



Received: 21-04-2024
Accepted: 01-06-2024

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Determinants of Effective Leadership in the Context of Zimbabwean SMEs

Nemashakwe Paul

Department of Business Management and Innovation, Catholic University of Zimbabwe, Bulawayo,
Zimbabwe

Corresponding Author: **Nemashakwe Paul**

Abstract

Small and Medium Enterprises (SMEs) have been found to contribute immensely to economic growth in many countries throughout the world. Although SMEs can be a solution to the socio-economic challenges that have bedevilled Zimbabwe for a long period of time, such potential is militated by high failure rate blamed largely on leadership challenges. If SMEs are to survive and achieve sustainable success, much emphasis should be focused on engendering effective leadership. The study sought to identify the determinants of effective leadership in the context of Zimbabwean SMEs. Quantitative research employing a survey strategy was conducted. Primary data was collected from 241 participants from Bulawayo's Central Business

Area, chosen using proportional stratified sampling. The study found that ubuntu, culture and traditional leadership were positively correlated to effective leadership while history of the country and stage of economic development of the country were negatively correlated to effective leadership. The study concluded that the determinants of effective leadership in the context of Zimbabwean SMEs are ubuntu, culture, history of the country and stage of economic development of the country. Leaders of Zimbabwean SMEs are encouraged to lead in line with the philosophy of ubuntu. They should also value group solidarity and good social and personal relations.

Keywords: Culture, Effective Leadership, Leadership, SMEs, Ubuntu

1. Introduction and background

Small and Medium Enterprises (SMEs) have been found to contribute immensely to economic growth in many countries throughout the world (Alblosi and Nawar, 2015) ^[1]. In Zimbabwe they can be a solution to the socio-economic challenges that have bedevilled the country for a long period of time (Nyamwanza, Paketh, Makaza and Moyo, 2016) ^[41]. However, such potential is militated by the high failure rate plaguing SMEs. Mudavanhu, Bindu, Chigusiwa and Muchabaiwa (2011) ^[30] reported that only 15% of SMEs in Zimbabwe are likely to survive beyond three years. Although many reasons have been brought forward as the likely causes of such a higher failure rate, the most outstanding ones have to do with leadership challenges experienced in SMEs (Daka, Sandada and Mbasera, 2017; Saasongu, 2015; Bomani, Fields and Derera, 2015; Karedza, Sikwila, Mpofu and Makurumidze, 2014; Dumbu and Chadamoyo, 2012) ^[6, 44, 3, 17, 8]. Nemashakwe, Zinyemba and Gumbe (2022) ^[35] have concluded that leadership in Zimbabwean SMEs is not effective. If Zimbabwean SMEs are to survive and achieve sustainable success, much emphasis should be focused on engendering effective leadership. As such, the purpose of the study was to identify the determinants of effective leadership in the context of Zimbabwean SMEs.

1.1 Problem statement

The majority of Zimbabwean SMEs have been failing to survive and achieve sustainable success as a result of effective leadership challenges. However, it is not clear what effective leadership in the context of Zimbabwean SMEs should be and what determines it.

1.2 Research objective

The study was guided by the following objective:

1. To determine the relationship between ubuntu, culture, history of the country, stage of economic development of the country and traditional leadership on one end and effective leadership on the other end.

1.3 Research hypotheses

The following hypotheses were formulated for the study:

Table 1: Hypotheses formulated

Hypotheses	
Ho1	There is no relationship between ubuntu and effective leadership
Ha1	There is a relationship between ubuntu and effective leadership
Ho2	There is no relationship between culture and effective leadership
Ha2	There is a relationship between culture and effective leadership
Ho3	There is no relationship between history of the country and effective leadership
Ha3	There is a relationship between history of the country and effective leadership
Ho4	There is no relationship between stage of economic development of the country and effective leadership
Ha4	There is a relationship between stage of economic development of the country and effective leadership
Ho5	There is no relationship between traditional leadership and effective leadership
Ha5	There is a relationship between traditional leadership and effective leadership

2. Literature review

2.1 Leadership

Although leadership is one of the essential topics in human sciences (Hogan and Kaiser, 2005) [13], it has proved to be difficult to define (Silva, 2016) [47]. This has resulted in many definitions and descriptions (McCleskey, 2014) [25]. Northouse (2015, p.3) [39] has defined leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”.

2.2 Ubuntu as a determinant of effective leadership

Ubuntu is a philosophy which shapes the way of life of the people of sub-Saharan Africa (Ambrosio, 2018; Koenane and Olatunji, 2017) [2, 18]. It treasures the values of community, harmony, sharing and caring and has potential to offer moral guiding values in leadership (Meylahn and Musiyambiri, 2017) [26]. Scholars such as Galperin and Alamuri (2017) [11]; Ngunjiri (2016) [37]; and Msila (2015) [27] have advocated for leadership development and practice in Africa based on ubuntu.

2.3 Culture as a determinant of effective leadership

A link between culture and leadership has been recognised by research (House, Javidan, Hanges and Dorfman, 2002) [14]. This shows that culture is an important factor in understanding effective leadership in organisations (Nwadike, 2011) [40]. This is the reason why Kuada (2010) [19] opined that leadership is less understood when society’s culture is not taken into consideration. Culturally, Africa as a continent differs from other continents (Thwala, 2018) [48]. Literature on African culture and leadership shows that there are divergent views relating to how African culture influences leadership. There is one group of scholars who believe that the uniqueness of African culture enhances effective leadership and another group which blames African culture for the ineffective leadership prevailing on the continent (Kuada, 2010) [19].

2.4 Traditional leadership as a determinant of effective leadership

Africa as a continent has a rich heritage of leadership (Masango, 2002) [22]. However, this pre-colonial heritage

was negatively affected by colonialism (Haang’andu and Be’land, 2019) [12]. Although colonisation was aimed at economic domination, the aim was not going to succeed without political and cultural domination hence the demonization of the traditions of the indigenous people by the colonial authorities (Makaudze, 2017) [23]. Concepts that have been at the centre of effective leadership such as the sharing of leadership (Eyong, 2017) [9] and decentralisation (Ndlovu and Dube, 2012) [33] were part of the pre-colonial leadership heritage of Africa. This is the reason why scholars such as Nicolaides and Duho (2019) [38]; Makaudze (2017) [23]; Okantey (2014) [43] and Msila (2014) [28] have encouraged the continent to look back with the aim of adopting relevant practices that have been deserted but have a potential to enhance effective leadership.

2.5 Effective leadership

Effective leadership is a critical component necessary for an organisation to succeed (Kumar and Matheen, 2019) [20]. When effective leadership is present, employees will be satisfied, engaged and enthusiastic to come to work and go an extra mile (Dalluay and Jalagat, 2016) [7]. Employees who are led by effective leaders are committed to their work (Naile and Selesho, 2014) [31] and are prepared to take on additional responsibilities whenever they arise. Research has shown that effective leaders support the careers of their employees (Litano and Major, 2016) [21] and unceasingly scan for ways to inspire employees to achieve organisational goals consistently (Igbaekemen, 2014) [15].

3. Methodology

The study guided by the positivism philosophy and the deductive approach adopted a quantitative research design. The design was chosen because of an association between positivism philosophy and quantitative research (Saunders, Lewis and Thornhill, 2016) [45]. Quantitative design was also chosen because it also uses a language of variables and hypotheses (Neuman, 2014) [36]. The study adopted a survey strategy conducted through the use of a questionnaire to allow for the collection of quantitative data which was analysed statistically with the use of both descriptive and inferential statistics (Saunders *et al.*, 2016) [45]. Primary data was collected from a sample of 300 participants from Bulawayo’s Central Business Area, chosen using proportional stratified sampling. The technique was chosen because the researchers had knowledge regarding the population under study (Jawale, 2012) [16] and so as to reduce human bias in the selection of cases to include in the sample (Sharma, 2017) [46]. Statistical Package for the Social Sciences (SPSS) version 23 was used for data analysis. Both descriptive statistics in the form of frequency distributions and inferential statistics in the form of correlation analysis were used. T-statistics and p-values were used to test hypotheses.

4. Findings

4.1 Response rate

Of the 300 questionnaires that had been distributed to research participants, 241 were returned, giving a response rate of 80.3%. The returns were considered enough for statistical analysis of data to proceed (Saunders *et al.*, 2016; Cohen, Manion and Morrison, 2011) [45, 5].

Table 2: Spearman correlation matrix values

Dimension	Effective leadership
Ubuntu	0.487
Sig	0.000
N	241
Culture	0.391
Sig	0.000
N	241
Traditional leadership	0.192
Sig	0.003
N	241
History of the country	-0.484
Sig	0.000
N	241
Stage of economic development of the country	-0.377
Sig	0.000
N	241

4.2 Spearman correlation

To quantify the strength and direction of the monotonic relationship between the proposed independent variables (ubuntu, culture, history of the country, stage of economic development of the country and traditional leadership) and the dependent variable (effective leadership) a spearman correlation test was conducted. The results are shown in Table 2 below.

Table 2 above shows that the correlation coefficients for ubuntu, culture and traditional leadership were all positive, ranging from 0.192 to 0.487 while the coefficients for history of the country and stage of economic development of the country were negative, ranging from -0.377 to -0.484. The findings also showed that ubuntu, culture, traditional

leadership, history of the country and stage of economic development of the country were all significant at 5% level of confidence.

4.3 Research Hypotheses

Five hypotheses were formulated and table 3 below shows the t-statistics and the p-values for the hypotheses and whether the hypotheses were supported or not by empirical findings. The hypotheses that ubuntu, culture, history of the country and stage of economic development of the country contributed to effective leadership were supported by research findings. However, study findings failed to support the hypothesis that traditional leadership contributes to effective leadership.

Table 3: Hypotheses results

	Original Sample	Sample Mean	Standard Deviation	t-statistics	p-values	Hypothesis	Decision
Ubuntu contributes to effective leadership	0.564	0.127	0.043	2.952	0.021	H1	Accepted
Culture contributes to effective leadership	0.678	0.377	0.138	2.734	0.011	H2	Accepted
History of the country contributes to effective leadership	0.553	0.354	0.109	3.251	0.030	H3	Accepted
Stage of economic development of the country contributes to effective leadership	0.424	0.882	0.278	3.174	0.046	H4	Accepted
Traditional leadership contributes to effective leadership	0.345	0.377	0.344	1.0945	0.126	H5	Not Accepted

Table 3 above showed that the t-statistics values for H1, H2, H3 and H4 were greater than 1.96, ranging between 2.734 and 3.251. However, the t-statistics value for H5 was 1.0945, which was less than 1.96. The p-values for H1, H2, H3 and H4 were less than 0.05 while the p-value for H5 was greater than 0.05.

5. Discussion

The objective of the study was to determine the relationship between ubuntu, culture, history of the country, stage of economic development of the country and traditional leadership on one end and effective leadership on the other end. A Spearman correlation test was conducted to establish the monotonic relationship between these variables and validate the different hypotheses.

5.1 Ubuntu

A Spearman coefficient (rho) of 0.487 showed that Ubuntu is positively related to effective leadership and is also significant at 5% level of significance. A rho of 0.487 showed that the relationship between Ubuntu and effective

leadership was moderate (Saunders *et al.*, 2016) [45]. Findings of this study are consistent with the findings of Brubaker (2013) [4]. An analysis of the findings showed that leaders were not leading their followers in line with the philosophy of Ubuntu. This however, is in contrast to the findings of Muchiri (2011) [29] who found that successful managers in Southern and Eastern African organisations practiced Ubuntu. Out of the seven statements that had been presented to respondents to assess whether the role played by Ubuntu in engendering effective leadership was valued, between 79.2% and 83.4% of the respondents answered in the negative on six of the statements. Out of the five statements that had been presented to respondents to assess whether leadership was effective, the majority of the respondents, between 66.8% and 84.2% were of the view that leadership was not effective. These findings can be interpreted to mean that leadership was not effective because leaders were not leading in line with the philosophy of Ubuntu. Findings showed that leaders were not respecting the dignity of their followers and were not caring for them. Employees were not free to express their opinions and

divergent views were not tolerated by leaders. Findings also showed that the interests of individuals took precedence over the interests of the group. As such, we can infer that as the practice of Ubuntu increases, so does effective leadership. This is in line with calls for Ubuntu to be included in leadership practices on the African continent (Galperin and Alamuri, 2017; Ngunjiri, 2016; Msila, 2015) [11, 37, 27].

The study tested the hypothesis that there is a relationship between Ubuntu and effective leadership. The p-value for Ubuntu on effective leadership was 0.021 and was less than 0.05 (Firmansyah and Maemunah, 2021) [10]. The t-statistic was 2.952 and was greater than 1.96 (Nawanir, Teong and Othman, 2013) [32]. As such the hypothesis was accepted and it was concluded that Ubuntu has a positive relationship with effective leadership. The current study has partly addressed the weaknesses of Ubuntu highlighted by Brubaker (2013) [4] that most studies were conceptual, qualitative and confined to South Africa. The current study adopted a quantitative design and focused on SMEs in Zimbabwe which assisted in broadening the scope of Ubuntu outside South Africa.

5.2 Culture

A Spearman coefficient (ρ) of 0.391 revealed that culture is positively related to effective leadership and is also significant at 5% level of significance. A ρ of 0.391 showed that the relationship between culture and effective leadership was moderate (Saunders *et al.*, 2016) [45]. An analysis of the findings showed that leaders did not value the role played by culture in engendering effective leadership. 80.1% of the respondents were of the view that leaders were not valuing group solidarity while 78.8% were of the view that leaders were not valuing good social and personal relations. The majority (89.2% and 90.8%) of the respondents were also of the view that leaders did not believe in consensus and compromise respectively. As a result of this analysis, we can infer that this was the reason why leadership was not effective. The findings support the assertion by Kuada (2010) [19] that leadership and management practices in Africa must emphasise on compromise and consensus. The study tested the hypothesis that there is a relationship between culture and effective leadership. A p-value of 0.011 was achieved and was less than 0.05 (Firmansyah and Maemunah, 2021) [10]. The t-statistic for culture on effective leadership was 2.734 and was above 1.96 (Nawanir *et al.*, 2013) [32]. As such the hypothesis was accepted and it was concluded that culture has a positive influence on effective leadership. As leaders value group solidarity and good social and personal relations, effective leadership will increase. Additionally, as leaders believe in consensus and compromise, effective leadership will also increase.

5.3 History of the country

A Spearman coefficient (ρ) of -0.484 revealed a negative correlation between history of the country and effective leadership. The relationship was significant at 5% level of significance. A ρ of -0.484 showed a moderate relationship between history of the country and effective leadership (Saunders *et al.*, 2016) [45]. An analysis of the findings showed that the majority (90% and 84.6%) of the respondents believed that leaders were domineering and discriminated against followers respectively. The majority

(81.3%) were also of the view that leaders made followers look inferior. The findings agree with Kuada (2010) [19] who found that leaders in African organisations discriminate followers by providing special opportunities and privileges to followers closest to them and subservient to their interests. It can be inferred from the findings that as leaders decrease domineering behaviour and begin not to discriminate against followers, effective leadership will increase (Nemashakwe, Zinyemba and Gumbe, 2023) [34]. Additionally, as leaders desist from making followers look inferior, effective leadership would also increase. Zimbabwe like most African countries underwent a protracted period of colonisation. During this dark period, colonialists dominated indigenous people. They also discriminated against and made indigenous people look inferior with long lasting effects. Unfortunately, because these behaviours were profoundly entrenched, they were assumed and continued by African leaders after the end of colonisation and passed on to successive generations of leaders. That is the reason why scholars such as Ocheni and Nwankwo (2012) [42] have argued that the selfish behaviours exhibited by leaders in Africa are a result of the effects of colonialism. As a result of the harmony of interest between the African petty bourgeoisie and the colonialists, African leaders across the board have continued to lead in the same manner as the colonialists did (*ibid*). The study tested the hypothesis that there existed a relationship between the history of the country and effective leadership. The p-value was 0.030 and was less than 0.05 (Firmansyah and Maemunah, 2021) [10]. The t-statistic for history of the country on effective leadership was 3.251 and was above 1.96 (Nawanir *et al.*, 2013) [32]. As such the hypothesis was accepted and it was concluded that history of the country has a significant effect on effective leadership.

5.4 Stage of economic development of the country

A Spearman coefficient (ρ) of -0.377 revealed that stage of economic development of the country is negatively correlated to effective leadership and is significant at 5% level of significance. A ρ of -0.377 showed that the correlation between stage of economic development of the country and effective leadership was moderate (Saunders *et al.*, 2016) [45]. Research findings showed that 86.3% of the respondents believed that employees were afraid to challenge their leaders while 86.7% were of the view that employees were afraid to demand accountability from their leaders. 88% of the respondents believed that employees were afraid to demand transparency from their leaders. An analysis of the findings showed that as fear of followers to challenge their leaders and demand accountability and transparency increases, effective leadership decreases. These findings support the assertion by Kuada (2010) [19] that when African employees are at work, they are cautious because they are afraid to invite the anger of their superiors. This goes to the extent of employees being reluctant to question certain things at work that might be in the best interest of the organisation (*ibid*).

Zimbabwe as a nation has been experiencing a prolonged period of economic challenges which has lasted for more than two decades. Although the country had enjoyed promising economic development the first decade after independence, things began to change with the adoption of the Economic Structural Adjustment Programme (ESAP) policies in 1991. As a result, a number of companies closed

resulting in high unemployment (Mavengere, 2015) ^[24]. Although the introduction of the multi-currency system in 2009 had restored hope, the situation has continued to worsen over the years, aggravated by a number of additional factors. This has negatively affected the development of the country resulting in the standard of living of the majority plunging. The result has been employees abstaining from any act that has a potential of negatively affecting their job security such as challenging their superiors and demanding transparency and accountability.

It can be inferred that as fear of followers to challenge their leaders and demand accountability and transparency decreases, effective leadership will increase. This is because the more developed a country is, the more job opportunities are available on the market. As such, employees will challenge their leaders, demand accountability and transparency because they do not fear to lose their jobs. The study tested the hypothesis that there is a relationship between the stage of economic development of a country and effective leadership. A p-value of 0.046 was achieved and was less than 0.05 (Firmansyah and Maemunah, 2021) ^[10]. The t-statistic for the stage of economic development of the country on effective leadership was 3.174 and was above 1.96 (Nawanir *et al.*, 2013) ^[32]. As such the hypothesis was accepted and it was concluded that the stage of economic development of the country has a significant influence on effective leadership.

5.5 Traditional leadership

A Spearman coefficient (ρ) of 0.192 showed that although traditional leadership was positively related to effective leadership, the relationship was weak (Saunders *et al.*, 2016) ^[45]. The hypothesis that there is a relationship between traditional leadership and effective leadership was rejected. This was because a p-value of 0.126 was achieved and was greater than 0.05 (Firmansyah and Maemunah, 2021) ^[10]. The t-statistic for traditional leadership on effective leadership was 1.0945 and was less than 1.96 (Nawanir *et al.*, 2013) ^[32]. As such it was concluded that traditional leadership has a minimal effect on effective leadership. As such the study did not validate the call by Nicolaides and Duho (2019) ^[38] to take a journey back to the continent's roots and adopt neglected practices based on African traditions.

6. Conclusion

The study concluded that ubuntu, culture, history of the country and stage of economic development of the country have a significant effect on effective leadership while traditional leadership has a minimal effect on effective leadership. As such, the study concluded that the determinants of effective leadership in the context of Zimbabwean SMEs are ubuntu, culture, history of the country and stage of economic development of the country.

7. Recommendations

Leaders of Zimbabwean SMEs are encouraged to lead in line with the philosophy of ubuntu. They should respect the dignity of their employees and care for them. Employees should be allowed to freely express their opinions and leaders should be prepared to tolerate divergent views that result. In order to engender effective leadership, the interests of the group should take precedence over individual interests. Leaders are also encouraged to value group

solidarity and good social and personal relations. In addition, they should believe in consensus and compromise. For leadership to be effective, it is recommended that leaders in Zimbabwean SMEs should decrease their domineering behaviour and desist from unnecessarily discriminating against followers. Additionally, leaders should abstain from making followers look inferior. Effective leadership requires followers who are not afraid to challenge their leaders when the need arises. It also flourishes when followers are not afraid to demand transparency and accountability. Future researchers may use the determinants of effective leadership to come up with an ideal model for Zimbabwean SMEs.

8. References

1. Albloshi FA, Nawar YS. Assessing the Impact of Leadership Styles on Organisational Performance: The case of Saudi Private SMEs. *Journal of Organisational Studies and Innovation*. 2015; 2(2):66-77.
2. Ambrosio J. Drawing on the Past to Open up Possible Futures. *Democracy and Education*. 2018; 26(1):1-5.
3. Bomani M, Fields Z, Derera E. Historical Overview of Small and Medium Enterprise Policies in Zimbabwe. *Journal of Social Sciences*. 2015; 45(2):113-129.
4. Brubaker TA. Leadership, Ubuntu, and Leader Effectiveness in Rwanda. *Emerging Leadership Journeys*. 2013; 6(1):114-147.
5. Cohen L, Manion L, Morrison K. *Research Methods in Education*. 7th edn. London, Routledge, 2011.
6. Daka A, Sandada M, Mbasera M. The Role of Leadership Skills, Innovation, Legal Factors and Marketing Skills in the Growth of SMEs in Zimbabwe. *Journal of Business Sciences*. 2017; 1(1):61-72.
7. Dalluay VS, Jalagat RC. Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*. 2016; 2(2):734-751.
8. Dumbu E, Chadamoyo P. Managerial deficiencies in the Small and Medium Enterprises (SMEs) in the craft industry: An empirical evidence of SMEs at Great Zimbabwe in Chief Mugabe's area. *European Journal of Business and Management*. 2012; 4(10):79-85.
9. Eyong JE. Indigenous African Leadership: Key differences from Anglo-centric thinking and writings. *Leadership*. 2017; 13(2):133-153.
10. Firmansyah MA, Maemunah S. Loan management and green supply chain management implementation on the manufacturing and logistics industry in Indonesia. *Business and Entrepreneurial Review*. 2021; 21(1):11-22.
11. Galperin BL, Alamuri SC. Leadership style and qualities in Africa: A literature review. In: Lituchy TR, Galperin BL, Punnett BJ. (eds.), *LEAD: leadership effectiveness in Africa and the African diaspora*, 1st ed, New York, Palgrave, 2017, 33-43.
12. Haang'andu P, Be'land D. Democratization without Westernisation? Embedding Democracy in Local African Cultures. *Politikon, South African Journal of Political Studies*, 2019, 1-21.
13. Hogan R, Kaiser RB. What we know about leadership. *Review of General Psychology*. 2005; 9:169-180.

14. House R, Javidan M, Hanges P, Dorfman P. Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE. *Journal of World Business*. 2002; 37:3-10.
15. Igbaekemen GO. Impact of Leadership Style on Organizational Performance: A Strategic Literature Review. *Public Policy and Administration Research*. 2014; 4(9):126-135.
16. Jawale K. Methods of Sampling Design in the Legal Research: Advantages and Disadvantages. *Online International Interdisciplinary Research Journal*. 2012; 2(6):183-190.
17. Karedza G, Sikwila MN, Mpfu T, Makurumidze S. An Analysis of the Obstacles to the Success of SMEs in Chinhoyi Zimbabwe. *European Journal of Business and Management*. 2014; 6(6):38-42.
18. Koenane MLJ, Olatunji CMP. Is it the end or just the beginning of Ubuntu? Response to Matolino and Kwindigwi in view of Metz's rebuttal. *South African Journal of Philosophy*. 2017; 36(2):263-277.
19. Kuada J. Culture and leadership in Africa: A conceptual model and research agenda. *African Journal of Economic and Management Studies*. 2010; 1(1):9-24.
20. Kumar S, Matheen W. Facets of Leadership. *Asian Journal of Interdisciplinary Research*. 2019; 2(2):14-18.
21. Litano ML, Major DA. Facilitating a Whole-Life Approach to Career Development: The Role of Organizational Leadership. *Journal of Career Development*. 2016; 43(1):52-65.
22. Masango M. Leadership in the African context. *Verbum ET Ecclesia JRG*. 2002; 23(3):707-718.
23. Makaudze G. African traditional leadership and succession in the post-colonial Shona novel. *Journal of the African Literature Association*. 2017; 11(2):210-222.
24. Mavengere K. An Analysis of Factors Affecting Tax Compliance among SMEs in Zimbabwe: A Case of Bulawayo SMEs. *International Journal of Management Sciences and Business Research*. 2015; 4(8):6-11.
25. McCleskey JA. Situational, Transformational, and Transactional Leadership and Leadership Development. *Journal of Business Studies Quarterly*. 2014; 5(4):117-130.
26. Meylahn JA, Musiyambiri J. Ubuntu leadership in conversation with servant leadership in the Anglican Church: A case of Kunonga. *HTS Theological Studies / Theological Studies*. 2017; 73(2).
27. Msila V. Ubuntu: Shaping the current workplace with (African) wisdom, Randburg, Knowres, 2015.
28. Msila V. African Leadership Models in Education: Leading Institutions through Ubuntu. *Anthropologist*. 2014; 18(3):1105-1114.
29. Muchiri MK. Leadership in context: A review and research agenda for sub-Saharan Africa. *Journal of Occupational and Organizational Psychology*. 2011; 84:440-452.
30. Mudavanhu V, Bindu S, Chigusiwa L, Muchabaiwa L. Determinants of Small and Medium Enterprises Failure in Zimbabwe: A Case Study of Bindura. *International Journal of Economic Research*. 2011; 2(5):82-89.
31. Naile I, Selesho JM. The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*. 2014; 5(3):175-182.
32. Nawanir G, Teong LK, Othman SN. Impact of lean practices on operations performance and business performance: Some evidence from Indonesian manufacturing companies. *Journal of Manufacturing Technology Management*. 2013; 24(7):1019-1050.
33. Ndlovu M, Dube N. Analysis of the relevance of traditional leaders and the evolution of traditional leadership in Zimbabwe: A case study of amaNdebele. *International Journal of African Renaissance Studies – Multi-, Inter – and Transdisciplinarity*. 2012; 7(1):50-72.
34. Nemashakwe P, Zinyemba AZ, Gumbe SM. Development of an Afrocentric Effective Leadership (AEL) Model for Zimbabwean SMEs. *International Journal of Entrepreneurship and Business Innovation*. 2023; 6(1):21-36.
35. Nemashakwe P, Zinyemba AZ, Gumbe SM. Assessment of the effectiveness of leadership in Zimbabwean SMEs. *International Journal of Multidisciplinary Research and Growth Evaluation*. 2022; 3(6):338-343.
36. Neuman WL. *Social Research Methods: Qualitative and Quantitative Approaches*. 7th edn. Essex, Pearson Education Limited, 2014.
37. Ngunjiri FW. I Am Because We Are: Exploring Women's Leadership under Ubuntu World View. *Advances in Developing Human Resources*. 2016; 18(2):223-242.
38. Nicolaidis A, Duho KCT. *Effective Leadership in Organisations: African Ethics and Corruption*. Modern Economy. 2019; 10:1713-1743.
39. Northouse PG. *Leadership: Theory and practice*. Sage publications, 2015.
40. Nwadike FO. *Transformational Leadership: Cultural Contexts and Educational Impact, Case of Africa*, Conference Proceedings, the International Symposium on Cultural Diplomacy in the USA. Washington DC, May 18 - 21, 2011.
41. Nyamwanza L, Paketh L, Makaza F, Moyo N. An Evaluation of the Policies Instituted by the Government of Zimbabwe in Promoting Survival and Growth of SMEs: The Case of Glen View Area 8 SMEs. *International Journal of Information, Business and Management*. 2016; 8(4):304-316.
42. Ocheni S, Nwankwo BC. Analysis of Colonialism and its Impact in Africa. *Cross-Cultural Communication*. 2012; 8(3):46-54.
43. Okantey PC. Africa: New Frontier for Leadership. *International Academic Journal of Innovation, Leadership and Entrepreneurship*. 2014; 1(1):20-37.
44. Saasongu N. Effects of Leadership Style on Organizational Performance in Small and Medium Scale Enterprises (SMES) in Nigeria. *International Journal of Research in Management & Business Studies*. 2015; 2(2):23-30.
45. Saunders M, Lewis P, Thornhill A. *Research Methods for Business Students*. 7th edn. Essex, Pearson Education Limited, 2016.
46. Sharma G. Pros and cons of different sampling techniques. *International Journal of Applied Research*. 2017; 3(7):749-752.
47. Silva A. What is Leadership. *Journal of Business Studies Quarterly*. 2016; 8(1):1-5.

48. Thwala JL. Values: The Void in African Leadership. In: Girma, M, (eds.), Culture, Scripture and Leadership in Africa, Westlea: The British and Foreign Bible Society, 2018, 44-52.