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DISSERTATION TOPIC- THE NEXUS BETWEEN THE FAILURE OF AFRICAN
GOVERNMENTS AND POOR LEADERSHIP STYLES 1980-2015

BY

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DECLARATIONS

I, Promise Chimwango V, proclaim that this research is my own work and I confirm that it has not been submitted to any university or institution

Student...Promisey.....Date.....21/10/16

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Thank you all

ACRONYMS

ZANU(PF) FRONT	ZIMBABWE AFRICAN UNION PATRIOTIC
MDC	MOVEMENT FOR DEMOCRATIC CHANGE
ZACC COMMITTEE	ZIMBABWE ANTI-CORRUPTION
ESAP ADMINSTRATION POLICY	ECONOMIC STRUCTURAL
GNU	GOVERNMENT OF NATIONAL UNITY
LEP	LOOK EAST POLICY
ZIMCODE GOVERNANCE	ZIMBABWE CODE OF CORPORATE
POSA	PUBLIC ORDINANCE SECURITY ACT
IEA	INDEGENISATION EMPOWERWENT ACT
IMF	INTERNATIONAL MONETARY FUND
GDP	GROSS DOMESTIC PRODUCT

ABSTRACT

This study sought to discover the relationship between poor policies and poor leadership styles basing on the case of Zimbabwe. The task being to investigate the leadership style that govern Zimbabwe and exhibiting how it has affected governmental policies. The study adopted a qualitative design to investigate the effects of leadership style upon policies. From the discovery the study revealed the government of Zimbabwe is democratic in paper but its reality is autocracy. The outcome was based on interviews, peer discussions and also document analysis. Finally, the study recommended for the government to eliminate autocratic tendencies by adopting a genuine democracy.

CHAPTER 1

1.1 INTRODUCTION

Failure of policies in Zimbabwe has been regarded an issue surrounded with many complexities pertaining to what causes policies to unreasonably crumble affecting the economy. Many researchers interpret this by suggesting poverty, colonialism, neo-colonialism and nepotism as the main contributing factors to the acute failure of policies in Zimbabwe. This research aims a contradicting point of view by aiming to prove the inseparable relationship between the autocratic leadership and poor policy making.

1.2 BACKGROUND OF STUDY

The Independence of Zimbabwe in 1980 was the greatest breakthrough that pinpointed to the new dispensation under the new leadership of (ZANU) PF government. The coming of this yearned breakthrough for many Zimbabweans meant the stoppage of a colonial regime which made unfair polies which never addressed the needs of the majority black Zimbabweans instead made policies that benefited a few white people. The new government had therefore so much pressure to restore the nation by creating well intended policies. It is only fatal that it is 36 years later and the policies created by the government seem to have been draining the economic, social and political life of the country. The study therefore assumes the underperformance of Zimbabwe's policies might be an output of autocratic leadership style.

1.3 STATEMENT OF THE PROBLEM

Most literature concerning the failure of policies in Zimbabwe highly dwells upon the impact of external contributions. These issues having a lot to do with colonialism, neo-colonialism and also sanctions. It seem like these words are overly used as scapegoats to cover the impact of autocratic leadership on governmental policies. The study therefore complements the growing body of literature by giving a realistic depiction what exactly affects policies in Zimbabwe.

1.4 RESEARCH OBJECTIVES

- To analyze leadership styles and bring out their impact on the development of policies
- To bring out in particular how autocratic leadership has affected policy in Zimbabwe

1.5 RESEARCH QUESTIONS

- Outline what is leadership and describe various styles of leadership
- What is the leadership style in Zimbabwe
- How does the prescribed leadership style in Zimbabwe affect public policies
- Are the implemented strategies to improve public policies
- Were the strategies successful or failure
- Can the failure of the strategy be alluded to autocratic leadership

1.6 JUSTIFICATION OF THE STUDY

The study seeks to bring out the nexus between the leadership style in Zimbabwe and poor policy making. The study fills the knowledge gap of information provided by a number of scholars who seem to dwell upon colonialism, neo-colonialism and sanctions upon the policy mishaps' in Zimbabwe. This is done by bringing out new realities in the link between leadership style and policymaking

RESEARCH METHODOLOGY

1.8 RESEARCH DESIGN

The research design is largely qualitative than quantitative since the subject matter requires much more of the description of events. The research is also a single case study. This type of research was chosen because the more cases depth can be reduced. A single case study therefore reduces the dilution of information when giving overall analysis.

1.9 SAMPLE SELECTION

Purposive sampling was employed for the study since it selects cases that are information rich to address the purpose of the study. In this research individuals were located to answer the research questions raised. The sample was also chosen because it goes straight to the point.

1.10 METHODS OF DATA COLLECTION

The research is a case study and the advantage of a case study is that variety of data can be employed to facilitate triangulation. For this study primary sources are going to be used to provide valuable data needed. For sourcing data peer discussions will be done. Formal and informal interviews will also be done by targeting public and private organizations in trying to surf out information on the impact of autocratic leadership on public policies in Zimbabwe. The research will also use secondary sources that include books, speeches, newspapers and also online journals.

1.11 DATA ANALYSIS

Content analysis and textual analysis will be used to analyze data. The analysis will also be based on a grounded theory. When the data is collected the researcher will highlight key issues. The process involves firstly comparing interviews and analyzing all forms of data. Comparison will be done to also ensure accuracy

1.1 ETHICAL CONSIDERATIONS

The most important stance taken for this research is to make sure consent was sought from the participants therefore all who participated made a choice to feed information into the research. It can also be noted that no names were exhibited thus confidentiality recognized

1.13 DELIMITATIONS

The delimiting factors is that in representing Zimbabwe the case study was carried out in Zvishavane to fit generalizations for the whole country. This comes with much risk to the content especially of bias but the issue was however addressed by triangulation.

1.14 LIMITATION

The research is limited because of its confinement to Zvishavane. Zvishavane can not be generalized to represent the views of the whole of Zimbabwe. The other limitation is that

information was acquired through voluntary co-operation, this is quite risk as some can intendedly provide biased information. The problem was fixed by using many sources to ensure accuracy.

CHAPTER2

2.1 INTRODUCTION

In chapter one inuch has been discussed including the background of study ,statement of problem , research objectives, research questions, justification to the study, literature review and research methodology. This chapter seeks to review literature concerning leadership and behavioral leadership styles .The chapter seek to also bring out literature on the leadership culture in Zimbabwe and how that culture has created a certain political environment that carries a bearing upon the buildup of sound policies. All this will be achieved by depending on other scholars as the research does not exactly break new ground to the field of study.

2.2 DEFINING LEADERSHIP

Leadership is defined by Donnelley and Gibson (1985) as an attempt of influencing activities of followers by developing sound communication processes for the effect of attaining aimed goals. In defining leadership Barsely and Blanchard (1988) pinpoints that leadership is a process of influencing the activities of an individual or group in pushing effort on the attainment of goals in any situation. For Bass (1980) true leadership involves the structuring and restricting of a dire situation for the effect of fulfilling the expectations of the people. These definitions show that the key issues in any leadership setting is the ability of leaders to implement policies and achieve goals on behalf of the people. It can be noted that the implementation of policies is not alien field in any country, rather the process of policy making follow a pattern of leadership embarked by the leader. In the light of the above basing on the behavioral theory the study will observe leadership styles that fall into the theory.

2.3 LEADERSHIP STYLE

Relevant to this study a leadership style can be viewed as a principal aiming at providing direction to the implementation of policies within the country. This means that the key to sound policies depend on a particular guiding style of leadership chosen by a government. For this research behavioral leadership styles will be exhibited.

2.4 BEHAVIORAL LEADERSHIP STYLES 2.4.1 SOLO LEADERSHIP STYLE

The solo leadership style was propounded by Belbin (1993) as a leadership style undertaken by leaders who are known for failure in admitting their weaknesses and mistakes. It can be noted that in a solo leadership setting leaders act as if they are never weak and always right. This kind of leadership can be traced in the history of France whereby Napoleon Bonaparte the 1st was always right. This kind of behavior may carry some kind of advantage in the creation of policies with little or no delay but at the same time it can be destructive in nature since it is linked to autocratic tendencies that can give birth to complexities such as corruption. It is within these complexities that a government can fail to develop sound policies.

2.5 BUREAUCRATIC LEADERSHIP STYLE

In explaining bureaucracy Laximikanth (2006) notes that bureaucracy is a term that was propounded by Max Weber in referring to system of public administration that seeks to create organize governance. In the context of this study the behavior bureaucratic of leaders is exposed by Hague and Harrop (2001) who argue that political leaders behave in a way that seek to exhibit that politics should be left to politicians who must formulate policies that they think are in fit for public interest. This behavior tends to eliminate the contributions of the administrations, citizens and interest groups by only restricting them to the implementation of pol^l-Jes. This leadership style carries great disadvantages because the separation between politics and administration result in policies that seek to benefit only a few elite at the expense of the public, thus bureaucracy highly involves corruption and pursuit for private gain.

2.6 AUTHORITARIAN LEADERSHIP STYLE

Bass and Stogdill (1947) highlight that an authoritarian leadership style is when a leader dictates policies and all the goals to be achieved thus controlling all the activities. This means the behavior of an authoritarian leader is the exertion of full authority and control in decision making. Blake and Mouton (1964) also notes that authoritarian styles involve by high tasks but relationships become poorly maintained. Therefore leaders who embark on

this style are hard on their citizens by stiffening citizen participation and never accepting questions or debates.

2.7 BENEVOLENT AUTOCRAT LEADERSHIP STYLE

Leaders who undertake this style behave as propagandists. Blake and Mouton (1964) accentuate that in this style leaders have medium concern for production and for the people. This is done by setting goals that are far-fetched to excite the crowd but never deliver the promise. It is therefore benevolent in the sense that air promises are made but autocratic because it will a political strategy to win loyalty from the people thus inhibiting the people from constructive decision making.

2.8 AUTOCRATIC LEADERSHIP STYLE

In this style political leaders take the decisions on policy choice and publish them, expecting both the government bodies and citizens to fortify its decision without asking questions. In autocracy the government even reaches an extend of unleashing violence if the citizens seem to revolt against the wishes of the government

2.9 ELITIST LEADERSHIP STYLE

This involves leadership initiatives that only seek to benefit the government and few party elites. Elitism is the ultimate that destroys policies as the citizens who are supposed to gain from the outcome of policies are ignored. Under this style policies are situational as they only come as a way of cementing the elitist rule.

2.10 COUNTRY CLUB LEADERSHIP STYLE

The style is closely linked to the benevolent autocratic as the government is much more concerned for the people against production. Blake and Mouton (1964) propounds that in this context leader are thoughtful about the needs of the people but little progress in building up sound policies that cater for the development of a country. This means the behavior of the leader is sympathizing with its people rather than fostering change.

2.11 DEMOCRATIC LEADERSHIP STYLE

In the democratic leadership the leader is free to call for civil societies, political parties, lobbyists and subordinates for a discussion meant to identify problems and share possible solutions to the problem. Therefore in a democratic setup the leader allows the decision to emerge out of the process of discussion, instead of the autocratic which imposes. A democratic leadership style is of great advantage to the development of a country since there is a pool of ideas and suggestions from the citizens, civil societies, political parties and even the judiciary. The flow of these ideas enables leaders to identify the dos and don'ts thus making easy to detect the inappropriateness of policies before their implementation.

2.12 PARADOXES OF THE LEADERSHIP STYLES IN ZIMBABWE: LAID BY VARIOUS LITERISTS AND OBSERVATION

Critical to the dimensions of behavioral leadership styles highlighted it can be noted that the leadership styles highlighted are used interchangeably in Zimbabwe depending on the situation. When Zimbabwe attained her Independence in 1980 the government seems to have been following the root of a benevolent autocratic leadership style whereby the government was honest thoughtful about the needs of the people but fail the goals of the policy. The prospects of thoughtfulness to the needs of the people can be interpreted in the Reconciliation policy of 1981 when the government called for unity between all Zimbabweans despite the past. In this policy the government proclaimed unity and reconciliation as a panacea of cementing political and economic transformation. It is surprisingly ironic that was it did not take time before government changed from benevolence to autocracy through the Gukurahundi tribal massacre. In this line of thought Nnankwo and Richard (2001) pinpoints that post-independence leadership styles in Africa remained autocratic in nature. From this point of view the government only exhibited a lasting impression of what I perceive as "situational politics" whereby a policy can be enacted and sealed but the moment it challenges the legitimacy of the government it can immediately turn out to be a challenge that threatens the peace and security of the citizens. the government to compensate for former inequalities through the land resettlement program for the allocation and distribution of resources, Masunungure (2006) contributes to this study by highlighting that the

state was trying to be a benevolent father with the mandate of doing what was right for the people. It was a thoughtful move what mainly drowsed this policy was the solo behavior of the government Holmes (2011) argues that the country was bouncing out of war thus citizen participation was minimal in designing and planning of the whole policy. This means us all the work was left in the hands of the government .Against such the growth with equity policy was a disaster.

As if the continuous disappointments were not enough the prospects of elitist leadership style were exhibited in Zimbabwe in the 1996 ESAP period It is ironic that many African governments which adopted the Structural development Programs completely blame the West for the total failure of the policy. In condemning the blame tricks often placed by African countries Behr ant (1997) argues that post independent leaders in Africa live ostentatious lifestyles that benefit them and the chosen elite. Elitism in the ESAP period in Zimbabwe was therefore displayed when the critical ministry of finance which requires critical competencies was appointed to a shona novelist Bernard Chidzero. A shona novelist was assigned the burden of designing and implementing the Zimbabwean document of the Structural Adjustment Program. This proves that the culture of leadership in Zimbabwe seem to dwell upon serious unprofessional behavior which is often entangled to elitism.

Upon the failure of the (ESAP) the government quickly created the (ZIMPREST) (1988) which came as a call to restore economic stability, poverty alleviation as well as facilitating public and private investment battered by its former predecessor (ESAP).The government failed to analyze that the policy was coming in a year after the impact of (ESAP) was still gangling. In addition Goze (2009) notes that the inauguration of the policy came into interplay at a time when resources had been allocated in a rolling budget system thus the policy lacked financial backing to fund its implementation. From the (ZIMPREST) policy what can be perceived is that if a democratic leadership style was adopted this policy would not have been implemented. Zimbabwe is a country full of educated people thus if the government tried to surf information from the people suggestions would to a greater extend deem the policy. However since instincts of authoritarianism are exhibited in Zimbabwe this policy was

mainly driven with ambition visa via reason. What was reasonable was for the government to take a breather before introducing the (ZIMPREST) which also needed monetary inducements.

The art of the elitist leadership style also cascaded in 1988 through the creation of the War Veterans compensation fund (WVFCJ) whereby the government decided to compensate the war veterans. This policy can best be described as a personal move that did nothing but promote looting by government officials who had to reach an extent of exaggerating their injuries to dig more resources. As if the looting was not enough the leadership quickly undertook a solo decision to send troops to the DRC war despite the evident signs of a noticeable breakdown in the economy.

The government did not end there but in 2000 the government undertook an elitist mission when the land reform program was introduced. Initially the policy was supposed to be welfarist in nature for the effect of equally sharing the national cake. The pressing need was for to reduce poverty and give people the opportunity to participate in economy. However the government fell short as its aims seem to be intending political gain. To validate this issue of political gain Midgal (1988) highlights that what attributes of leaders with selfish ambitions is that their policy decisions are for political survival. In the Land Reform the government focused on privileging the affiliates of the Zimbabwe African National Patriotic front (ZANUPF) party. Given this history it can be argued that instead of the government to build policies that push for equality, fairness and equity much focused on patronage politics. Ever since the land reform questions have arose. The Land reform was also authoritarian in nature because the views of the judiciary were ignored. These views deemed the land Reform as a serious violation of Human rights.

On top of the aggravating land issues that were going on the government did not even take a breather before introducing the Indigenization and Economic Empowerment policy. A provision that highlighted for businesses to indigenize so that Zimbabweans will at least own 51%. In arguing against the policy Masunungure (2006) notes that the government did not display the criteria in which the funds would be accessible to the people. This means that the policy was not clear on the definition of indigenous

Zimbabweans. Analyzing the Land Reform a vivid problem that can be noted is that public policies lack the definition of who are the public. This lack of a sound definition of who the public has resulted in policies that are utopian in nature, only for the citizens on paper however benefiting a few elite. As a consequence many Zimbabwean citizens including the respondents think that policies are created for states or government officials and this misconception creates a culture where political leaders do as they like.

In a do as u like political environment citizen participation is devastatingly minimal besides citizens are tossed and toiled into docile beings therefore unleashing violence on citizens is something normal. This authoritarian leadership culture was exhibited in the Operation Murambatsvina 2005 which was a devastating move of the government towards its own people. The government justified the policy by hiding under issues of promoting sanitation. It did not need a seer to prove that the operation was intended to affect the citizens who had voted for the (MDC) in the 2008 parliamentary elections. The newest (MDC) Pared up its potential to given (ZANU) PF trouble in the 2005 elections thus when (ZANU) PF won politics of revenge was raged upon the people. The quick decision of the Mugabe led regime to design and implement that policy within a space of months exhibits instincts of autocracy. As mentioned before autocratic leadership styles tend to unleash violence toward its own people. The Washington post (2008) highlights the operation was the worst disastrous venture that violated human rights and led to a serious humanitarian crisis. At the juncture of Operation Murambatsvina can "also be noted that this operation left many homeless and without jobs as some shelters were for business were destroyed .These impacts will be further revealed in chapter four. In giving the culture of leadership in Zimba bwe one cannot ignore the exhibits of a democratic leadership style in the 2013 (ZIMASSET) blueprint. The (ZIMASSET) blueprint it was designed to cater for sustainable development resting on indigenization, empowerment and job creation. The policy was indeed a good move however the questions asked are whether the policy will not be affected by the negative political environment in Zimbabwe.

In addition to democratic leadership style tendencies the government has recently launch the (ZIMCODE) 2015 national code on corporate governance. It is a corporate

governance blueprint that seeks to address former unprofessional tendencies in policy making by promoting professionalism at national and organizational level. New hopes are unleashed

however one cannot ignore the question of deep rooted corruption in Zimbabwe. It can be argued that with the presence of the (ZIMCODE) the government is still failing to account for 15 billion that went missing this year. Concerning (ZIMCODE) there are two ways about it, either its success will foster radical change to the economy of Zimbabwe through its robust regulations or its failure is going to direct Zimbabwe into total shambles since the policy is the hope to combat unethical and unprofessional systems in Zimbabwe.

In the light of the discussed leadership styles in Zimbabwe it can be noted that the government has adopted different styles of leadership depending on the situation. It seems like much of the leadership styles adopted by the government fall in the category of an autocratic culture as Newton and Davies (2005) points out that in behavioral theories to leadership are highly autocratic in nature. However the discussion on the paradoxes of leadership in Zimbabwe did not exhibit the general institutional consequences of these leadership styles.

INSTITUTIONAL CONSEQUENCES OF THE LEADERSHIP STYLES IN ZIMBABWE: LAID BY VARIOUS LITERALISTS AND OBSERVATION

2.13 CORRUPTION

As discussed before in the behavioral theory governments are highly autocratic. Through observation one can argue that autocratic regimes governments are highly unaccountable and enforce decisions without much consultation from consultation bodies or citizens. In a democratic regime the contribution of the civil societies, interest groups is facilitated thus limited corruption since principles of accountability and transparency are applied. To support Hollyer (2011) notes that corruption is always depicted in a perspective where the style of leadership is autocratic. Indeed if the leadership style is autocratic corruption becomes ubiquitous to the extent that it is even useless to depend on Anti -Corruption bodies.

In discussing the fate of corruption in Africa Armah (2005) argue that anti-corruption bodies are like nets that only allow the big fish to pass. In the context of Zimbabwe corruption firstly comes into consideration in any attempt to dig out the reason why a series of policies have failed to materialize, for example the War Victims' Compensation Fund which was introduced in the 90s. A number of government officials claimed overrated disability to loot government funds in the name of havin^s participated in the liberation struggle. The idea of compensating the country's heroes was noble, however controversy of autocratic regimes is that government officials understand that accountability processes are marred thus fleecing the country's fund goes unpunished. Henceforth corruption has affected national funds in Zimbabwe from attaining policy goals.

2.14 POOR CITIZEN PARTICIPATION

In an autocratic regime citizen participation is at its minimal level because decision making is central to the leadership only thus people are inhibited from airing their views. In the case of Zimbabwe citizen participation is at its lowest ebb as evidenced by the cycles of seventeen constitutional amendments without consulting the people. In the political culture of many African countries citizen participation is considered an issue of low politics however it carries deep rooted implications upon the buildup of sound policies. In analyzing the nature of public policies it can be drawn public policies are implemented to address public problems and to understand public problems the public itself must define their problems. This shows that citizen participation is the backbone of sound policies and without citizen participation policies follow a tangent route where a series of blind policies are implemented.

2.15 POLITICS OF PATRONAGE

In an autocratic regime the political environment is redesigned into a do as you like arena where the political leaders take a stance in appointing whomsoever they please. Autocratic regimes quickly foster a system of patronage by taking advantage that no much criticism will raise as the people are controlled by the government. It can be noted that political patronage immensely affects sound policy making because appointments with no merit tend to result in lack of professionalism. In addition

politics of patronage involves unnecessary cabinet and ministerial reshuffles that only brings confusion to the implementation of policies for example in Zimbabwe the continuing changes in the appointment of Indigenization Ministers always bring new changes in the indigenization blueprint. This affects the soundness of the policy as new changes rapidly carry a burden to the overburdened fiscal in Zimbabwe.

2.16 BIASED LEGAL SYSTEMS

In an autocratic environment legal systems which are supposed lay the appropriateness of policies are biased. An autocratic regime eliminates aspects of separation of power thus the efforts of the judiciary to correct policies that undermine human rights are ignored. The autocratic leader can use various strategies to lure the judiciary under its spell through appointments or even material inducement all resulting in altered policies. In many autocratic governments have embarked on a political culture that undermines separation of power and as a result policies made are reckless and conjure economic destruction.

2.17 POLITICAL ' ' INSTABILITY

Political instability has much to do with zero tolerance of competition and diversity of opinion. It thoroughly works hand in glove with autocratic style of leadership. In analyzing political instability Campbell (2013) notes that autocracy gives birth to political instability, since at some point the citizens will attempt criticize the autocrat. It is in that day that instability is unleashed. Autocracy as a leadership style cooks an environment that makes it difficult to implement sound policies. In relating political instability in the context of Zimbabwe it is a fact that constructively criticizing the government is deemed intolerable, Newsday February (2013) reported the former Minister Chigwedere who anyone willing to join politics in Zimbabwe must be prepared to be bruised. His statement means much in unearthing political instability within Zimbabwe whereby joining politics becomes a threat to the right to life. In addition in a politically unstable government politics and economics are intertwined thus the government enjoy unquestioned intervention in credit allocations, resource distributions and these monetary expeditions are highly manipulated to benefit the elite. In light of the autocracy in Zimbabwe we witness the quick introduction of the

war veteran compensation fund where government officials manipulated the funding to fill their own pockets. Given that one can say the autocratic style in leadership is a corrupt move that does nothing but result in crumbles,

2.18 ACCOUNTABILITY

Moreover in autocratic regimes issues of accountability are eliminated. Macmillan English Dictionary (2008) defines accountability as the ability of people to have the right to criticize someone or ask why it happened. It also refers to a report of oneself. In bureaucratic systems accountability is far from the door steps as a result in Zimbabwe the civil society, judiciary and general citizens are shun from performing checks malpractices and its absence causes the undermining of collective social conscience in policy making. The ground of policy of Zimbabwe is now do as you like in Zimbabwe as the incumbent government cemented the aspect of accountability. Rasheed and Oluwu (2004) further argue that circumstances devoid of accountability become easy for policies to be a prey to unethical conduct.

CHAPTER THREE 3.1 INTRODUCTION

Chapter two explored the art of leadership, its styles and the leadership culture employed in Zimbabwe and institutional consequences. In this very chapter personal observation and the literature of other scholars was used to bring out the impact of the leadership culture on policies in Zimbabwe however the information was not accurate enough to conclude on the subject matter because triangulation had not been facilitated. It was therefore the researcher's desire to understand this subjective` reality by assimilating various sources to strengthen the study. Chapter 3 will therefore present the research methodology and the research design undertaking this study. It begins by discussing the research paradigm; this is followed by a description of the research design and explaining data collection procedures. Issues pertaining trustworthiness and ethical considerations will also be discussed

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within the chapter. Finally, the chapter will exhibit the way data was gathered, processed, analyzed and interpreted.

3.2 RESEARCH PARADIGM

In defining what a research paradigm is Grips (1994) highlights that a paradigm is a set connected concepts which provide a blueprint in which we perceive and understand a problem. This means that the paradigm we choose determines what exactly we are searching for and the way we analyze what we get .A qualitative research paradigm chosen for this study. A Qualitative research uses what is termed by Patton (2001) as naturalistic paradigms. It can be noted that a naturalistic paradigm help to understand the subject in context-based settings. In this study it is Zimbabwe's setting therefore the researcher does not attempt to manipulate the research finding. Qualitative research, can basically be interpreted as a form of research where are not attained a by means of statistical procedures instead it is a visible realistic world procedure where study germinate in a natural way. The aim of the qualitative this paradigm as given by Wimmer and Dominic (2000) is to understand how people in everyday settings create meaning and interpret events. In the context of Zimbabwe it goes with how people view the leadership style of their

government and to what extent their lives are affected by the policy choices undertaken. A qualitative research therefore calls for the immersion in the everyday life of the setting chosen for the study and entering the participants world through ongoing interaction to seek participants' perspectives and meanings.

This research also adopted an interpretive qualitative research paradigm. An interpretive research is defined by Schwandt (1994) as a research that justifies a phenomenon by drawing experiences from the point of view of those who will live within the geographical location. This means that the goal of interpretive research is to make sense of and interpret the situation in terms of what it means to people. The adoption of the interpretive paradigms resulted in the use of qualitative research methods to collecting and analyzing data. In this research it was the goal of the researcher to rely on the participants' views as much as possible to understand the impact of the autocratic leadership style on policies.

As noted before an interpretive research focuses on the contexts in which people live and work in thus methods of data collection suit the qualitative opinion. Observation was undertaken since observation takes place in a natural setting. The researcher also entered the participants' world through questionnaires, interviews and peer discussions to ensure on-going interactions are sought to understand perspectives and meanings.

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The advantages of doing qualitative research when studying leadership cultures and their impact include

- Flexibility to adopt a pool of ideas during research since it is within the nature of a qualitative paradigm to give diverse opinions as people have different perspectives.

The researcher visited the Joy pharmacy C.E.O, three former Executives of the Shabani Mine, Midlands State University lecturer who was once a consular representative of Zimbabwe handled two peer discussions with my colleagues and a questionnaire that moved around the town. All these were a gesture of trying to escalate the problems they faced as a result of poor policies in Zimbabwe. Talking to

people in-depth allowed them to tell their own stories, thus providing the research with a realistic perspective than the subjective view of the researcher

The other nature qualitative research as noted by Walter (2002) is that data tend to be analyzed descriptively. This helps the reader to easily interpret and understand given information. The researcher used a thematic analysis therefore data was analyzed in themes and finally interpreted their meaning, stating the impact of the autocratic leadership style upon the buildup of poor policies that have crumbled Zimbabwe.

It can be noted that a qualitative research is largely deemed controversial for giving information that cannot be fitted to other people or setups, however it answered the research questions that sought to verify the impact of the adopted leadership style in Zimbabwe and its impact. This took over possible generalizations to other geographical locations in Africa since the experiences were drawn in Zimbabwe.

3.3 RESEARCH DESIGN

The study of leadership styles and their effects to policy making in Africa is multidimensional and broad based. It is a subject that can only be understood by taking an intensive study of one country so that problems can be attentively and distinctively analyzed. Despite the benefit of simpler analysis a case study also helps to develop data that is accurate and interpretable on the impact of poor policy making in Zimbabwe. The specific type of case study used for the study was a single case study. A single case study enabled me to obtain ubiquitous information about the impact of poor policies in Zimbabwe and generally answering the research topic since Zimbabwe nearly share the same fate with other African countries. In justifying the single case design Coolican (2004) postulate that the more the cases the more depth is lacked in a single case therefore it can be noted that the study of more than one case can cause dilution in providing an overall analysis. In defining the prospects of a case study Yin (1984) defines it as an empirical inquiry that seeks to investigate phenomena within its real life context. This fits well with the researchers' intention to investigate the reality upon the impact of the autocratic leadership in Zimbabwe. It can be noted that in case studies uses there are varieties of data collection methods

that result in deep understanding of the case in of the case and answers to the research questions. In this research different options were used.

The justification of using a case study method therefore lies in its ability to adopt multiple methods and data sources to explore a study. However the weaknesses for a case study approach in this research is a few cases to statistically represent the population of Zimbabwe and Africa at large. However Stake (1994) argues that a good case study depends on the capacity of the reader to provide natural generalizations. Thus readers dwell upon on their experiences aspects then relate to the case.

3.4 METHODS OF DATA COLLECTION

The researcher employed a case study approach collect data as there were no sufficient funds to use to put in a census for all the views of Zimbabweans. For collecting data the researcher employed direct observation as a tool. This was achieved by visiting Joy Pharmacy in Zvishavane in an attempt trying to unearth how the business has been affected by poor policies in Zimbabwe researcher visited. Furthermore, all the other issues observed that were in line with the research question was accumulated by interviewing three former directors of the Shabani Mine and a grounded Midlands State University lecturer. Peer group discussions also enabled the quick collection of information.

3.5 PREPARING TO COLLECT DATA

In preparation to collect data the researcher firstly contacted the Joy Pharmacy secretary to set an appointment with the owner by after explaining the purpose of my appointment. In conducting interviews the link to three former Shabani Mine directors was a referenced connection so all I needed to do was set up the appointments. For peer discussions nothing much had to be done but organized group discussions with my colleagues. A questionnaire was also designed by infusing relevant questions that addresses the research questions of the study. The data to be collected was found in documents pre- researched documents intended to contribute to the study for the documents.

3.6 SAMPLING TECHNIQUE

For the study a purposive sampling was undertaken. In defining purposive sampling Gall et al points out that the goal of the sample is selecting cases that are information rich with regards to the purpose of the study and in this research the researcher sought information from individuals and sites that provided the much needed information to needed to answer the research questions .The advantage of purposive sampling is it goes straight to the point.

3.7 METHODS OF DATA COLLECTION

To cater for triangulation that is, triangulation the researcher adopted mixed methods to ensure validity. In defining triangulation Manion &Cohen (1980) pinpoints it as the use of two or more methods for gathering data .The methods employed in this study are interviews, peer groups, questionnaires and various documents. The advantage of using a number of methods is it increases richness to the inquiry of the study.

3.7.1 QUESTIONNAIRE

A questionnaire is defined by the Oxford dictionary 2009 as research that consist a series of questions and other prompts for the purpose of gathering information from respondents. For this study a questionnaire was used since it is cheap and do not require as much effort from the researcher. A limiting factor was that a questionnaire cannot directly express the real emotions of the people however this limitation is addressed by triangulation.

3.7.2 INTERVIEWS

An interview is defined by Berg (2004) as conversation which serves a purpose of gathering information. For this study I chose a face-to-face interview which is defined by Denzim and Lincol (2000) as an art of questioning and listening. This carries a great advantage because the research will also observe body language and gestures thus testing how genuine the participant is. All interviews carried were individual thus it enabled the participants to be natural thus presenting unique information pertaining to their experiences rather than group interviews. In the context of the

above the views of the C.E.O of joy pharmacies and three ex Shabani Mine director concerning the impact of poor policies in Zimbabwe were effectively captured.

3.7.3 DOCUMENT ANALYSIS

Analyzing documents was the other technique of sourcing data that was applied in this study .The pool of online documents , books , journals and newspaper reports has provided information about different styles of leadership leadership theories , culture of leadership in Zimbabwe and also in the trace of policies undertaken by the government of Zimbabwe. The advantage of using document analysis is documents can be accessed at the de sired time and those who write their documents usually use are in compilation processes. There are limitations in document analysis however triangulation enables the verification of the informiation.

3.7.4 PEER DISCUSSIONS

The study included peer discussions as a way of collecting data. In defining peer discussions Hugh (2004) define peer discussions as gathering 3-12 peers who share same characteristics relevant to the research. In the case of this study my peers where my colleagues. This qualitative data gathering technique helped in soliciting information from the student's perspective on hQj^y there perceive the autocratic leadership style in Zimbabwe and how it has shambled the country. Information was also provided on suggestions to solve this problem. The pee - discussions also facilitated interactions among study participants thus enabling quality of data. Above all the peer discussions were flexible and quite interesting as my colleagues freely shared their ideas, insights and perspectives.

3.7.5 PARTICIPANT OBSERVATION

For this study observation was also used to collect data. Participant observation is described by Conrad & Serlin (2006) view observation as a selective way of attentively watching and listening to interactions within an environment. By virtue that the researcher's country of origin is Zimbabwe it means that observation operations were already developed before the research was undertaken. This means that the researcher only went into field in order to attain a full descriptive picture of the study.

The observation approach was of great advantage to the study as it enabled the research to perceive issues that other methods could not see.

3.8 DATA ANALYSIS

Data analysis is defined by Yin (1994) as a process that involves examining, categorizing and tabulating data. In simpler terms it is basically about combining data to address the proposal of the study. For analyzing data the researcher used the grounded theory. The grounded theory is defined by Glaser (1978) as a methodology that constructs a theory about topical issues in the lives of people. Therefore data is analyzed based from the burning experiences of the participant. In this study the topical issue to be analyzed is how the participants were affected by poor policies in Zimbabwe that have emanated from the autocratic leadership style. In using the grounded theory, followed the following steps

* arranging data into different types depending on the sources.

⁹ meditating the data to understand how the information fits the overall data in answering research questions.

Finally arranging themes from data provided the themes were identified looking for relationships that exist between data.

3.9 ETHICAL CONSIDERATIONS

Considering ethics was an essential component for my study. This was achieved by eliminating any form of harm toward the participants. The study also considered ethics by ensuring the consent of the participants in interviews and the questionnaire. The consent was acquired after informing the participants about the purpose of the study. The research also used the voluntary approach thus participation was voluntary.

CHAPTERFOUR:4.1 PRESENTATION OF DATA FINDINGS

The chapter seeks to reveal the data findings of the research done in Zimbabwe concerning the nexus between the failure of African governments and poor leadership styles. This research was undertaken in Zvishavane. The researcher managed to interview the C.E.O of the Joy pharmaceuticals and three former Shabani Mine directors. The researcher also used observation, document analysis, peer discussions and a questionnaire to get information used for the subject matter.

4.2 CHARACTERISTICS OF THE RESPONDENT

For this qualitative study the background of the respondents was very necessary. As highlighted in the previous Chapter in qualitative paradigms much attention is given to the experiences of the people. This means that respondents needed to have been directly affected by the poor leadership styles. Therefore the background of the respondents was important. A factor to be considered for this research was also age. The respondent had to be above 21 years of age to ensure that information given is a person mature enough to have experienced the impact of poor leadership styles in Zimbabwe.

4.3 DISCUSSIONS AND FINDINGS

LEADERSHIP STYLE PRACTISED IN ZIMBABWE

The respondents from the questionnaire to a greater extent alluded that Zimbabwe embark upon an autocratic style of leader. The argument of the two respondents to the questionnaire was basing on the note that the government considers little or no citizen participation. The same concern of citizen participation was brought out in the peer discussions whereby all ten colleagues agreed that citizen participation is the key determinant to weigh autocracy. These ideas were also supported by books and the key one propounded by Chakara (2010) who argue that the government is intolerant to citizens as a result it introduced the Public Order and Security Act. An observation after reading the POSH document was that meetings of more than two people must be authorized by the police four days in advance. Other clauses make it a crime to criticize the President Mugabe, his wife, the government, police and the

army. The two participants for questionnaire also highlighted that there was never a time they saw consultation forms given by the government. These views work hand in glove with the path goal theory which suggest that autocratic leadership does much of dictating rather than consulting.

Basing on the peer discussions the justification that Zimbabwe is an autocratic regime was interpreted in the context of unfollowed corruption cases. My colleagues argued that corruption is a direct sign of autocracy because the government will ensure that citizens remain docile by combating any form of criticism with violence. This suggestion by peers was quite noble but it needed supporting information to validate the points. In support of this view Chawafambira (2009) gave a financial report submitted by the Zimbabwe collecting revenue authority (ZIMRA). The report highlighted that approximately 2 billion was lost to corruption, equaling nearly one sixth of the country's (GDP) in 2012. An internet report by Transparency International further on gave Zimbabwe an index score of 2.1 out of 10 and this indicates high levels of corruption. To further cement that in autocratic leaderships corruption is rampant observation was used. The researcher observed how the government of Zimbabwe is failing to account for the missing 15 billion. It is ironic that no prosecutions were done concerning the missing money. This serves to prove the prospects of an autocratic regime where corruption cases go unspoken.

The interview handled between the researcher and the Director of joy pharmacy in Zvishavane suggested that indeed Zimbabwe is an autocratic regime. The respondent based his argument upon the exhibitions of autocracy in biased legal systems. What I drawn from his argument was "in an autocratic regime the judiciary serves a purpose of fortifying the center this simply means it cannot bite the finger that feeds them. After gaining suggestions a deep scout was undertaken to validate this view. The sources included journals, books, newspapers, speeches and reports. The information was employed in the context of the Land Reform where government used various strategies to bring the judiciary under its direction and control. Matinenga (2005) presented that 95 percent of judges were given farms that were forcibly seized from white commercial farmers. This was a strategy to silence the

judges who perceived the Land Reform program as a gross violation of human rights. The Herald Newspaper March 2008 also published that the government bought and delivered luxury cars, plasma television sets and electricity generators to all judges. This established of giving out gifts can be regarded as a way of ensuring the loyalty of judges.

Concerning the leadership style embarked in Zimbabwe three more questionnaire respondents agreed on autocratic leadership style in the government of Zimbabwe. They argued that the exhibits of autocracy are found in political patronage. To validate this view information was also gained from the BBC International report (2005) which propounded since 1980 the government of Zimbabwe has been in a business of making ordinary dockers into ministers and others affluent in a blink. This can be traced to the appointment of Bernard Chidzero as the Minister of finance, a man who had the lowest qualifications. Through observing the environment the researcher could not let go of the appointment of Patrick Zhwawo in 2015 as the Indigenization Minister. Patrick Zhwawo is the son of the late Sabina Mugabe, the sister of R.G Mugabe. In analyzing the appointment a Zvishavane journalist highlighted the strength of the government to run these unprofessional appointments emanate only if the leadership style is autocratic.

Finally concerning the leadership style in Zimbabwe two former Shabani mine directors highlighted that the prospects of an authoritarian regime can be dictated by the presence of political instability. To ensure the accuracy of this view the researcher resorted to other methods which: support this view. In a report Maguwi (2003) pinpointed that a politically unstable government has to do with zero tolerance of competition and lacks diverse political opinions. Observation on the environment of Zimbabwe is that it is treason to oppose Mugabe and his regime.

From all these interpretations the researcher concluded that the leadership style used in Zimbabwe is highly autocratic.

4.4 IMPACT OF THE AUTOCRATIC LEADERSHIP STYLE

Basing on the research findings Autocracy as a leadership style used in Zimbabwe carries a greater bearing upon the success of the government especially in the policy making field. Autocracy has impacted foreign relations with other countries through the adamant behaviour of the corrupt leaders who enjoy manipulating the rights of the citizens. Autocracy also manipulated citizens, policies and general strategies to address the effects. It can be argued that the failure of strategies is the basis of the research. Strategies are usually put in as final hopes to a situation. The failure of strategies justifies the failure of the government.

4.5 IMPACT OF THE AUTOCRATIC LEADERSHIP STYLE ON FOREIGN RELATIONSHIPS

In the peer discussion both the participants agreed that around 1980 Zimbabwe received a lot of funding. However the donors changed their attitude when they perceived autocratic tendencies of eliminating accountability and transparency. This meant discrepancies on how their funds were being used. Another grey area mentioned by my colleagues was the ideological difference between Zimbabwe and the Western countries. The leaders in Zimbabwe were attempting to be a benevolent autocrat introduced health for all and education for all citizens especially the black as it could not provide funds from their own pocket however this strategy was at loggerheads with the ideology of the donors. On top of complains given by the donors the government did not assess that it needed not to engage itself in the DRC Congo and compensate the war veterans. The BBC international report (1999) estimated Zimbabwe was using about 1 million per day in the DRC war. This utterly meant Zimbabwe was headed for disaster way before sanctions were imposed on her. Due to the melted economic crisis that emanated from autocratic elements of corruption, violence and gross violations of human rights, sanctions were unleashed. Chingono (2010) asserts that The United Kingdom and United States combined forces in 2002 to call for its allies to impose sanctions on Zimbabwe and these sanctions have seriously deteriorated political situation in Zimbabwe.

The participants in the peer discussions carried in the research also agreed that the gross violations of human rights in Zimbabwe attracted the European sanctions which aggravated the economic situation of Zimbabwe. In observing the history of Zimbabwe it can be highlighted that Zimbabwe used to be rich and termed the pride of Africa. In the case of Zimbabwe the autocratic leadership style has greatly affected foreign relations within the country thus the former sweetheart of the West is now in the most exclusive grouping of a "Pariah state". A pariah state was defined by Cross (2014) as a state that is isolated and eats its own kind. This means that autocracy in Zimbabwe has resulted in a paradigm shift of the country for being the gaze of many to an isolated state with no friends expect the

In addition to the above during the interview the director of the joy pharmacy showed much concern about the regional isolation of Zimbabwe as a result of autocracy. This concern highlighted inspired the research to dig out more information from various sources concerning regional isolation. The matter was firstly laid in the peer group discussion and one of my colleagues highlighted that regional isolation from the SADC friends of Zimbabwe emanates from the recent 2016 Impartial Import Ban that affects the goals of regional integration. It can be noted that when the style of leadership is autocratic the leaders tend to extend their autocracy to other countries however it does not work that way. The bruised relationship between Zimbabwe and SADC countries has carried a great bearing on the economy through the disturbance of long term trade between Zimbabwe and South Africa. Failure to fix the economy can also be attributed to mismanagement of public funds through corruption,, politics of patronage, alienation of citizen participation and biased legal system which the ruling party used for the pursuance of personal gain. The citizens of Zimbabwe are always blamed for being docile to the ills of the government however in current dispensation due to prolonged poverty Zimbabweans are on fire as we witnessed the rise of "This Flag "and Tajamuka group pushing for the abolishment of the government.It is against this background that the government had to employ and still employing strategies to control the situation and preventing the government from its total downfall.

4.6 IMPACT OF THE AUTOCRATIC LEADERSHIP STYLE ON CITIZENS

This section seeks to elicit respondent's views and experiences on how the autocratic leadership style their day to day lives through poor policies. The respondents were specifically asked to indicate their subjective views on their situations to ensure that the result of the study will be close to accuracy. In the interview conducted with the joy pharmacy Director the participant with a devastated look stated the extent in which that the Import Ban has affected his business. The participant noted that they used to easily import medicines for the pharmacy in South Africa however when the impartial Import ban was introduced trying to import now comes with heavy duties. With sadness the participant notes that business is no longer the same.

On the same note the Director of the Zimbabwe Informal Sector Organisation in a speech propounded that "It is impossible for the government to pass a law like this one, when the country's economy is in shambles." In giving statistical details the SADC watch (2016) argued that with over \$700 million goods going into Zimbabwe, South Africa is the largest importer to the country the ban carried great implications on the economy." This desperate move has therefore further crippled the economy of Zimbabwe. In a general context the effects of this ban did not only carry an economic impact rather but also a political. This was witnessed in the rise up of "This Flag" and "Tajamuka" groups pushing for the overthrow of the government for the movement of eliminating autocracy in Zimbabwe. This stand point works hand in glove with the view of two former Shabani mine directors who linked autocracy and political instability.

On the same keynote a I three former Shabani Mine workers have alluded that the autocratic leadership style has affected the mining industry in Zimbabwe. As highlighted before in the research when the government is autocratic the environment becomes a do as you like arena for these leaders. We further discussed that institutional frameworks of accountability and transparency are ignored in an autocratic set up. To validate this view the Shabani Mine respondents one argued that the mine went down on its knees because the government would threaten the business as a personal club where revenues could be collected with no sound reason. The first respondent who worked for the mine since she was a girl pinpointed that

before the mine was overtaken by the Mugabe led regime she used to receive an attractive salary and fringe benefits that were able to sustain her and the family. With a sombre spirit the woman pinpointed that she now cannot afford addressing the everyday bread and butter issues. Her argument dwelled upon the autocracy in Zimbabwe in which leaders sustain only themselves and the elite over their own people. What the researcher noted was the impact of policies such as the Indigenisation policy upon the fate of Zimbabwe. The Shabani Mine respondent two highlighted that the policy has greatly affected the Mine.

4.7 STRATEGY POLICIES IMPLEMENTED BY THE LEADERSHIP TO ADDRESS THE PERCEIVED FAILURES

In this section much of the strategy policies emanated from the questionnaire, peer discussion and the various documents that provide information about the suggested strategies. Through observing the prospects of autocratic leadership in Zimbabwe the researcher understood that even if the government is autocratic it seeks to just prove how democratic it is by implement policies that seek to justify them. As the leaders of Zimbabwe were faced with much criticism due to autocracy and its impact on policy making from 1980 to 2015 the Mugabe led regime has laid out different solutions for the party to continue ruling. For the respondents some of these strategies were genuine to the effect of revitalising the rapid fallen economy but however some of the strategies continue to help the party grab power and continue to-tear down the country.

4.7.1 LOOK EAST POLICY

Confronted with these numerous challenges resulting from the sanctions and international isolation, a questionnaire respondent alluded to the LEP as a survival strategy embarked by the government. The LPE came with advantages in to address the impact of poor policies that emanated from the solo decisions of the autocratic leadership. A ZESA Holdings insider noted that this strategy promoted growth within the organisation as the state owned Chinese compChina Aerq-technology Import and Export Corporation (CATIC) has entered into investment deals with the ZESA Holdings by investing US\$400 million.

The Independent Newspaper October (2014) noted that China also supported Zimbabwe for the construction of sports facilities, hospitals and schools. Politically we see China using her veto power to protect interest of Zimbabwe from further harm as Western countries have ganged up against Zimbabwe in condemning its autocracy.

4.7.2 INDEGENISATION AND ECONOMIC EMPOWERMENT ACT

In many explanations the IEEA is alluded to as a mere policy concerned with chasing away foreign investors however one of my peers explained the policy in a new dimension that views the policy as a survival strategy. His argument was based on a fact that the leadership perceived the growing unpopularity of the party due to its past policy making endeavours especially the land reform in which the government failed to equally distribute resources. It is highlighted within the indigenisation blueprint that all foreign companies with a minimum asset-value of at least \$500,000 had to surrender 51% of their ownership to indigenous Zimbabweans. This meant that foreign investors were only restricted hold 49% ownership of their businesses.

This strategy was justified by one a participant in the questionnaire as a distributive strategy that sought to address the imbalances in the ownership and exploitation of resources. Thus the strategy was meant to prove to the people willingness to address past injustices in policy making..

4.7.3 GNU (GLOBAL POLITICAL AGREEMENT)

Through observing the environment the researcher witnessed the 2008 political and economic crisis as a consequence violence unleashed by the autocratic regime. It was against this backdrop that the GNU was created. This Global Political Agreement (GPA) was a strategy to maintain peace after the 2008 political upheaval. It can be noted that GPA was strategy the party undertook just to win the heart of the public who deemed the government to be sadonistic. It can be noted that the GPA strategy culminated unity by cementing the vexations of past poor policies through the reconstruction of a united the society.

4.7.4 ZAADD (ZIMBABWE ACCELERATED ARREARS CLEARANCE, DEBT AND DEVELOPMENT STRATEGY)

The ZAADD was developed against the background of Zimbabwe's unsustainable debt overhang and the country's lack of capacity to address the debt burden and attract new financing. It was an innovative and well-articulated policy that calls for the operationalization of a debt management office, undertaking a validation and reconciliation exercise of the external debt data-base.

The policy heralds a major shift as reflected in its need to re-engage with creditors and the international community for the removal of sanctions as well as negotiating arrears clearance, new financing and comprehensive debt relief and leveraging Zimbabwe's natural resources in pursuit of debt relief and development. This strategy was implemented by the government to spearhead for warm relations with the West as a way of correcting its past shortcomings in policies that violate human rights.

4.7.5 ZIMASSET (STRATEGY FOR SUSTAINABLE SOCIAL-ECONOMIC GROWTH)

Zimbabwe experienced a deteriorating economic and social environment since 2000 caused by illegal economic sanctions imposed by the Western countries. This resulted in a deep economic and social crisis characterised by a hyperinflationary environment and low industrial capacity utilization, leading to the overall decline in Gross Domestic Product (GDP) by 50% in 2008.

After the landslide victory by the ZANU PF Party in the 31st July 2013 harmonised elections, the Party was given the mandate to govern the country for a five (5) year term. To guide national development for these five years, Government crafted a new economic blue print known as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). To redress the past reputation of alien policies the government developed this economic blueprint guided by the mission of enabling the environment for sustainable economic empowerment and social transformation to the people of Zimbabwe .It therefore marks ZIMASSET as a powerful strategy to address the effects of Western led sanctions and to balance the effects of past ineffective policies.

4.7.6 ZIMCODE (NATIONAL CODE ON CO-OPORATE GOVERNANCE)

The peer discussion participant agreed that (ZIMCODE) came in as a strategy to minimise corporate collapses and instil discipline within the business sector in Zimbabwe. Strenger (2004) defines it as the yardstick that guides companies in Zimbabwe to adhere to the code of "Best Practice" by addressing issues of corruption and many other in competences. It can be noted that corporate governance Zimbabwe had experienced poor performance of state owned enterprise. It can be noted that this poor performance also cascaded to the policy making field within the country. It was against this background that the government undertook this strategy to develop a nested model that embeds the ZIMCODE into the strategic planning processes. It is through these strategic planning initiatives that all unprofessional-ism will be halted down to the effect of promoting sound policy making environment.

4.8 IMPACT OF THE AUTOCRATIC LEADERSHIP STYLE ON STRATEGIES IMPLEMENTED TO IMPROVE THE SITUATION: OVERVIEW

In this thesis for the government to be declared a success or failure strategies employed to redress its former mistakes should be compared with results of the strategy implemented. In the case of Zimbabwe it seem that corrective measures employed to address poor policy making always tend to be repetitive in nature .When we say repetitive means that same policy implemented as a corrective measure will also bear the weaknesses of the one to be corrected. This comes as a result of an autocratic leadership style which bears rampant corruption, politics of patronage, poor citizen participation and biased judicial system. All these proponents of autocracy making it hard for policies to be well implemented for the effect of sustaining the government.

4.8.1 LOOK EAST POLICY

The Look East Policy has been so much applauded as a strategy that has recovered the economic whims caused by the past poor policy making endeavors of the government. However in deep scrutiny the policy can be criticized for firstly lack of documentation like other policies and secondly because the policy's objectives were pushed by a

desperate need to show off the ego of the government against western isolation instead of improving the lives of the general populace of Zimbabwe. Perceiving the desperation of Zimbabwe to make friends China seemed to offer that window of opportunity to enrich her economy as an exchange of friendship.

Through the gathered information from the sources the Look East can be considered a failure because China continues the plundering resources especially in the diamond field. A participant in the peer discussion pointed out that China has been taken advantage of Zimbabwe because of her desperation to fight isolation. Mandaza (2005) points out that Zimbabwe had no option but to implement the policy because of the conflict with Western countries, Zimbabwe has nowhere to go hence had to pay China using its resources which has left Zimbabwe being exploited thus worsening the dire situation

4.8.2 INDEGENISATION AND EMPOWERMENT ACT

From the information given by three former Shabani Mine Directors the Indigenization policy has worsened the economic situation of Zimbabwe. In its current form, indigenization in Zimbabwe is not capable of achieving its future objectives due to political interference Thouvenot (2014). Under normal circumstances no foreign investor will be willing to invest in indigenization contracts as they will become minority shareholders. The other setback noted in the peer discussion is that the policy can be as reverse discrimination in Zimbabwe. This is because the Indigenization blueprint fails to define who is genuinely 'indigenous'. The mentioned loophole has left the program in the hands of the autocratic elite and their networks of patronage. It can be noted that in initiating the program it was highlighted that within the blueprint that empowerment initiatives will create 2.265 million jobs over the next five years however observing the current economic situation in Zimbabwe it can be noted that employment creation is standing still. Makoni (2009) highlights that the employment creation has standstill since few people working are earning. The unemployment rate continues to raise policy showing that the policy is a political strategy that has failed.

4.8.3 ZAADS

The policy can be regarded as a failure. The explanation was by a participant in the questionnaire who argued that the continual presence of sanctions prove the policy has failed. The Vision of the Plan is according to The Herald (October 2014) was calling for the need to come up with sanctions busting strategies that focus on growing the economy through the country's own abundant resources. However the target was not met.

4.83 GNU

The GNU and its implementation framework achieved a number of things for all the three political parties and the people of Zimbabwe as a whole however the inclusive government failed to implement the following aspects of its own bible Sunday (2011) notes that the Government of National Unity has failed the people of Zimbabwe because the politicians from all parties have been focused much on political gain as opposed to improving of the economy and social lives of Zimbabweans. It was meant to ensure that politicians from all parties benefited from government resources. The same critic came from my peers who alluded to the GNU as the big cabinet with large budget, salaries and allowances .Through observation the researcher realized that the classiest and expensive vehicles being driven by government officials yet government was claiming it did not have money to pay civil servants. We see the same situation being exhibited in 2015 when the government is failing pay the civil servants their salaries. The government expenditure was not being controlled. The interview with the Joy pharmacy director exhibited that GNU cannot be glorified as a strategy which addressed the effects of the fallen economy as the move was not people oriented. The participant also noted a striking point of the continuation of water and power

cuts, poor health facilities, and company closures translating into huge losses even after the GNU was created.

4.8.6 ZIMASSET

Despite all other strategies implemented all the participants agreed that the ZIMASSET blueprint was the beak of hope for a new Zimbabwe. It is fatal that

ZIMASSET is suffering the same fate of its predecessors in failing to stimulate the development. In reading the

document the realization was that through ZIMASSET over two million jobs will be created. This seem to juxtapose what is exhibited in the environment where the 2015 Supreme Court ruling, called for job cuts after it gave the employer the right to terminate employees' contracts on three months.

President Robert Mugabe and his ruling ZANU (PF) party often blame Western sanctions for the country's failure to meet its development goals. The National Social Security Authority highlighted that at least 10 companies have been closing down every month since the beginning of the year and this could mean 60 companies have closed shop by now. The count could get to 120 by end of year if the situation remains unchanged. The report also exhibit that company stagnation has pushed thousands into the informal sector which has become the major source of livelihood for many Zimbabweans. This also comes at a time when the government has approved retrogressive myopic and inconsiderate Import ban, adding to the socio-economic woes of hapless Zimbabweans. All these issues prove that the ZIMASSET is slowly falling apart. In addition Kwari (2015) points out that the minister of finance Patrick Chinamasa wrote a letter to the managing director of the IMF acknowledging the decline of the economy of Zimbabwe as growth continue to decline reflected in low business and poor investor confidence. This proves that ZIMASSET is failing to address the current crisis in Zimbabwe

4.8.7 ZIMCODE

Through observation the researcher perceive new hopes were unleashed after the launch of the corporate governance blueprint. This blueprint seeks to address former unprofessional tendencies in corporate governance making by promoting professionalism at national and organizational level however one cannot ignore the question of deep rooted corruption in Zimbabwe. It can be argued that with the presence of the (ZIMCODE) the government is still failing to account for 15 billion that went missing this year. This exhibit that as a strategy the code is slowly failing. It can be

noted that the success of the code would mean a new Zimbabwe that eliminates all autocratic tendencies of corruption, political patronage etc however its failure mean continuation in poor policies.

CHAPTER FIVE 5.1 CONCLUSION

The research findings prove that there is indeed a nexus between the failure of the government of Zimbabwe and the poor leadership style of autocracy. An Autocratic style of leadership consist of unethical behaviors such as corruption ,elimination of citizen participation, biased legal systems , political patronage which affect the buildup of sound policies at a national level. From the basis of the research findings the measuring stick firstly used is the Failed State Index Rothberg (2002) classified a failed state as one that is performing badly not only in economic performance but the breakdown in political participation, social service provision and ability to give effective strategy to control the situation conflicts. On the same note Maundeni (2001) model of a failed state is a kind of a state is guilty of turning suppressing freed^tm of political participation and failure to provide social services. All these measurements of a failed state fitted the expeditions of the autocratic leadership in Zimbabwe. From the information given in the data findings we witnessed that the autocratic leadership style has placed a great bearing upon policies in Zimbabwe and this has worsened the development crisis in Zimbabwe. The implications were not only domestic but Zimbabwe now occupy the most exclusive grouping that of a pariah state. From these prospects the government ha to a greater extend failed.

5.2 RECOMMENDATIONS

In the light of the results acquired, the following recommendations are given to improve

leadership in Zimbabwe. The leaders in Zimbabwe must work to ensure that the autocratic leadership style is eliminated to avoid its institutional challenges of corruption, poor citizen

participation, political instability and politics of patronage. Leadership must continue to ensure consensus building by encouraging divergent views when it comes to policy issues in Zimbabwe. Adhering to these democratic behavioral characteristics in the organization

will ensure that policies undertaken would will information rich thus reducing the art of subjectivity which has resulted in inappropriate policies. More importantly, the leaders

should try as much as possible to avoid the transactional leadership style of autocracy and lean much on transformational leadership style of democracy which uplift representation plus participation.

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