree. The study found that transparency was implemented to a moderate extent as indicated from the mean that was at 3.34 and the standard deviation of 0.968, whereas accountability scored a mean of 4.03 and a standard deviation of 1.071 which implied that it was implemented to a very high extent. Further, it was found that board existence and size was implemented to a high extent as showed from the mean of 3.57 and a standard deviation at 1.335.

On the other hand, it was revealed from the study that board term of office was executed to a lower extent as derived from the mean of 1.89 and standard deviation of 1.255. More so, it was discovered that good board culture was implemented to a higher extent as deduced from the mean of 4.09 and standard deviation of 1.222. The other corporate governance value that was computed was financial reporting which scored a mean of 3.89 and standard deviation of 1.183, implying that it was executed to a higher extent.

These findings were related to a study done in Kenya by Kombo and Tromp (2016) which found that corporate governance implementation was implemented to a lower extent. The study advanced reasons that some network boards are not giving sufficient direction, not

making policy and instead getting too involved in micro-managing non-policy issues like organising workshops, and consultancies.

### Testing Hypothesis

The researcher further computed a Pearson Correlation Coefficient to test hypothesis whose results were shown below:

**Table 4. Pearson's correlation coefficient test on the implementation of corporate governance values**

	Board size	Board Term of office	Financial reporting	Transparency and accountability	Good board culture
Pearson Correlation	0.424*	0.111	-0.125	0.612**	0.750**
Sig. (2-tailed)	0.011	0.526	0.474	0.000	0.000
N	35	35	35	35	35

The table above shows the results obtained from computation of the Pearson's correlation coefficient test on factors influencing the implementation of corporate governance values. It was based on board size, Board term of office, financial reporting, transparency, and accountability as well as board culture. The test was calculated at the P-Value of 0.05 and Pearson Correlation Coefficient of -1 to 1.

Thus, from first objective which stated that:

**Ha:** Board size has a significant influence on the implementation of corporate governance values.

**Ho:** Board size has no significant influence on the implementation of corporate governance values.

The results from the table showed the P-Value of 0.011 and Pearson Correlation Coefficient of 0.424\* implying a significant but not perfect relationship. To this effect the researcher rejected a null and accepted the alternative hypothesis and from this it can be concluded that board size influenced the implementation of corporate governance values to a lesser extent.

These results complimented a study by Zahra and Pearce (2017) in which it was revealed that the size of a board in organisations influenced the corporate governance values implementation to some extent. The study pointed that board size is considered one of the determinants of board effectiveness and had an impact on organisational performance.

From the second hypothesis that stated that:

**Ha:** Term of office has a significant influence on the implementation of corporate governance values.

**Ho:** Term of office has no significant influence on the implementation of corporate governance values.

The results showed a P-Value of -0.474 and Pearson Correlation Coefficient=0.125, hence, the researcher rejected the alternative hypothesis and accepted null hypothesis and concluded that term of office has no significant influence on the implementation of corporate governance values.

The third hypothesis stated that:

**Ha:** Financial reporting has a positive influence on the implementation of corporate governance

**Ho:** Financial reporting has a negative influence on the implementation of corporate governance

The results showed a P-Value of -0.474 and Pearson Correlation Coefficient=0.125, hence, the researcher rejected the alternative hypothesis and accepted null hypothesis and concluded that financial reporting has no significant influence on the implementation of corporate governance values.

The fourth hypothesis stated that:

**Ha:** Transparency and accountability influence the implementation of corporate governance to a greater extent.

**Ho:** Transparency and accountability do not influence the implementation of corporate governance to greater extent.

The computation found a P-Value of 0.000 and Pearson Correlation Coefficient of 0.612\*\*. This meant that there was perfect positive relationship between transparency and accountability and the implementation of corporate governance values in organisations. Hence, the researcher rejected a null hypothesis and accepted an alternative hypothesis.

The fifth hypothesis which stated that:

**Ha:** Good board culture has a significant influence on the implementation of corporate governance values.

**Ho:** Good board culture has no significant influence on the implementation of corporate governance values.

The computation showed board culture influencing the implementation of corporate governance values with the P-Value of 0.000 and Pearson Correlation Coefficient of 0.750\*\*.

The researcher rejected the null hypothesis and accepted the alternative hypothesis that “Good board culture has a significant influence on the implementation of corporate governance values. Therefore, the researcher concluded that good board culture influences the implementation of corporate governance values in organisations.

### **Conclusion**

From the study it has been asserted there were various corporate governance values that Non-Governmental Organizations implemented. These included financial reporting, and transparency, and accountability. Additionally, the organizations’ ensured there was board existence with proper stipulated term of office. They also ensured good board culture, and safeguarding the environment and workplace, and adherence to professionalism and engaging participation of various stakeholders in the operations of the organisation. These stakeholders included funders, directors, employees and the community members from which the projects were implemented. Further, the NGOs upheld such corporate values as moral integrity and commitment in running of their affairs. These corporate governance values were implemented through several processes being through established policies and guidelines.

Additionally, it was established that corporate governance values such as accountability, financial reporting, board culture, board existence and size were implemented to a higher extent. On the other hand, transparency was implemented to a moderate extent, whereas board term of office was executed to a lower extent. It was further found from the Pearson’s correlation coefficient test that board size, transparency, and accountability as well as board culture positively influenced the implementation of corporate governance values in NGOs.

### **Recommendations**

Based on the findings and the literature reviewed, to enhance the effectiveness in implementation of corporate governance values in NGOs, the study made the following recommendations:

1. The Non-Governmental Organizations must consider reviewing the laid down regulatory framework or policies and manuals often to amend the ones not functioning to enhance the process of implementing corporate governance values.
2. The Non-Governmental Organizations should put in place a governance framework that stipulates clear guidance to the function of the organization's governance body.
3. NGOs need to consider putting in robust systems for recruitment of qualified board members with a good standing in society as this is of paramount importance to ensure the respective organisations grow stronger from both a corporate governance perspective as well as from a programming perspective.
4. The NGOs need to enhance communication and information flow among the board, management, staff, donors and other key stakeholders to enhance the implementation of corporate governance values.

### Recommendation for Future Research

The study focused on assessing the implementation of corporate governance values in network NGOs in Zambia. The study targeted Non-Governmental Organisations Coordinating Council and two other organizations, that is, Habitat for Humanity and Young Women's Christian Association (YWCA), it is therefore recommended that similar study be conducted to many other Non-Governmental Organisations.

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