

UNIVERSITY OF ZAMBIA AND ZIMBABWE OPEN UNIVERSITY
POSTGRADUATE PROGRAMMES

**ASSESSING THE EFFECT OF CORPORATE GOVERNANCE
PRINCIPLES ON THE MANAGEMENT OF THE UNITED CHURCH
OF ZAMBIA: A CASE OF LUSAKA PRESBYTERY**

BY

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fulfilment of the requirements for the award of the master's degree of in Business
Administration

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Declaration

I, Harriet Kaira, confirm that I have acknowledged all the sources utilized and take full responsibility for its creation. The study is being presented to the University of Zambia as a mandatory component to obtain a Master's degree in Business Administration from the same institution. I assure that it has not been submitted to any other academic institution for the purpose of obtaining a degree or diploma

Signed.....Date.....

.....

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Dedications

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Acronyms

ANOVA	Analysis of Variance
CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
LPCM	Lusaka Presbyterian Church Management
OECD	Organization for Economic Corporation Development
SPSS	Statistical Package for Social Sciences
UCA	United Church in Australia
UCZ	United Church of Zambia

Abstract

Corporate governance principles can have a significant impact on the management of the church. These principles are designed to ensure that an organization is managed in a responsible and ethical manner. This includes setting up processes for transparency, accountability, and effective decision-making. The aim of this study was to examine the effect of corporate governance principles on the management of the United Church of Zambia, with specific focus on Lusaka Presbytery. This study employed a descriptive quantitative research design, with a population of 100 people in various management committees. A Yamane formula was used to randomly select a sample of 81 respondents for data collection. The researcher designed a questionnaire for this purpose, and descriptive analysis was conducted using SPSS. The results of the linear regression showed that there is a significant relationship between corporate governance principles and the management of the United Church of Zambia. The R square value of 0.602 indicates that 60.2% of the variance in the management of the United Church of Zambia can be explained by corporate governance principles. The coefficient for the implementation of corporate governance principles was 0.751, indicating that for every unit increase in the implementation of these principles, the management of the church is expected to increase by 0.751 units, holding all other variables constant. Further, the results showed that the adoption of such principles helped the church comply with legal requirements, mitigate risks, and attract talented leaders. However, there was less agreement on whether it improved the church's management or helped achieve its mission and vision. There was also no consensus on which principle had the greatest impact, and financial performance did not seem to be affected. The effectiveness of the board in implementing corporate governance principles was not considered by most respondents. The study found that while the church had mechanisms in place for handling conflicts of interest and a code of ethics, transparency and accountability were lacking in decision-making processes. There was also no independent auditor reviewing financial statements, no regular training sessions, and a lack of disclosure of performance. The study recommends the church to do among other; develop a corporate governance policy, conduct regular training and education, encourage stakeholder engagement, allocate sufficient resources, develop effective enforcement mechanisms and cultivate a culture of transparency and accountability.

Keywords: *Corporate governance principles, management, Church*

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CHAPTER ONE:

INTRODUCTORY CHAPTER

1.0 Introduction

Corporate Governance provides the basis for running profit and non-profit making institutions. It is a complex/simple method of directing and controlling companies. (Kharm .H, 2011) asserts that corporate governance a broad term that defines the method, structure, and the processes of a company in which both the business and affairs of the company are managed and directed. While following the set-out methods and processes, accountability is enhanced in an organisation. Hence it plays a vital role in the meeting of organizational objectives and thus long-term goals. It further provides a system by which companies are directed and controlled. The performance of the company is driven by this and hence forms solid professional relationships among its stakeholders. Additionally, the company image is enhanced by good corporate governance with the reduction of fraudulent activities. With the need for order and discipline in the entities, this also assists by establishing clear policies, constitutions and set down laws. Corporate governance ensures that organizations use their resources more efficiently, protects minority shareholders, leads to better decision making, and improves relations with workers, creditors and other stake holders.

The enactment of a respective corporate governance is dependent upon the mission and vision, source of motivation and the internal environment of the organization in general. However, its existence is not in a vacuum and thus is affected by the economic, legal, political and social framework. Therefore, when a firm has enacted the right and suitable corporate governance, it is predicted to be able to achieve its set objectives and done at the right time. This stimulates not only the organizations growth, but is a prerequisite for efficiency and effectiveness in all levels of performance, down to the lower level. It then, facilitates strategic management throughout its operation.

Incidentally, some religious organisations or institutions have stakeholders who require accountability, transparency and proper running of these organisations. Therefore, it is imperative to take a study about corporate governance in a religious organisation so as to ascertain how corporate governance has been embraced. This study aims to assess the effects of corporate governance principles with specific reference to the management of the

United Church of Zambia. The research seeks to assist policy makers in promoting good corporate governance of some religious institutions.

1.1 Background

The United Church of Zambia (UCZ) has been in existence since it was founded on the 16th of January 1965. It successfully celebrated the Silver Jubilee on 16th January 1990, and the Golden Jubilee on 16th January 2015. The UCZ has approximately 3000000 members in 1060 congregations. It additionally has Presbyterian Church government which means that decisions are made by embracing the views of the grass root level. Furthermore, it was anticipated necessary to construct the Synod Investment and Office Complex at Woodlands, Mosi-O-Tunya, Plot number 895, Lusaka for a center of corporate governance and management of the United Church of Zambia. The United Church of Zambia has 10 presbyteries who are agents of Synod and help in implementing the objectives of the church. The Presbytery is a Council responsible for the spiritual and general affairs of the UCZ in the area decided by the Synod. It is governed by the Presbytery Bishop who is the chief administrative officer at presbytery level and ensures all decisions made by Synod are carried out within the presbytery. Lusaka Presbytery is also divided into 11 consistories which are headed by a consistory chairperson and each consistory has an average of 10 congregations.

The Consistory is the council responsible for an area decided by presbytery and chaired by consistory chairperson, and Congregation is governed by the Reverend or Bishop. The congregations are the major source of funds. The congregation has an ordained minister in charge who is assisted by church secretaries, treasurer, elders, stewards and other group leaders. All assistants to the minister are not chosen on professional basis regardless of been directly involved in the financial management. This is because the congregation executives work closely with the people at the grassroots level. The congregation in turn remit the funds to presbytery in accordance with synod requested percentages. This does not mean that all congregations remit the same amount of funds. Some congregations have different sources of income such as schools, offertory from members, tithe, and donations. All these generate income for the church. The synod accounting system is not applicable to presbytery, consistory, congregations and sections (UCZ Constitution, 2014)

1.2 Statement of the problem

The United Church of Zambia has been operating a 5-year corporate/strategic plan from 2017 to 2021. It was anticipated that Lusaka Presbytery implements its objectives in line with Synod goals. The main objectives of this strategic plan were, to reform and strengthen both

institutional and organisational capacities of the UCZ for effective service delivery and to mobilize and utilise resources prudently at all levels. Not only were these objectives to benefit the church, but the society and the economy at large. Based on the Synod level, this plan trickled down to all lower levels of operation. Since 2021 was the final year, the not-for-profit organization, UCZ, is in the process of evaluation and controlling based on the results. The confidence of doing so was as derived of the knowledge that this strategic plan was in implementation throughout the Presbyteries since 2017 (LPCM 2022/03/ 4)

However, it was found that congregations under Lusaka Presbytery were not aware of the essential 5-year plan. This was a clear indication that Lusaka Presbytery lacked corporate governance principles which should have provided the means to objective implementation. Corporate governance principles enable an organisation to allocate resources for the right objectives. With good corporate governance, communication flows effectively because of its emphasis on transparency within an organisation. Furthermore, monitoring and supervision is done for common interest and not for personal gain. The United Church of Zambia hierarchy is interconnected and their objectives implemented as such.

It can be stated that the prevailing situation in Lusaka Presbytery, does not depict good corporate governance because its members were not able to evaluate collective objectives. Some Reverends expressed their ignorance over the evaluation document and were only advised to respond to questions about objectives which were coincidentally implemented (LPCM 2022/03/6). Additionally, corporate governance principles call for timely and accurate disclosure of information in an organisation. Dissemination of information should provide for equal, timely and enable cost efficient access to users of the information. Lusaka Presbytery seemingly has not undertaken the relevant steps, hence, the question as to whether principles of corporate governance were embraced in the administration of the church.

1.4 Purpose of the study

This study seeks to assess the effect of corporate governance principles on the management of the United Church of Zambia, with specific focus on Lusaka Presbytery.

1.5. Specific Objectives

- i. To evaluate the impact of corporate governance principles on the management of Lusaka Presbytery

- ii. To identify the extent to which corporate governance principles are currently being applied in the management of Lusaka Presbytery.
- iii. To identify challenges faced by Lusaka Presbytery in the application of corporate governance principles

1.6 Research Questions

- i. What is the impact of corporate governance principles on the management of Lusaka Presbytery?
- ii. What is the extent to which corporate governance principles are currently being applied in the management of the church?
- iii. What are challenges faced by Lusaka Presbytery in the application of corporate governance principles?

1.7 Significance of the study

This study is imperative and beneficial because of various reasons which include the following;

- a) It will provide the field of academia with information and knowledge about the corporate governance practices in religious institutions.
- b) There shall be provision of information on how good corporate governance principles can be formulated for religious organizations.
- c) It is hoped that the findings from the study will instil further interest in the research field of corporate governance of religious organizations.
- d) The study will also assist policy makers in promoting good corporate governance of religious organizations.

1.8 Operational Definitions

- i. Synod is a supreme supervisory, governing and law- making body of the UCZ and it is the final court of appeal (UCZ constitution
- ii. A Presbytery is a Council responsible for the spiritual and general affairs of the UCZ in an area decided by Synod (UCZ Constitution).

A Consistory is the council responsible for an area decided by presbytery (UCZ Constitution).

- iii. Corporate governance is the system by which companies are directed and controlled.

1.9 Outline of the dissertation

This research consisted of six chapters with chapter one containing background to the study, statement of the problem, objectives of the research, significance and organization of the study. Chapter two consists of the literature and empirical review whilst chapter three contains the theoretical and conceptual framework. Furthermore, chapter four contains the research methodology while chapter five presented the analysis of the data and discussion of the results. Chapter six which is the last of part of the research contains the conclusion and recommendations emanating from the research findings.

1.10 Chapter Summary

This chapter presented among other, the background to the study, statement of the problem, objectives of the research, significance and organization of the study. The next chapter presents the literature reviews.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter shall review and discuss the various previous published material written documentation on corporate governance in Christian religious institutions. It attempts to synthesize and evaluate the material and information according to the research questions and the central themes. In other words, instead of supporting an argument, or simply making a list of summarized research, a synthesis and evaluation of ideas is inevitable which will provide a gap and justification for research to be undertaken on the given research study. This literature review is discussed effectively under the following themes: corporate governance principles, Global, regional and Local perspective.

2.2 Global Perspective

At a global level, several research studies have been conducted to explore on the effects of corporate governance principles on religious organizations. Ridge (2003) from the Australian National University of Law (volume 12 no1) conducted research whose aim was to assess the legal and ethical matters relevant to the receipt of financial benefits by Ministers of Religion and Churches: A Case of the New South Synod of the Uniting Church in Australia. Her findings highlighted the use of spiritual influence for financial gain. The collection of data through semi-structured interviews was considered more appropriate than conducting a questionnaire survey because the preliminary, open-ended nature of the project did not lend itself to specific questions, additionally, the sensitive nature of the topic may have inhibited written responses. After being given a general explanation of the research project as well as the equitable doctrine of undue influence, interviewees were asked to respond according to their experience, including, whether they could recount stories of conduct by ministers of the UCA which they perceived to involve abuse of spiritual influence for financial gain (Zuva and Zuva, 2018). Most interviews were taped, except in a few instances where permission to tape was not given. The main objective of the research project was to explore, in a preliminary fashion, the receipt of financial benefits within the New South Wales Synod by UCA ministers and institutions (excluding testamentary gifts). The template of the equitable doctrine of undue influence was taken as a starting point; however, although the project yielded some stories of abuse of spiritual influence for financial gain, there were none in which the legal validity of the transactions in question could be challenged. On the other hand, although most of the stories described predated section (5) of the UCA's Code of Ethics, they contravened that provision.

The two scenarios in which concerns arose that were identified were stated as follows; firstly, the receipt of financial benefits by individual ministers ([Zahroh, 2016](#)). This creates a gap for the fact that there is no accountability for funds given directly to the user or consumer.

All the stories described involved a perceived abuse of spiritual influence; however, the interviews also yielded information about other reasons why people might give to ministers, and the difficulties for ministers in accepting gifts; secondly, the taking of a commercial advantage from a relationship of pastoral and spiritual care. The example discussed was the selling of funeral services to families receiving pastoral care. With this information, it was hence proven that there was some lack of corporate governance in the operation of the church. Additionally, this research did not clearly state the structure of the organization and did not mention action to be taken on those who were found wanting. Corporate governance demands that there should be transparency in the manner in which people are remunerated contrary to what was obtaining in the new south synod of the Uniting Church in Australia. This research will endeavor to explore the remuneration policy of Lusaka Presbytery and how it is executed. Away from this, another study was conducted by Theophane Raymond in January 2013. The aim of this study entitled *Towards an Ecclesiastical Model of Corporate Governance* was to discuss the management style in the Catholic Church. The Catholic Church has been experiencing her own share of scandals lately, critics attribute the Church's scandals to her refusal to embrace the principles of good management and to her lack of a corporate governance framework which promotes accountability and transparency ([Zahroh, 2016](#)).

It is imperative to note that, of great importance to this research was the determination of whether management principles, such as corporate governance and codes of good practice, usually the provenance of business, were also applicable to a religious entity such as the Catholic Church. This research adopted a qualitative, interpretive approach and used semi structured interviews as the principal method of data collection. The data was then analyzed by using thematic content analysis. The findings suggested that management principles and corporate governance are applicable to the Catholic Church. The Church appeared to have a corporate governance framework of its own. However, it seemed limited when compared to those used by corporations and regulatory authorities. The findings suggested that the Church's corporate governance mechanisms may be outdated; effective compliance may therefore be difficult to achieve, thus possibly contributing to the long-term decline in ecclesiastical performance ([Zuva and Zuva, 2018](#)).

The research study then recommended that, managers may wish to reflect on their existing management and leadership styles in terms of how they communicate with their clergy and

society. It was discovered that corporate governance theories (e.g., agency theory and transaction cost economics) assume, theoretically, that executives are vice-ridden (corrupt and immoral); however, no efforts are made to address this shortfall. The research recommended that regulators and academics must further find it appropriate now to address the 'dissolute' nature of executives by incorporating a framework which is based on the moral virtues and individual personal accountability. This research identified that corporate governance is essential. However, it puts the blame on the limitation of the corporate governance theories, and hardly mentions the extent to which corporate governance principles were embraced. Additionally, it does not give clear recommendations on how this can be resolved. This identified gap prompted a further research and exploration of the principles of corporate governance that are being practiced currently so that appropriate recommendation can be made. Elson & Walker (2007) conducted a similar study on corporate governance in religious education with the objective of examining fiscal oversight and financial management practices in the local church in the United States of America. This included the existence of an independent board of directors with financial expert and documented policies and procedures. Financial management included the existence and use of budget controls over cash receipts and disbursements, financial reporting and tax reporting and compliance. A questionnaire was used to collect data from various denominations and later analyzed. The research reviewed those churches had adequate fiscal oversight and fiscal management controls. However, their policies and procedures were not documented and personnel did not know the requirements for financial reporting, hence affecting good corporate governance. Financial reporting is a tool to financial disclosure and enhances accountability. Thus, consistency in policies and procedures must be documented to achieve effective financial reporting

It would suffice to argue that, the research gap in this study lies in the fact that, it does not explain whether there was consistency in fiscal oversight bearing in mind that policies were not documented. Corporate governance demands consistency which will enhance improvements on the formulation of principles that will speak to challenges in context. These improvements can be done after discovering the extent of the effect being made by current corporate governance principle. It is hoped that this research will respond to the challenges highlighted in Elson & Walkers' research ([Zahroh, 2016](#)).

Kim & Daniel (2016) in his book, entitled 'Religion and Corporate Governance' evidence from 32 countries, conducted research which sought to understand the effects of informal constraints, particularly of religious denominations, on corporate governance. Archive data from a panel sample of 32 countries was used between 2006 and 2010. It was found that a

higher proportion of Protestantism is associated with stronger corporate governance after controlling for cultural, economic, legal, and institutional factors. This study provided empirical support for the social -cultural theory, which posits that social cultural variables such as religion are associated with the level of agency costs. The aspect of agency costs is obtaining between the UCZ Synod and Lusaka Presbytery. One of the agency cost is information asymmetry which implies an imbalance of knowledge between two negotiating parties. There was a problem of information asymmetry in the sense that the synod could not receive the benefits from members. This research will explore how information and knowledge is shared through Lusaka Presbytery to uphold corporate governance.

2.3 Regional Perspective

At regional level in Southern Africa, it is imperative to note that, various studies have been conducted on corporate governance in the recent past of particular use to this research. In 2021, Makinde & Ekundayo (2018) conducted a study which adopted the phenomenology research method. A qualitative method of Data Analysis was used and in-depth interviews were conducted with the leaders of three churches namely the Seventh-day Adventist Church, the Redeemed Christian Church of God and the Catholic Church in Nigeria. Although an interview guide was prepared, some follow up questions arose during the process. The targeted population of this research comprised of top executives and officials, that is, the leadership teams and their representatives in churches.

According to Zahroh (2016), it would suffice to argue that there is a perceived ambiguity and uncertainty with regards to the corporate governance principles that should be followed by churches. Some Churches have adopted various corporate governance principles to suit their objectives as there is no standard code in Nigeria. The objective of this research was to review the governance structure of selected churches and how corporate governance principles would improve transparency in the administration of churches. The findings revealed that a good corporate governance code, specifically for churches, is needed and there is a need for the amendment of the law governing churches. It therefore recommended that the law should be amended to eliminate the dual board system, include external audit, board composition, board diversity, rotation of trustees, retirement of trustees, board evaluation and whistleblowing (Sarah, 2017).

A panel was supposed to be set up by the Financial Reporting Council of Nigeria to investigate churches corporate governance and suggest principles that may be adopted by the church

considering the church's peculiar nature. The study however did not specify how exactly the law should be amended. Corporate governance principles which were already in place were not pointed out with their effects so far. With this identified gap, subsequent research is inevitable which will lead to the discovery of the necessary principles to be adopted for the implementation of corporate governance principles in a church set up in Zambia.

Additionally, Katja Rost (2017) Carried out similar research in ' Introduction to Corporate Governance of Religions. Stationed at the border between the past and the present, the corporate governance of religion is concerned with the governance mechanisms by which religious organizations are controlled and directed. Building on similarities between contemporary organizations and their predecessors in Roman Catholic monasticism, it illustrated that, studying the past can be of enormous benefit and allowed them to see familiar problems in a new light: for example, bureaucratic rules—nowadays no longer linked to efficiency—that emerged in Catholic orders and enabled organizational learning, innovations, and survival in uncertain environments. Catholic orders can be viewed as pioneers of corporate governance and show what kind of governance is suitable to reduce agency problems (Phiri, 2016).

When abstract organizational theories are presented in a historical context, it makes them more palatable, more understandable, and more interesting: the theory of the optimal decision rights within the specific knowledge framework of organizations is supported in Catholic orders, according to the researcher. The former arguments illustrate that Roman, Catholic monasticism and contemporary organizations have many similarities. It was found that the comparison between the governance mechanisms of both organizational forms may be fruitful. However, one could argue that, by its nature, the study of Roman Catholic monasticism (and of other forms of religious organizations) is necessarily stationed at the border between the past and the present, whereas organizational studies mostly conceived as the study of contemporary organizations is forward looking.

While a qualitative design is helpful to understand the historical feature of corporate governance, large-scale quantitative evidence is more suitable to test the validity of these features for social sciences but is still rare in the field. The study acknowledged that the variety of organizational concepts have their early beginnings in religious organizations and could be tested, however, the research did not clearly indicate how the catholic could move to operating in a contemporary world to help facilitate corporate governance and thus move from the past.

Additionally, it did not indicate which corporate governance principles could be compatible with Catholic orders.

Furthermore, a study carried out in 2021, by Ransford Kwabena, Awuki-Gyampoh and Andy Ohemenga Asare from the South African theological seminary and, of the University of Electronic Science and technology of China who contended that, in every sphere of life, supervision is an avenue to build on ones' aptitude and knowledge to grasp the future. He developed an extensive questionnaire with 60 open-ended questions. The questionnaire included questions relating to the demographics of respondents and profile of their Church. All items were measured on a Seven-Point-Likert scale ranging from strongly disagree to strongly agree (1=strongly disagree; 7=strongly agree). The questionnaires were given to (30) Church pastors and senior ministers to ensure accuracy and consistency. The study noted that the sustenance of the future was thus proportional to the effective Management of resources and personality. The Church's growth had been stagnant in recent times, with these findings, it was questioned from a business-perspective how the Church had been managed over the years. That is, does the leadership of the church carry out management like that of a business to realize strategic goals and objectives.

Although churches are not precisely business organizations tied with specific management practice as requirements including other complex legal requirements such as filing returns and payment of taxes, they engage in activities that require adequate planning and execution if they are to be successful and impact to the Church's growth and development. Hence, they identified that there is a need for an effective governance system for churches that will ensure efficient and effective utilization of resources and management practices in the growth and development of Churches. This research primarily, aimed at presenting an analysis of good Governance, effective managerial strategies and church structure for church growth and development. The use of content analysis of literature was employed as the main component in the research in the areas of effective managerial practices, corporate Governance and organizational Structure and its impact on Church growth and development (Pugliese et la., 2017).

The study systematically answered various questions which eventually contributes towards the establishment of good Governance, effective management and Church Structure on the growth and development of Churches. It unearthed the relationship between good Governance, church management and Structure on the growth and development of churches. The research conclusively found that it was astounding how several churches have declined after World War

II, yet little is done to ascertain the factors leading to such an alarming drop in membership. If the church leadership take mentorship as a priority to train the youth and the children, the future could be secured (Phiri, 2016). There is need to focus on the main ministry of the Church, revisiting the first-century church model by the disciples. When the Church entertains segments of quarrels among members, forgiveness, greed and being judgemental towards a neighbour, it disengages member's attendance for growth and sustainability. The identified gap in this research was reflected in the divergence from giving a recommendation for leaders of churches on the elements of good Governance, Management and the Structure of their Church that must be taken into consideration in their decision making to giving more of the vision and mission recommendations. Assessing the structure of Lusaka Presbytery and how information flows to prevent internal conflicts will respond to this gap in Rainsford Kwabena.

The above regional literature review addressed issues of governance structure, Catholic orders and management methods in churches. These variables were not adopted objectively but to suit the needs of the leaders. For this reason, further research with the goal to achieve the effectiveness and efficiency in the management of these organisation must be undertaken. When corporate governance principles are embraced, organisations are helped to achieve their objectives. Exploring the effect of corporate governance principles on Lusaka Presbytery will motivate other churches to adopt them. Even with the absence of principles in the current study, recommendations with the expected outcomes shall be outlined.

2.4 Local Perspective

A study was carried out in 2016, by Phiri (2016), whose main objective was to assess the effectiveness of the Pentecostal movement in corporate social responsibility in Zambia Corporate Social Responsibility (CSR). Five (5) Pentecostal churches were selected for the purpose of this research. He contended that, this research could not be the first of its kind on CSR in Zambia since there had been some prior and similar research in the same field. It also aimed at assessing the effectiveness of these CSR programs in Zambia amongst the Pentecostal movement. The first part of the research was aimed at discovering what specific programs or activities these Pentecostal churches are involved, in that are directed at addressing some of the social challenges in the communities they serve and how effective these programs have proved to be (Phiri, 2016).

The additional objective was to discover effective leadership and the practices of good governance at play in ensuring that a church becomes more socially involved. It was asked, 'are certain leadership styles and qualities more inclined towards CSR activities' among some

of the probing questions that sought for reasonable answers. Finally, this research further explored whether these Pentecostal churches had a deliberate policy to address some of the social matters in the communities they were serving. The aim thereof, was to find out whether this policy stands as a guiding post for these Pentecostal churches in CSR matters. Policy always drives strategy. This research was confined to (5) Pentecostal churches from the city of Lusaka. Two (2) target groups were employed for the program (Phiri, 2016).

The first target group comprised of (92) individual interviews and the second target group was used as focus group arrangement. As earlier highlighted, the population comprised of (5) churches One Hundred and Fifty (150) people were targeted as the sample size of the research. It was from the five (5) Pentecostal churches which translated in to thirty (30) questionnaires per church and (150) structured questionnaires. The sampling method used was snowballing nonprobability sampling method. It is imperative to note that, he acknowledged a degree of biased results due to the inability of respondents to give accurate information and send the responses to the researcher after completion of the exercise. The data collected, was analysed electronically using the SPSS software for Social Sciences. The findings of this research were that, effective leadership and good governance are essential for an organisation to be more CSR oriented; a lack of policy documents by the Pentecostal churches makes it difficult for the church drive towards CSR. It would suffice to argue that, the study was inaccurate, due to the Snowballing nonprobability sampling method which was used. In Data Analysis, population representation can be said to have not been guaranteed as the researcher had no idea of the true distribution of the sample. Sampling bias could thus have occurred as initial subjects nominate people they know well (Phiri, 2016). This research gap in this study, shall be minimised by using a qualitative method of data analysis which is more accurate and reliable, and respondents are familiar with management of Lusaka Presbytery.

Corporate social responsibility is carried out by many churches. Lusaka Presbytery has a department called Community Development and Social Justice which is responsible for cooperate social responsibility. Most of their activities involve finances which should be given out to the beneficiaries. Without corporate governance principles such as transparency accountability and integrity, funds can easily be deviated for personal gain by the managers of the churches. With this kind of reasoning, It is thus imperative to undertake a research in a different denomination from the Pentecostal churches such as the United Church of Zambia, having learnt this negative experience from the former.

2.5 Summary On Literature Review

Corporate governance is gradually being a concern in organizations. However, not much research has been conducted on the implementation of corporate governance principles in a church set up in Zambia. The few studies that have taken place have tended to be more generalist on governance principles (Melyoki, 2005). They have also tended to look at public companies and financial Institutions, and yet these form a small proportion of firms in Zambia. This study seeks to undertake comprehensive research and fill in the yawning chasm in gaps portrayed in the weaknesses shown in the previous studies cited.

CHAPTER THREE

CONCEPTUAL FRAMEWORK

3.2 The conceptual framework

The conceptual framework is a crucial aspect of conducting research as it provides a structured approach to understanding the relationships between various concepts and ideas related to the topic of study (Tumi, 2015). It acts as a guide for the researcher, helping to define and clarify the key concepts, theories, and relationships that exist within the field of study. The conceptual framework provides a visual representation of the connections between variables, allowing the researcher to identify the most relevant variables and build a theoretical model to guide their research. Additionally, the conceptual framework also serves as a basis for the development of research hypotheses and research questions, as well as for the selection of appropriate research methods and data analysis techniques (Tumi, 2015). It helps to ensure that the research is well-grounded in theory and that the findings are meaningful and relevant to the topic of study. To sum it up, the conceptual framework is an essential tool for conducting research, providing a foundation for the development of a clear and coherent research plan. It helps to clarify the relationships between various concepts and ideas, leading to more rigorous and meaningful research outcomes.

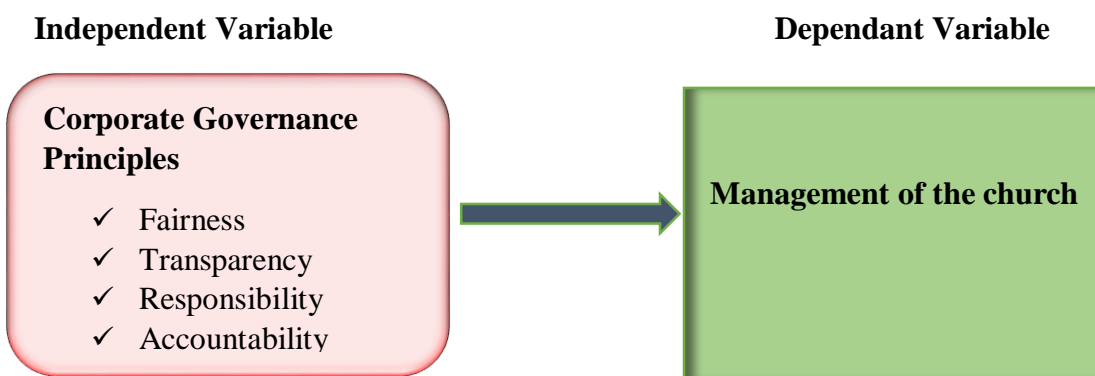


Figure 3. 1: Conceptual framework

Source: Author (2023)

3.3 Operationalization

3.3.1 Fairness

Fairness is characterized as ensuring that all parties involved in a firm's operations and decisions are treated equally. Sharing of data necessitates a comprehensive assessment of dangers and regulatory requirements. Studies compare the possible detrimental consequences of governance on the development of data-driven breakthroughs, such as customized medicine (Koren & Gal, 2019). According to the OECD research from 2004, trust and fairness have a close link. Fairness is the central tenant of the corporate governance paradigm. Fairness entails defending shareholders' interests and ensuring that agreements with resource suppliers are carried out as intended (Davies, 2011).

3.3.2 Transparency

Transparency refers to an environment in which the objectives of policy, its legal, institutional, and economic framework, policy decisions and their rationale, data and information related to monetary and financial policies, and the terms of agencies' accountability, are provided to the public in a comprehensible, accessible, and timely manner" (OECD, Principles of Corporate Governance, 2004). Being open and honest with stakeholders about the company's intentions, operations, and risks in keeping with its business strategies is a good management philosophy. It alludes to the company's goal to give shareholders and other stakeholders precise information. Investors need both financial and non-financial information to make and implement investment-related choices. Corporate governance principles are a collection of agreements and structures that guarantee that the needs of all stakeholders for financial and non-financial information are successfully satisfied (Ayboa, 2020).

3.3.3 Accountability

Although accountability is the fundamental component of corporate governance, there is no agreed-upon definition of what accountability entails (Mosunova, 2014). Corporate accountability is the term used to indicate the duty and responsibility of the firm to disclose its acts and behaviors. To be able to analyze how the firm has accomplished its corporate goals in a fair, balanced, and clear manner, the board should regularly engage with the stakeholders. It's crucial to implement dependable risk management procedures inside the company in order to maintain corporate governance effectiveness and build excellent governance practices. In conclusion, the significance of successfully managing risks with the aim of enhancing corporate governance has gained more acceptance and recognition. Corporate governance effectiveness and success were evaluated (Başar & Celayir, 2020). As a result, risk

management may be accomplished by opening up channels of communication and implementing responsibility and transparency inside the company. With both assurance and advising duties, the internal audit function will improve the efficacy of systems (Başar & Celayir, 2020).

3.3.4 Responsibility

The Board of Directors has the power to represent the corporation. Hence, complete accountability for the authority and its use should rest with the board. The highest management, including the board of directors, prioritizes the following three areas: Governance of Performance, Conformance, and Corporate Responsibility are listed in that order. Performance must be guaranteed, and wealth generation for shareholders must be followed. Good strategic decisions attempt to improve judgment in risk management. Instead, than focusing on immediate advantages, these stakeholders are interested in long-term value. Regarding the long-term value creation of businesses related to their investments in renewable energy and emission reduction, which are made possible through innovation, value, and long-term sustainability, the risk associated with poor brand image, company image, and company reputation was also stated (Fahy, Weiner, & Roche, 2005).

3.4 Chapter summary

This chapter presented the theoretical and conceptual framework of the study. Among the theories being discussed are Agency Theory: This theory suggests that managers act as agents on behalf of shareholders and must act in their best interest to maximize shareholder value. Stakeholder Theory: This theory suggests that companies have a responsibility to not only shareholders, but also other stakeholders such as employees, customers, and the community. The goal is to create a sustainable business model that benefits all stakeholders. Stewardship Theory: This theory suggests that managers act as stewards, or caretakers, of the company and are responsible for its long-term success. The next chapter presents the methodology to the research.

CHAPTER FOUR

METHODOLOGY

4.0 Introduction

This chapter of the study outlined the methodology that was applied to conduct the research. The chapter explains the research approach, design, sample population and size, sampling techniques, methods of data collection, and data analysis techniques.

4.1 Research Approach

The research adopted quantitative approach. According to Cooper and White (2012) quantitative research mainly collects and converts data into numerical formats for easy analysis and drawing conclusions. Quantitative approach puts emphasis on deductive process of moving from a more generalised picture to the specific ration of the study area. This is what is referred to as top-down approach (Cooper and White, 2012).

4.2 Research Design

To help with progress of this research, the researcher adopted a case study research design. According to Kothari (2011) a case study involves cautious and thorough observation of a social unit or real-life situations. A case study involves complete examination of a limited number of events or situations and their interrelations. Therefore, a case study was chosen because it enables the treatment of the whole population as a single entity.

4.2.1 Research philosophy

The research philosophy used was positivism. Positivism is an empiricist philosophical system that maintains that all real knowledge is either true by definition or positive, or truths that were discovered after the fact by reason and logic after observing something (Mugenda and Mugenda, 2016). Quantifiable observations that result in statistical analysis are necessary for positivism. For many years, it has dominated the fields of business and management research. As a philosophy, positivism is said to be in line with the empiricist theory that knowledge derives from human experience. The universe is seen as consisting of distinct, observable elements and events that interact in an observable, predictable, and regular way. This is known as an atomistic, ontological perspective.

4.2.2 Research type

The research type used was deductive research. The method of research that most people commonly connect with science is a deductive one (Kotler, 2015). The researcher analyzes

existing theories of the phenomena they are examining, investigates what others have done, and then tests hypotheses that result from those ideas.

4.2.3 Research strategy

The research strategy used was a correlational research design. In correlational research, two variables are observed in order to determine whether there is a statistically significant link between them. Contrary to experimental research, which solely depends on scientific technique and hypotheses, this kind of study is descriptive (Cooper and White, 2012). Correlational study, for instance, may show the statistical link between high income earners and relocation; that is, the likelihood that someone would migrate or not increases with money (Kotler, 2015). This was used because the finding variables that are related to the extent that a change in one causes a change in the other is the goal of correlational research.

4.2.4 Time horizon

This study was a cross-sectional study. Data from one point in time are examined in cross-sectional research. In this kind of study, participants are chosen based on certain factors of interest. Although cross-sectional studies are frequently utilized in developmental psychology, they are also widely employed in social science and education (Cooper and White, 2012). Cross-sectional studies are observational in nature and are classified as descriptive research; they are neither causal nor relational, therefore they cannot be used to ascertain the source of an issue, such as a sickness. Researchers do not alter factors; instead, they capture the data that is existing in a population hence the more reason why this type of time horizon was selected.

4.2.5 Sampling strategy

This research used probability sampling strategy. Probability sampling is the process of selecting a sample from a population when the selection is based on the randomization principle, often known as chance or random selection (Kotler, 2015). In general, probability sampling is more difficult, time-consuming, and expensive than non-probability sampling. However, since units from the population are chosen at random and the selection probability for each unit can be determined, accurate estimates can be generated and statistical conclusions about the population may be drawn. The objective of selecting a probability sample design is to reduce survey time and expense while simultaneously decreasing the sampling error of estimates for the most crucial survey variables (Mugenda and Mugenda, 2016). That decision may also be affected by operational restrictions, such as survey frame features. The researcher used this sampling strategy in order to generalize the findings from the sample to the population.

4.2.6 Data collection methods

This study applied a survey using a questionnaire to collect data. Survey method is the process of gathering data from a sample of people based on their answers to questions. This kind of study permits the use of several techniques for participant recruitment, data collection, and equipment (Mugenda and Mugenda, 2016). Survey method can employ quantitative research techniques (such as using numerically scored items on surveys), qualitative research techniques (such as utilizing open-ended questions), or both (i.e., mixed methods) (Cooper and White, 2012). Surveys are widely utilized in social and psychological research because they are regularly used to describe and examine human behavior hence the reason why this method was chosen in this study.

4.2.7 Data Analysis and techniques

The data collected was analysed using Statistical Package for Social Sciences (SPSS) version 20. The data analysis method started with sorting the questionnaires and putting the information into the Statistical Package for Social Sciences (SPSS) software. Descriptive statistics is a method used to summarize and present data in a concise manner (Kotler, 2016). It provides information about the central tendency, dispersion, and shape of the data distribution. Descriptive statistics include measures such as mean, median, mode, range, variance, and standard deviation. Inferential statistics is a method used to make inferences and predictions about a population based on a sample of data. Inferential statistics make use of statistical models and hypothesis testing to draw conclusions about the population (Kotler, 2016). Inferential statistics include tests such as t-tests, ANOVA, and regression analysis. Data preparation is the process of cleaning, transforming, and preparing data for analysis. It involves tasks such as missing value imputation, data normalization, data scaling, and outlier detection. Data preparation is an important step in the data analysis process as it ensures that the data is ready for analysis and that the results are accurate. The data was then analysed using SPSS.

4.3 Study Population

Lusaka Presbyterian Church has over 100 people in various management committees working in making sure the church functions properly. This therefore makes the population for this study.

4.4 Sample size

The formula proposed by Israel (1992) was used to determine the sample size. When the population number or estimate is known, the formula is applied.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N (100) is the population size, and e is the level of precision that was set at 0.05. Therefore, the estimated sample size was 80 respondents.

$$n = \frac{100}{1 + 100 (0.05)^2} = 81$$

4.4.1 Sampling techniques

The researcher used stratified random sampling method to select respondents from Lusaka Presbytery. The use of stratified random sampling method to select respondents from Lusaka Presbytery was based on the belief that these respondents are directly involved in the management of the church.

4.5 Ethical Considerations

In order to endure that the study was conducted in a responsible and respectful manner, the following were observed:

- i. **Informed Consent:** Participants were informed about the purpose and nature of the study, their rights as participants, and the possible risks and benefits of participating. Researchers did obtain informed consent from all participants and ensure that they were aware that they can withdraw from the study at any time.
- ii. **Anonymity and Confidentiality:** Researchers did ensure that the participants' identities were protected by guaranteeing anonymity and confidentiality, ensuring that the data collected cannot be linked to specific individuals.
- iii. **Non-harmful Study:** Research did not cause any physical or emotional harm to the participants.
- iv. **Fair and Unbiased:** Researcher did conduct the study in an unbiased and fair manner, without any discrimination or prejudice.

4.6 Limitations of the Study

The following were the limitations encountered by the researcher;

- i. Limited access to social media data: Researchers may have difficulty accessing social media data due to privacy concerns or proprietary information.
- ii. Inaccurate data: There may be inaccurate or incomplete data available on social media, which could lead to biased or flawed results.
- iii. Difficulty in measuring the impact: It can be challenging to quantify the impact of social media on an organization's reputation management because it's difficult to isolate social media's effects from other factors.
- iv. Lack of control over online conversations: Organizations have limited control over what people say about them on social media, which can lead to negative feedback and comments, which can be hard to manage.

4.7 Summary of the Chapter

This chapter of the study outlined the methodology that was applied to conduct the research. The chapter explains the research approach, design, sample population and size, sampling techniques, methods of data collection, and data analysis techniques. The next chapter presents the analysis of the data collected from the research site

CHAPTER FIVE

DATA ANALYSIS AND PRESENTATION

5.0 Introduction

The previous chapter of the study outlined the methodology that was applied to conduct the research. The chapter explains the research approach, design, sample population and size, sampling techniques, methods of data collection, and data analysis techniques. This chapter presents the analysis of the data and discussion of the results.

5.1 Response rate

A total number of 80 questionnaires were distributed to the respondents from which 68 were successfully answered and returned to the researcher. This then brought the response rate to 85% which is considered excellent by Mugenda and Mugenda (2016). The table below shows the results.

Table 5. 1: Response rate

Questionnaires	Frequency	Percentage (%)
Returned	68	85
Not returned	12	15
Total Distributed	80	100

5.2 Demographic profile

This section presents the demographic characteristics of the respondents such as gender, age and education background.

5.2.1 Gender of the respondents

The statement "Male 65%, Female 35%" indicates the gender distribution within the church, with males making up 65% of the congregation and females making up 35%. Overall, understanding the gender distribution within the church can help the management to ensure that the needs and interests of all members are addressed and that the church remains inclusive and welcoming to all.

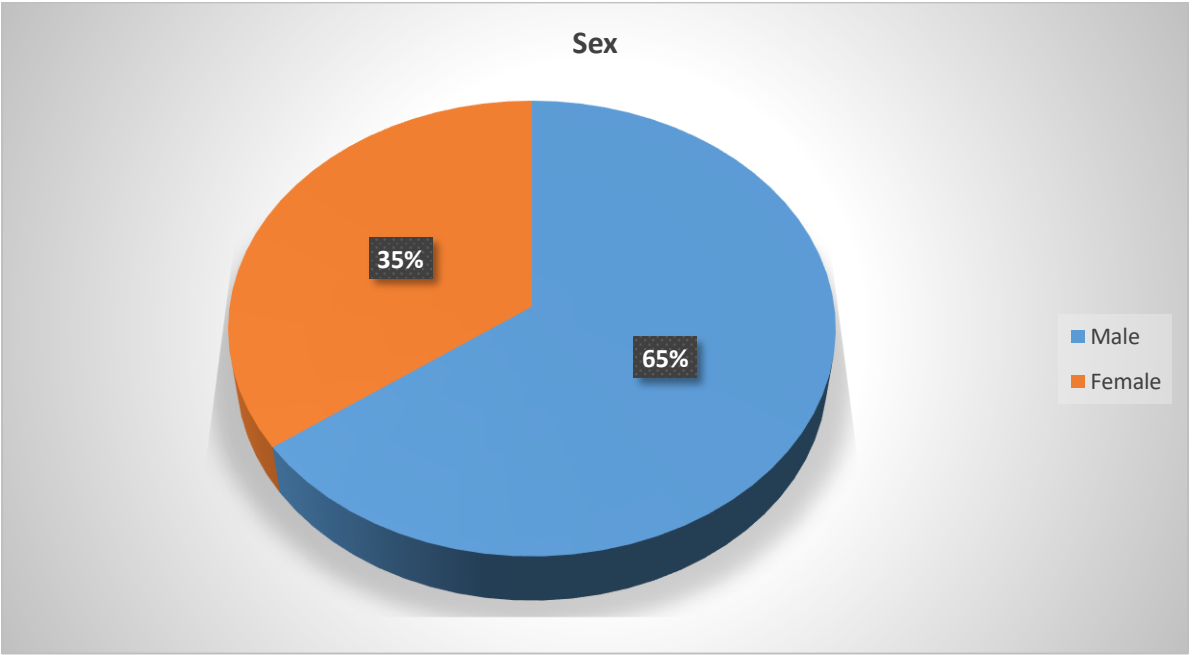


Figure 5. 1: Gender of the respondents

Source: Author (2023)

5.2.2 Age of the respondents

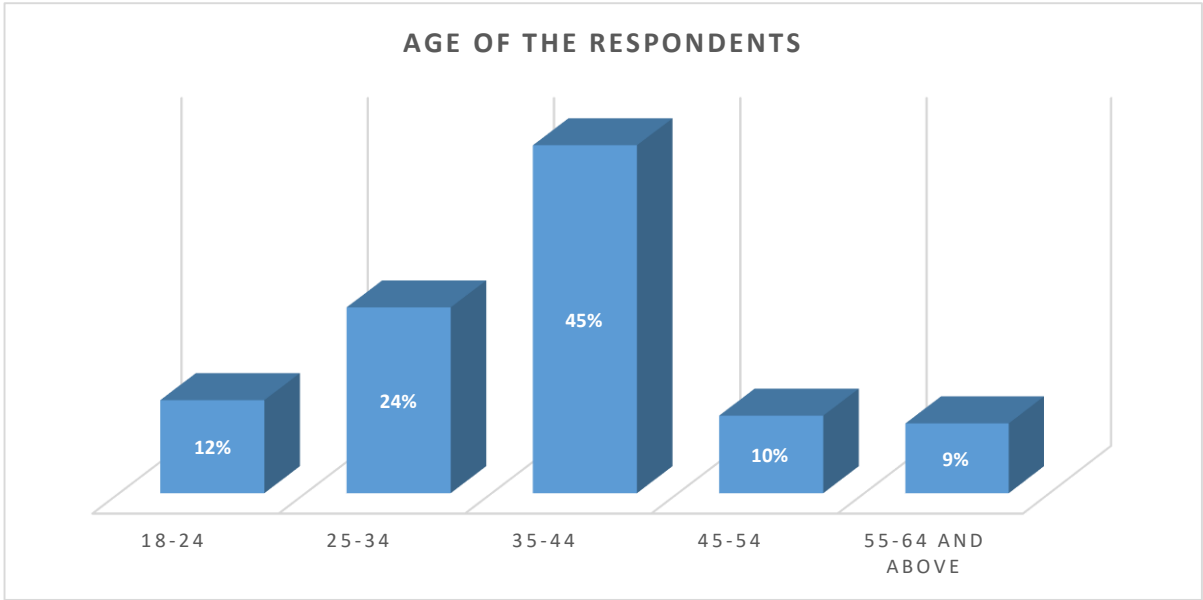


Figure 5. 2: Age of the respondents

Source: Author (2023)

The data shows that the majority of the respondents fall within the age range of 35-44, which indicates that this group is likely to be the most significant demographic for the church in terms

of decision-making and governance. As such, the church's management should focus on ensuring that they engage and involve this age group in the decision-making processes and activities of the church. Additionally, the management should also pay attention to the needs and preferences of the other age groups to ensure that the church's governance strategies are inclusive and representative of all members. Understanding the age distribution of the respondents can help the management make informed decisions that cater to the needs of different age groups, which can lead to better governance and overall success for the church.

5.2.3 Education level of the respondents

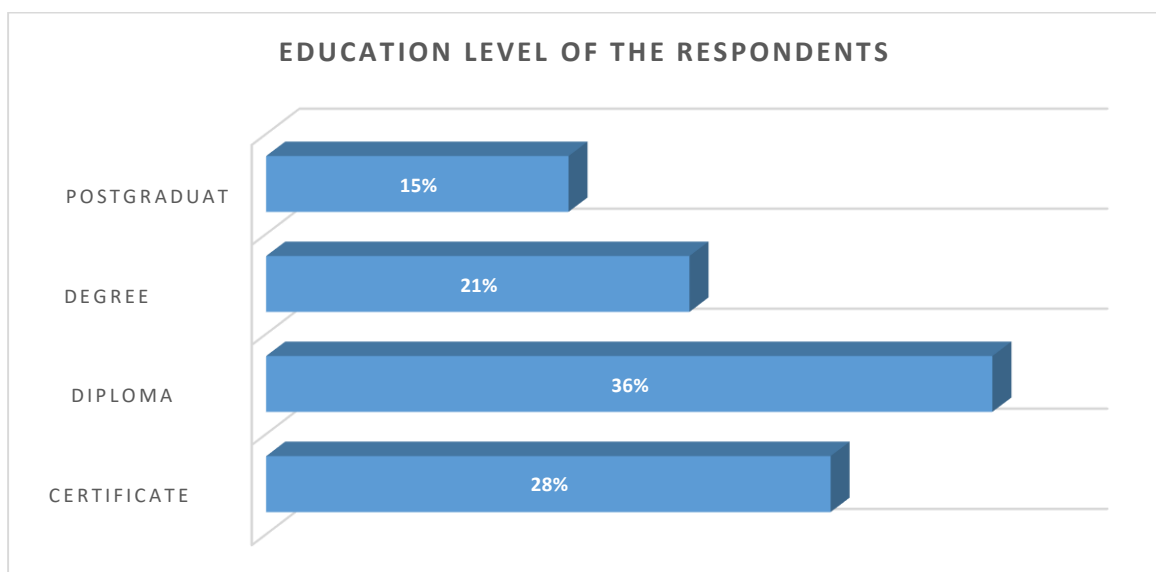


Figure 5. 3: Education of the respondents

Source: Author (2023)

This data shows the education level of the respondents. Out of all the respondents, 28% hold a certificate, 36% have a diploma, 21% have a degree, and 15% have a postgraduate degree. This suggests that the church may need to consider implementing policies and practices that are easily understandable and accessible to those with lower educational backgrounds. Additionally, the relatively low percentage of respondents with a postgraduate degree may indicate a need for the church to prioritize education and training for its staff and leadership, to ensure they have the necessary skills and knowledge to effectively manage the organization. Ultimately, it is up to the church's management team to analyze this data and develop appropriate strategies to improve corporate governance based on their specific needs and goals.

5.2.4 How long the respondent has been a member of the United Church

This data represents the length of time that respondents have been members of the United Church. The majority of respondents (56%) have been members for 6-10 years, while 14% have been members for 11-20 years and 8% have been members for more than 20 years. A smaller percentage (17%) have been members for 1-5 years, and only 5% have been members for less than 1 year. This could indicate a strong sense of loyalty and commitment to the church, but it also means that there is a potential for turnover in the near future as members may move away or become disenchanted. The management should focus on strategies to retain long-term members while also attracting new ones to sustain growth and stability. They could also conduct surveys or engage with members to better understand their needs and concerns, and use this information to inform their corporate governance practices. Additionally, they should ensure that their decision-making processes are transparent, inclusive, and accountable to all members to maintain trust and confidence in the church's leadership.

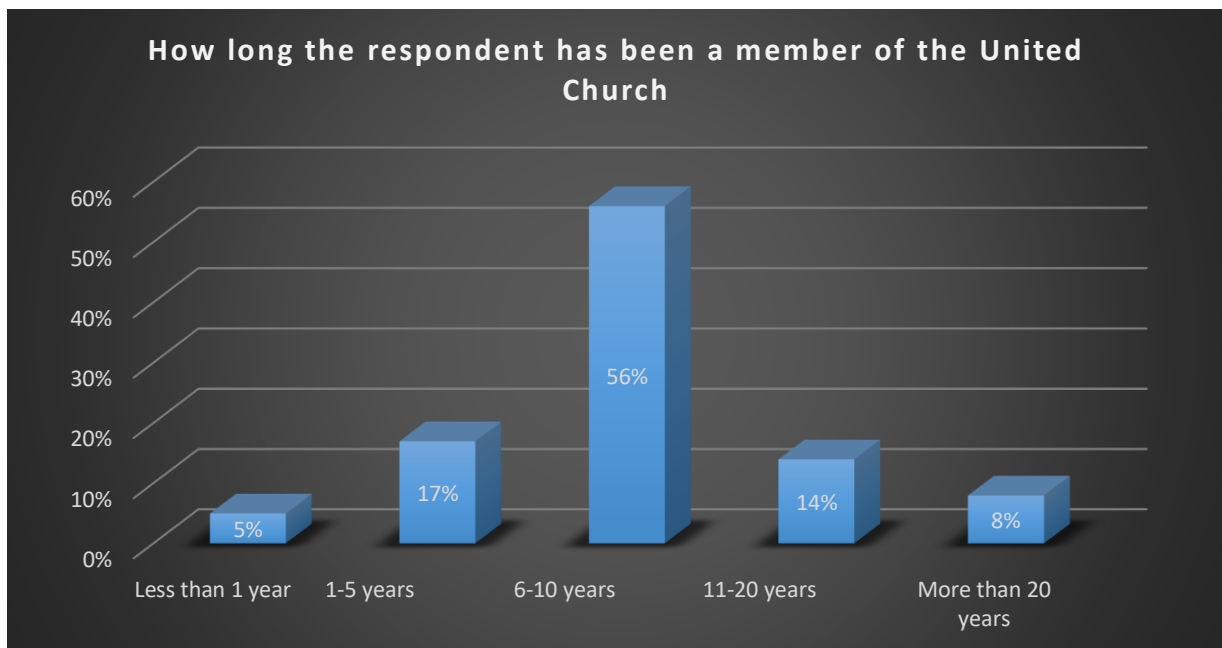


Figure 5. 4: How long the respondent has been a member of the United Church

Source: Author (2023)

5.2.5 Respondent's familiarity with the concept of corporate governance

The response from the respondents on the question "How familiar are you with the concept of corporate governance?" reveals that the majority of the respondents (49%) are very familiar with the concept of corporate governance. This indicates that these respondents have a good understanding of the principles, practices, and processes involved in corporate governance.

The response also shows that 16% of the respondents are somewhat familiar with corporate governance. This suggests that these respondents have a basic understanding of the concept but may not be familiar with all its intricacies. On the other hand, 24% of the respondents are not very familiar with corporate governance. This implies that these respondents have limited knowledge or understanding of the concept. Lastly, 11% of the respondents are not at all familiar with corporate governance. This implies that these respondents have no knowledge or understanding of the concept. Overall, the response from the respondents suggests that while a significant portion of the respondents are familiar with corporate governance, there is still a considerable proportion of respondents who are not familiar with the concept. This highlights the need for education and awareness on the importance of corporate governance and its impact on businesses and society.

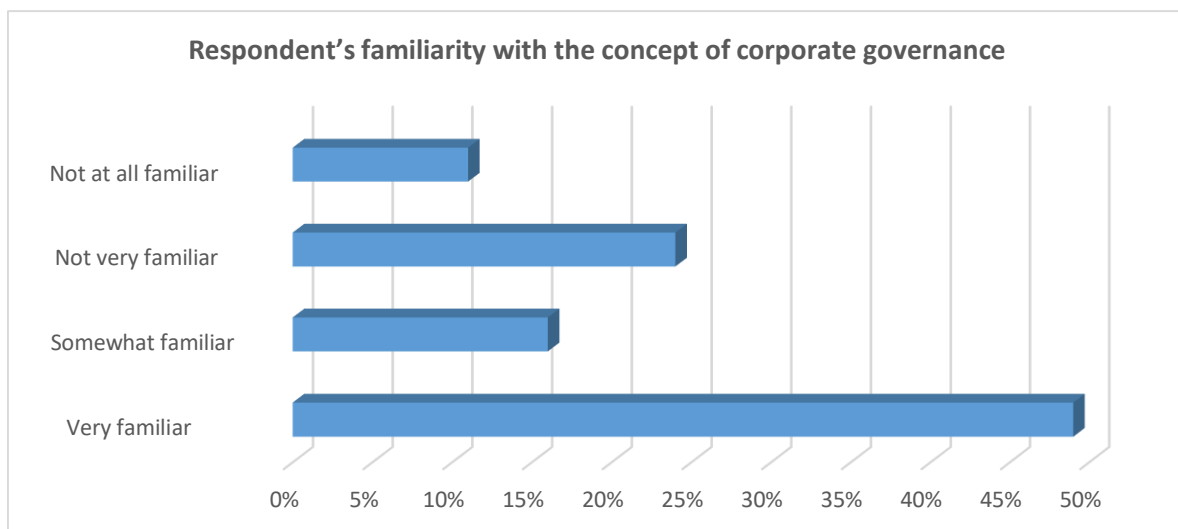


Figure 5. 5: Respondent's familiarity with the concept of corporate governance

Source: Author (2023)

5.3 The Impact of Corporate Governance Principles on The Management of Lusaka Presbytery

5.3.1 The Impact of Corporate Governance Principles on The Management of Lusaka Presbytery

The respondents were requested to rate their level of agreement with the statements under the impact of corporate governance principles on the management of Lusaka Presbytery on the scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The table 5.2 below shows the results.

Table 5. 2 The impact of Corporate Governance Principles on the Management of Lusaka Presbytery

Statement	N	Mean	Std deviation	Skewness	Kurtosis
The implementation of corporate governance principles has helped improve the management of Lusaka Presbytery	68	2.78	1.269	0.781	0.716
Noticed any changes in the way the church operates since the adoption of corporate governance principles	68	3.89	1.110	0.914	0.818
Believe that the adoption of corporate governance principles has had any impact on the church's financial performance	68	3.96	-1.215	0.863	0.792
The adoption of corporate governance principles improved the reputation of the church among its members and the community	68	4.01	1.066	0.571	0.770
The adoption of corporate governance principles has helped to prevent or mitigate any potential risks to the church	68	4.15	1.129	0.695	0.945
Noticed any changes in the church's decision-making processes since the adoption of corporate governance principles	68	4.21	-1.148	0.773	0.558
The implementation of corporate governance principles has helped the church to achieve its mission and vision more effectively	68	2.93	1.420	-0.822	0.729
The adoption of corporate governance principles has helped to ensure compliance with legal and regulatory requirements	68	4.28	0.726	0.718	0.927
Believe that the implementation of corporate governance principles has helped to attract and retain talented individuals to the church's leadership positions	68	4.18	0.997	0.856	-0.665

The mean score for each statement ranged from 2.78 to 4.28, indicating that the respondents had varying levels of agreement with the statements. The statement with the lowest mean score was "The implementation of corporate governance principles has helped improve the management of Lusaka Presbytery" (mean = 2.78), indicating that the respondents were not strongly convinced that corporate governance principles had improved the management of the church. The statement with the highest mean score was "The adoption of corporate governance principles has helped to ensure compliance with legal and regulatory requirements" (mean = 4.28), indicating that the respondents strongly agreed that corporate governance principles had helped the church comply with legal and regulatory requirements. The standard deviation (Std

deviation) for each statement ranged from 1.110 to 1.420, indicating that the responses for each statement varied considerably. The statement with the highest standard deviation was "The implementation of corporate governance principles has helped the church to achieve its mission and vision more effectively" (Std deviation = 1.420), indicating that the respondents had diverse views about the impact of corporate governance principles on the church's mission and vision.

The skewness values for each statement ranged from -1.215 to 1.066, indicating that the distribution of responses for each statement was skewed either to the left or to the right. A negative skewness value indicates that the distribution of responses is skewed to the left, and a positive skewness value indicates that the distribution of responses is skewed to the right. The statement with the highest negative skewness value was "Believe that the adoption of corporate governance principles has had any impact on the church's financial performance" (skewness = -1.215), indicating that most respondents disagreed that corporate governance principles had any impact on the church's financial performance. The statement with the highest positive skewness value was "The adoption of corporate governance principles has helped to prevent or mitigate any potential risks to the church" (skewness = 0.695), indicating that most respondents strongly agreed that corporate governance principles had helped to prevent or mitigate any potential risks to the church.

The kurtosis values for each statement ranged from 0.558 to 0.945, indicating that the distribution of responses for each statement was either platykurtic (i.e., flatter than a normal distribution) or leptokurtic (i.e., more peaked than a normal distribution). The statement with the highest platykurtic value was "Noticed any changes in the church's decision-making processes since the adoption of corporate governance principles" (kurtosis = 0.558), indicating that the distribution of responses for this statement was flatter than a normal distribution. The statement with the highest leptokurtic value was "The adoption of corporate governance principles has helped to prevent or mitigate any potential risks to the church" (kurtosis = 0.945), indicating that the distribution of responses for this statement was more peaked than a normal distribution.

Overall, the respondents' ratings suggest that they were mostly in agreement that the adoption of corporate governance principles had helped the church comply with legal and regulatory requirements, prevent or mitigate potential risks, and attract and retain talented individuals to leadership positions. However, there was less agreement about whether the adoption of

corporate governance principles had improved the management of the church or helped the church achieve its mission and vision more effectively. There was also little agreement about whether the adoption of corporate governance principles had any impact on the church's financial performance.

5.3.2 Corporate governance principles that has had the greatest impact on the church's management

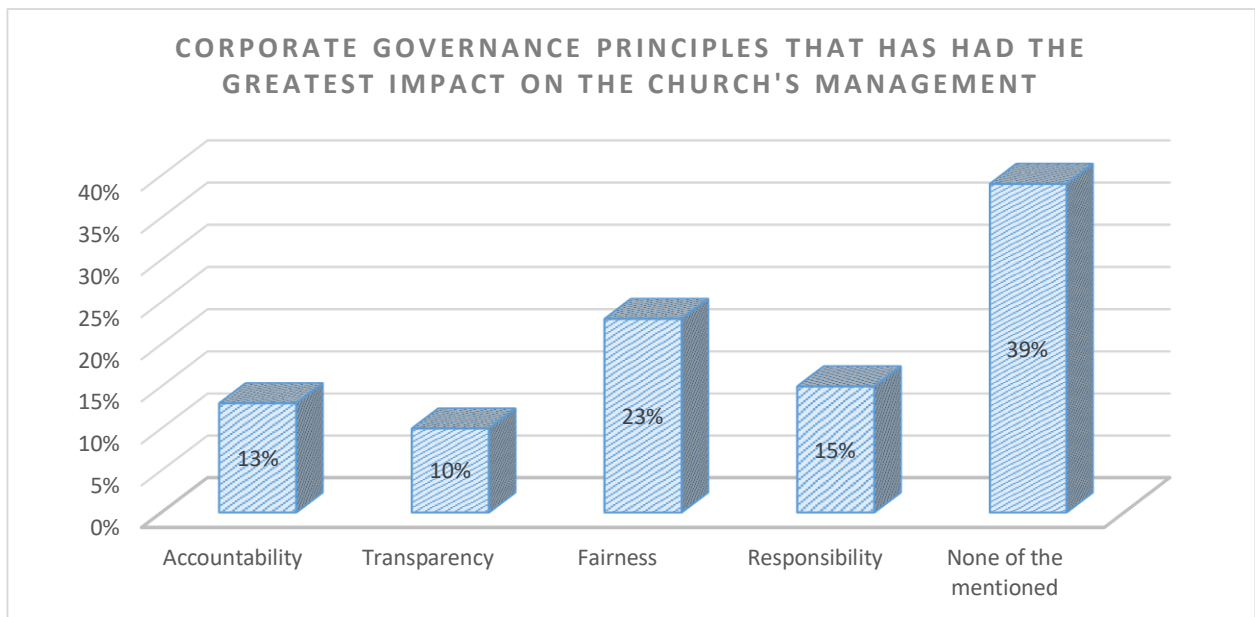


Figure 5. 6: Corporate governance principles that has had the greatest impact on the church's management

Source: Author (2023)

The question asked respondents to give their opinion on which corporate governance principle has had the greatest impact on the church's management. The respondents had five options to choose from: Accountability, Transparency, Fairness, Responsibility, or None of the mentioned. Out of all the respondents, only 13% believed that Accountability had the greatest impact on the church's management. This could mean that these respondents believed that holding the church's leaders accountable for their actions has been the most important principle in ensuring effective management. Similarly, only 10% of the respondents believed that Transparency had the greatest impact on the church's management. This indicates that a small percentage of respondents believe that openness and honesty in the church's operations have played a significant role in its management.

On the other hand, 23% of the respondents believed that Fairness had the greatest impact on the church's management. This suggests that these respondents believe that treating all members of the church equally and fairly has been a crucial principle in ensuring effective management. Another 15% of the respondents believed that Responsibility had the greatest impact on the church's management. This could mean that these respondents believe that the church's leaders taking responsibility for their decisions and actions has been the most important principle in managing the church effectively.

The majority of respondents, 39%, chose none of the mentioned. This could mean that they believe that other principles, not mentioned in the question, have had the greatest impact on the church's management. Alternatively, they could mean that they do not have a strong opinion on which of the given principles has had the greatest impact on the church's management. Overall, the responses from the respondents suggest that there is no clear consensus on which corporate governance principle has had the greatest impact on the church's management. Each principle had a relatively small percentage of respondents choosing it as the most impactful, and a large percentage chose none of the mentioned.

5.3.3 The effectiveness of the church's board in implementing corporate governance principles

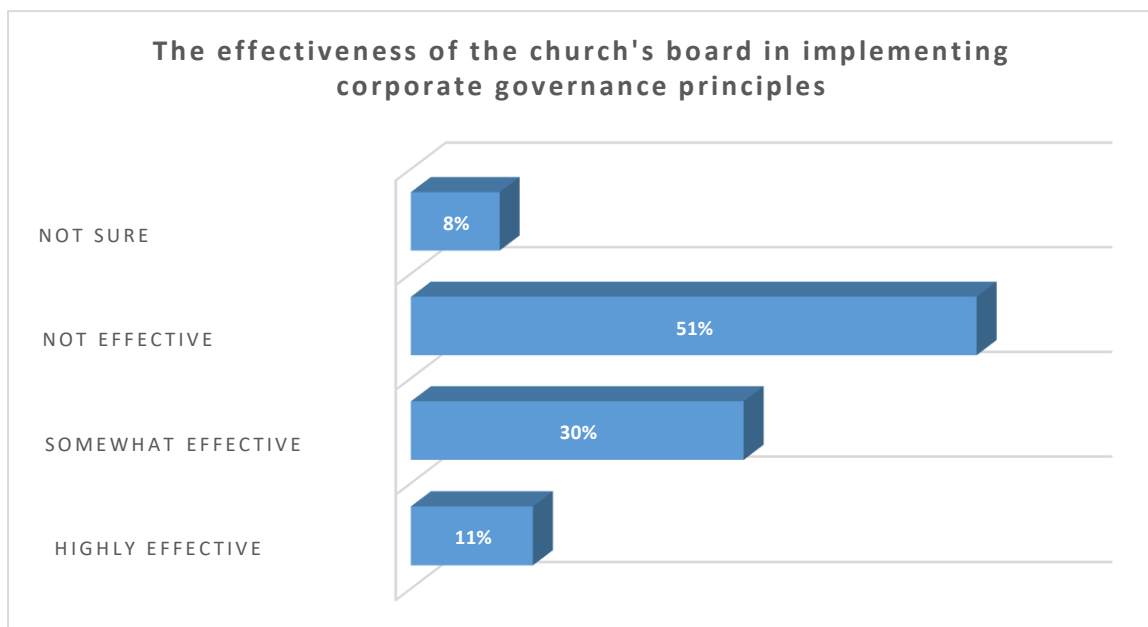


Figure 5. 7: The effectiveness of the church's board in implementing corporate governance principles

Source: Author (2023)

The response from the respondents indicates that a majority of them, 51%, do not consider the effectiveness of the church's board in implementing corporate governance principles. This could imply that the board may not be fulfilling its responsibilities to oversee the management of the church's affairs and ensure compliance with legal and ethical standards.

On the other hand, 30% of respondents believe that the board is somewhat effective, suggesting that the board may be making some effort towards implementing corporate governance principles, but there is room for improvement. Only 11% of the respondents consider the board to be highly effective in implementing corporate governance principles. This suggests that the board is doing an excellent job of overseeing the management of the church's affairs and ensuring compliance with legal and ethical standards. Lastly, 8% of the respondents were not sure about the effectiveness of the board. This could imply that they may not have sufficient information to form an opinion or may not have been involved in the church's governance structure.

5.4 The extent to which corporate governance principles are currently being applied in the management of the church

The results show that there is a lack of application of corporate governance principles in the management of the church. Only 37 out of 68 respondents (54.5%) believe that the church follows transparent and accountable decision-making processes. While 50.5% of the respondents believe that there are well-defined roles and responsibilities for church officials and members, only 43% believe that the church has a code of ethics or conduct for its officials and members.

Table 5. 3 The extent to which corporate governance principles are currently being applied in the management of the church

Characteristics	Frequency	Percentage (%)
Do you believe that the church follows transparent and accountable decision-making processes?		
Yes	37	54.5
No	31	45.5
Are there well-defined roles and responsibilities for church officials and members?		

Yes		
No	35	50.5
	34	49.5
Are there formal mechanisms in place for handling conflicts of interest?		
Yes	48	70.0
No	20	30.0
Does the church have an independent auditor who regularly reviews its financial statements?		
Yes	22	33.0
No	46	67.0
Does the church have a code of ethics or conduct for its officials and members?		
Yes	27	43.0
No	39	57.0
Are there regular training sessions for church officials and members on corporate governance practices?		
Yes	18	26.5
No	50	73.5
Does the church have a whistle-blower policy to encourage the reporting of wrongdoing?		
Yes	33	48.0
No	35	52.0
Is there a system for evaluating and monitoring the performance of the church's management?		
Yes	22	33.0
No	46	67.0
Are there mechanisms in place to ensure that the church's activities are aligned with its mission and values?		
Yes	28	41
No	40	59

Does the church regularly disclose its financial and non-financial performance to its members and stakeholders?		
Yes	07	10
No	61	90

Source; Author (2020)

In terms of formal mechanisms for handling conflicts of interest, 70% of respondents believe that the church has such mechanisms in place. However, only 33% of respondents believe that the church has an independent auditor who regularly reviews its financial statements. Similarly, only 26.5% of respondents believe that there are regular training sessions for church officials and members on corporate governance practices. The results show that there is room for improvement in terms of the church's systems for evaluating and monitoring the performance of its management. Only 33% of respondents believe that such systems are in place. While 41% of respondents believe that there are mechanisms in place to ensure that the church's activities are aligned with its mission and values, only 10% of respondents believe that the church regularly discloses its financial and non-financial performance to its members and stakeholders. Overall, the results suggest that the church needs to implement more robust corporate governance practices to ensure transparency, accountability, and ethical conduct in its management.

5.5 The challenges faced by Lusaka Presbytery in the application of corporate governance principles

5.5.1 Have you ever encountered any challenges in applying corporate governance principles in Lusaka Presbytery

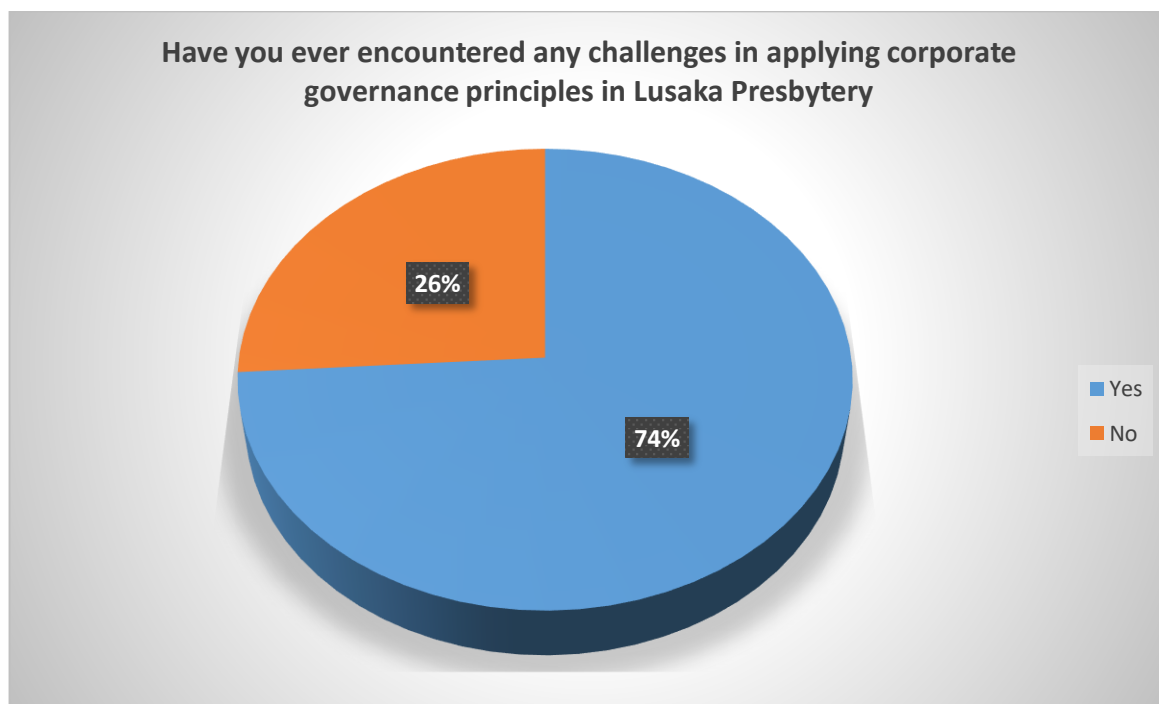


Figure 5. 8: Have you ever encountered any challenges in applying corporate governance principles in Lusaka Presbytery

Source: Author (2023)

According to the survey results, 74% of respondents believe that the church has encountered challenges in applying corporate governance principles in Lusaka Presbytery, while the remaining 26% believe that the church has not faced any such challenges. Corporate governance is a set of principles and practices that guide how organizations are managed and controlled. These principles are designed to ensure that an organization is run in a responsible, ethical, and transparent manner. The principles of corporate governance are not limited to for-profit organizations only, but also apply to non-profit organizations such as churches. Based on the survey results, it seems that a majority of the respondents believe that the Lusaka Presbytery has faced challenges in applying these principles. These challenges could stem from a variety of factors, such as a lack of understanding of corporate governance principles, a resistance to change, or a lack of resources to implement them.

5.5.2 The challenges faced by Lusaka Presbytery in the application of corporate governance principles

The respondents were requested to rate their level of agreement with the statements under the challenges faced by Lusaka Presbytery in the application of corporate governance principles. On the scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The table 5.2 below shows the results.

Table 5. 4 The challenges faced by Lusaka Presbytery in the application of corporate governance principles

Statement	N	Mean	Std. Deviation	Skewness	Kurtosis
Resistance to change: The implementation of corporate governance principles may require changes in the way a company operates, which may be met with resistance from stakeholders who are comfortable with the status quo	68	4.71	1.320	-0.629	0.769
Lack of understanding: Corporate governance principles may be complex and require a deep understanding of legal, financial, and ethical issues. The church may struggle to fully grasp the implications of the principles and how to apply them effectively	68	4.58	1.219	0.726	-0.833
Limited resources: Implementing corporate governance principles can be costly, especially for the church that may lack the necessary resources to invest in compliance and training	68	3.81	-1.425	0.702	0.940
Cultural differences: Corporate governance principles may not be universally accepted, and there may be cultural differences that make it challenging for the church	68	2.46	0.919	0.551	0.782
Enforcement challenges: Enforcing compliance with corporate governance principles can be difficult, especially in churches where the systems are weak or corrupt.	68	4.79	0.883	0.716	0.684

Resistance to change: The first statement relates to the resistance to change that the implementation of corporate governance principles may encounter. The results show that the respondents strongly agreed with this statement, as the mean score was 4.71, with a standard deviation of 1.32. This indicates that most respondents were of the opinion that stakeholders who are comfortable with the current way of operation may resist the implementation of corporate governance principles.

Lack of Understanding: The second statement relates to the complexity of corporate governance principles and the challenges that the church may face in understanding them. The results show that the respondents agreed with this statement, as the mean score was 4.58, with a standard deviation of 1.22. This indicates that most respondents were of the opinion that the church may struggle to fully grasp the implications of corporate governance principles and how to apply them effectively.

Limited Resources: The third statement relates to the financial cost of implementing corporate governance principles and the challenges that the church may face in investing in compliance and training. The results show that the respondents were neutral with this statement, as the mean score was 3.81, with a standard deviation of -1.42. This indicates that respondents had mixed opinions about the financial cost of implementing corporate governance principles.

Cultural Differences: The fourth statement relates to the cultural differences that may make it challenging for the church to implement corporate governance principles. The results show that the respondents disagreed with this statement, as the mean score was 2.46, with a standard deviation of 0.92. This indicates that most respondents were of the opinion that cultural differences may not pose a significant challenge to the implementation of corporate governance principles.

Enforcement Challenges: The fifth statement relates to the challenges of enforcing compliance with corporate governance principles in churches with weak or corrupt systems. The results show that the respondents strongly agreed with this statement, as the mean score was 4.79, with a standard deviation of 0.88. This indicates that most respondents were of the opinion that enforcing compliance with corporate governance principles can be difficult, especially in churches with weak or corrupt systems.

In conclusion, the survey results show that the respondents perceived resistance to change and lack of understanding as significant challenges that the Lusaka Presbytery may face in implementing corporate governance principles. Additionally, respondents highlighted the challenges of enforcing compliance with corporate governance principles in churches with weak or corrupt systems. However, respondents did not consider cultural differences to pose a significant challenge, and their opinions were mixed about the financial cost of implementing corporate governance principles.

5.5.3 The measures Lusaka Presbytery have in place to ensure compliance with corporate governance principles

The respondents were requested to rate their level of agreement with the statements under the challenges faced by Lusaka

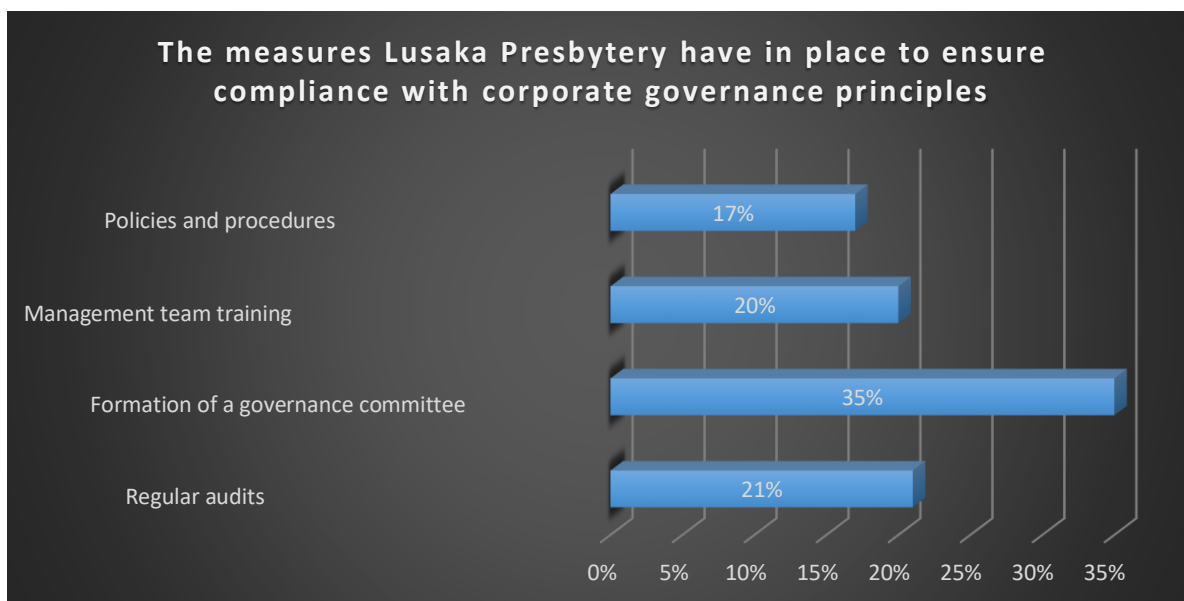


Figure 5. 9: The measures Lusaka Presbytery have in place to ensure compliance with corporate governance principles

Source: Author (2023)

The results show that Lusaka Presbytery, like any other organization, recognizes the importance of corporate governance in promoting transparency, accountability, and ethical conduct. To ensure compliance with corporate governance principles, the church has put in place several measures, which include:

Regular Audits (21%): The church conducts periodic audits of its financial and operational activities to assess compliance with regulations, identify areas of risk, and ensure accountability. The audit reports are presented to the governing board and other stakeholders to provide insight into the church's performance and identify areas for improvement.

Formation of a Governance Committee (35%): The church has established a governance committee comprising members of the governing board and other relevant stakeholders. The committee is responsible for overseeing the implementation of corporate governance practices, ensuring compliance with regulations, and providing guidance on matters of governance.

Management Team Training (20%): The church provides training to its management team on various aspects of corporate governance, including ethics, risk management, and compliance. This training helps to ensure that the management team is knowledgeable about the principles of corporate governance and can implement them effectively.

Policies and Procedures (17%): The church has developed policies and procedures that guide its operations and ensure compliance with corporate governance principles. These policies cover areas such as financial management, risk management, ethics, and conflict of interest. In conclusion, Lusaka

Presbytery has taken several measures to ensure compliance with corporate governance principles. By conducting regular audits, forming a governance committee, providing management team training, and developing policies and procedures, the church can promote transparency, accountability, and ethical conduct in its operations.

5.5.4 The steps Lusaka Presbytery can take to overcome the challenges faced in the application of corporate governance principles

The respondents were requested to rate their level of agreement with the statements under the challenges faced by Lusaka

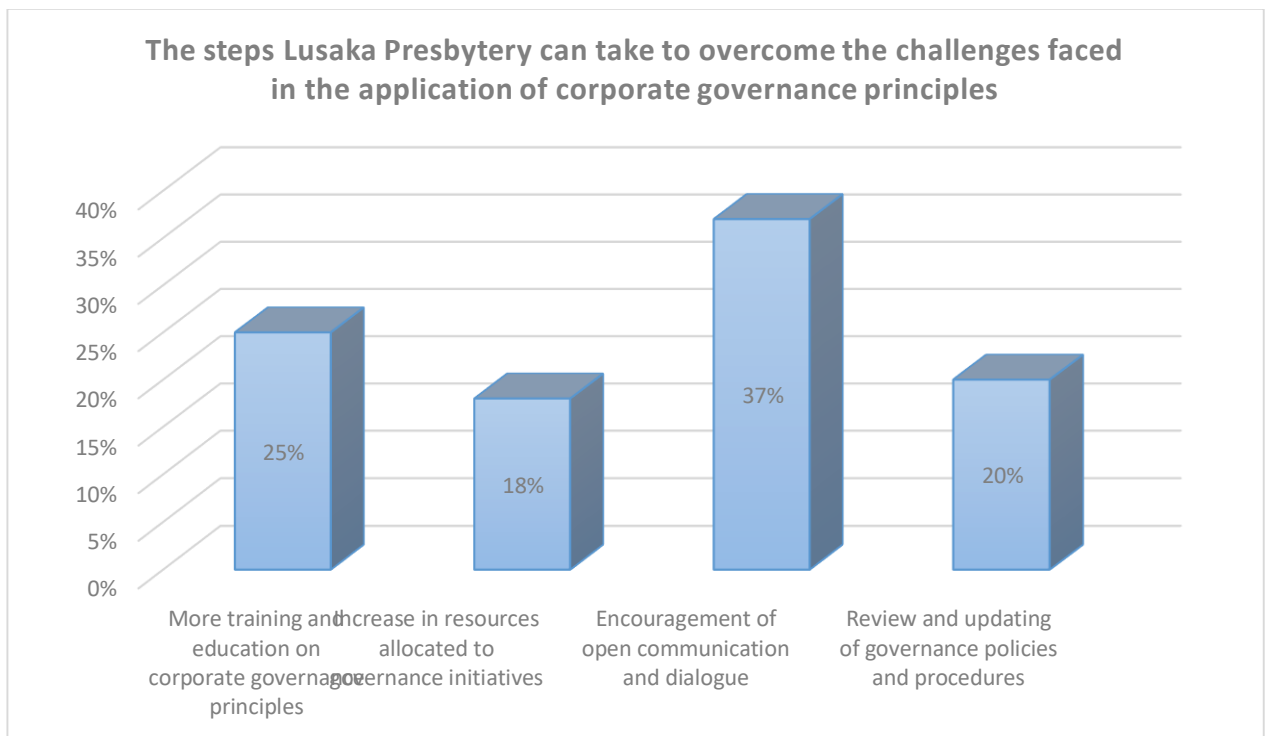


Figure 5. 10: The steps Lusaka Presbytery can take to overcome the challenges faced in the application of corporate governance principles

Source: Author (2023)

The respondents suggested several steps that the Lusaka Presbytery could take to overcome the challenges faced in the application of corporate governance principles. The most common response was to provide more training and education on corporate governance principles, which was mentioned by 25% of the respondents. This indicates that the church members feel that there is a lack of knowledge or understanding of these principles, which may be contributing to the challenges faced. By providing more training and education, the church can help to ensure that everyone is aware of their roles and responsibilities, and can work together to implement effective governance practices. Another suggestion was to increase the resources

allocated to governance initiatives, which was mentioned by 18% of the respondents. This could include hiring additional staff to support governance activities, investing in technology and systems to improve governance processes, or providing funding for training and education programs. By investing more resources in governance, the church can demonstrate its commitment to improving its practices and creating a culture of accountability and transparency. Encouraging open communication and dialogue was also a popular suggestion.

5.6 Regression analysis

Regression analysis aims to determine the coefficients of the independent variables that are most effective in predicting the value of the dependent variable. This is typically achieved by minimizing the sum of the squared differences between the actual and predicted values of the dependent variable using the independent variables. By estimating the coefficients, regression analysis enables us to forecast the value of the dependent variable based on the independent variables. Additionally, it furnishes details about the magnitude and direction of the association between the dependent and independent variables, as well as the statistical significance of the correlation.

Table 5. 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.736 ^a	.602	.343	.302	.467	26.695	.000	1.981
a. Predictors: (Constant), Corporate governance principles								
b. Dependent Variable: The management of the United Church of Zambia								

The results of the linear regression model show that there is a significant relationship between corporate governance principles and the management of the United Church of Zambia. The R square value of 0.602 indicates that 60.2% of the variance in the management of the United Church of Zambia can be explained by corporate governance principles.

The adjusted R square value of 0.343 indicates that the addition of corporate governance principles to the model has only marginally improved the explanatory power of the model. This suggests that there may be other factors that influence the management of the United Church of Zambia. The standard error of the estimate is 0.302, which means that the actual values of the management of the United Church of Zambia are likely to be within plus or minus 0.302 of the predicted values by the model. The change statistics show that the addition of corporate

governance principles to the model has resulted in a significant increase in the R square value (R square change of 0.467) and the F statistic (F change of 26.695). The F statistic has a significant p-value of less than 0.001, indicating that the model is a good fit for the data.

The Durbin-Watson statistic of 1.981 is close to 2, which suggests that there is no significant autocorrelation in the residuals of the model. Overall, the results suggest that corporate governance principles play an important role in the management of the United Church of Zambia, but there may be other factors that need to be considered to fully explain the management practices of the organization.

Table 5. 6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.603	1	8.302	26.695	.000 ^b
	Residual	35.648	67	.308		
	Total	50.251	68			
a. Dependent Variable: The management of the United Church of Zambia						
b. Predictors: (Constant), Corporate governance principles						

The results indicate that there is a significant relationship between the management of the United Church of Zambia and corporate governance principles. The regression model accounts for 14.603 units of variation in the dependent variable, which is statistically significant (F=26.695, p<.001). This suggests that the predictor variable, corporate governance principles, is a strong determinant of the management of the church. The residual sum of squares is 35.648, which represents the unexplained variation in the model. This is distributed across the 67 degrees of freedom, indicating that the model has a good fit to the data. The total sum of squares is 50.251, which represents the total variation in the dependent variable. In practical terms, the results suggest that the management of the United Church of Zambia can benefit from implementing strong corporate governance principles. These principles are likely to improve the effectiveness and efficiency of the church's management practices. The findings may also inform broader discussions about the importance of corporate governance in non-profit organizations and religious institutions.

Table 5. 7: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.019	.459		11.601	.000
	Corporate governance principles	0.751	.124	0.624	3.465	.001

a. Dependent Variable: The management of the United Church of Zambia

The regression results suggest that there is a significant positive relationship between the implementation of corporate governance principles and the management of the United Church of Zambia. The coefficient for the implementation of corporate governance principles is 0.751, indicating that for every unit increase in the implementation of these principles, the management of the church is expected to increase by 0.751 units, holding all other variables constant. The standardized coefficient (beta) for the implementation of corporate governance principles is 0.624, indicating that this variable has a moderate effect on the management of the church. The t-value for this variable is 3.465, which is statistically significant at the 0.001 level, indicating that the relationship between the implementation of corporate governance principles and the management of the church is not due to chance. Overall, these results suggest that the implementation of corporate governance principles is important for the effective management of the United Church of Zambia. It implies that the church should focus on implementing sound corporate governance practices to improve its management and overall performance.

5.7 Discussion of the results

This section of the research presents the study findings in accordance with the study objectives.

5.7.1 To determine the impact of corporate governance principles on the management of Lusaka Presbytery.

The study analysed the responses of the members of the Lusaka Presbytery to determine their opinions on the adoption of corporate governance principles. The findings suggest that the respondents agreed that the adoption of corporate governance principles had helped the church comply with legal and regulatory requirements, prevent or mitigate potential risks, and attract and retain talented individuals to leadership positions. However, there was less agreement about whether the adoption of corporate governance principles had improved the management

of the church or helped the church achieve its mission and vision more effectively. Additionally, there was little agreement about whether the adoption of corporate governance principles had any impact on the church's financial performance. The study on this objective also analysed the respondents' opinions on which corporate governance principle had the greatest impact on the church's management and found that no principle had a clear consensus as the most impactful. Lastly, the study found that a majority of respondents did not consider the effectiveness of the church's board in implementing corporate governance principles.. These results are consistent with those of Abrahaman et al., (2020) who in their study improving Employees Accountability and Firm Performance through Management Accounting Practices found that corporate governance principles have a positive impact on organization performance.

5.7.2 To ascertain the extent to which corporate governance principles are currently being applied in the management of the church

The results found that while there are formal mechanisms in place for handling conflicts of interest and there is a code of ethics or conduct for officials and members, there is a lack of transparency and accountability in decision-making processes. Additionally, there is no independent auditor regularly reviewing financial statements and there are no regular training sessions for officials and members on corporate governance practices. The lack of disclosure of financial and non-financial performance to members and stakeholders is also a concern. Overall, the results indicate. This suggests that the organization should pay close attention to its online presence and consider implementing strategies to manage its reputation on social media platforms. The results resonates with those of Ferry (2015) in Canada who found that some churches Canada have well-established governance structures, with clear processes for decision-making, accountability, and transparency. In these cases, corporate governance principles may already be fully integrated into the management of the church. However, other churches may have less formal governance structures or may be resistant to adopting corporate governance principles. In some cases, this may be due to concerns about the potential loss of autonomy or the perception that these principles are primarily intended for secular corporations.

5.7.3 To identify the challenges faced by Lusaka Presbytery in the application of corporate governance principles

The results showed the challenges faced by Lusaka Presbytery in the application of corporate governance principles. The highest mean score was for "Resistance to change," with a mean of

4.71, indicating that stakeholders may resist changes in the church's operations that are required for the implementation of corporate governance principles. This suggests that the management of the church may need to communicate more effectively with stakeholders and engage them in the process to reduce resistance to change.

The second-highest mean score was for "Lack of understanding," with a mean of 4.58, indicating that the church may struggle to fully grasp the implications of corporate governance principles and how to apply them effectively. This suggests that the management of the church may need to invest in training and education to ensure that the principles are well understood and can be effectively applied. The third challenge identified was "Limited resources," with a mean score of 3.81, indicating that implementing corporate governance principles can be costly and the church may lack the necessary resources to invest in compliance and training. This suggests that the management of the church may need to prioritize resources to ensure that the principles are implemented effectively. This consistent with findings of Grimmelikhuijsen (2017).

The fourth challenge identified was "Cultural differences," with a mean score of 2.46, indicating that there may be cultural differences that make it challenging for the church to implement corporate governance principles. This suggests that the management of the church may need to consider the cultural context and adapt the principles accordingly. The fifth challenge identified was "Enforcement challenges," with a mean score of 4.79, indicating that enforcing compliance with corporate governance principles can be difficult, especially in churches where the systems are weak or corrupt. This suggests that the management of the church may need to implement strong and effective enforcement mechanisms to ensure compliance. These results concur with those of Günay & Karabulut (2018) who found that Churches may be hesitant to adopt corporate governance principles, as they may perceive these principles as being more aligned with secular organizations than with religious institutions.

5.8 Chapter Summary

In this chapter, researcher analysed the data collected and discussed the results in relation to the objectives outlined in chapter one. Additionally, conducted was a regression analysis to estimate the coefficients of the independent variables that can best predict the value of the dependent variable. In the following chapter, the researcher will present the research conclusions and recommendations based on the findings in chapter five.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The previous chapter presented the analysis of the data and discussion of the results. This chapter presents the conclusion and recommendations based on the study findings.

6.1 Conclusion

Corporate governance principles can have a significant impact on the management of the church. These principles are designed to ensure that an organization is managed in a responsible and ethical manner. This includes setting up processes for transparency, accountability, and effective decision-making. By implementing corporate governance principles, the church can improve its management structure, which can lead to better decision-making, increased financial accountability, and more transparency. This, in turn, can help to build trust and confidence in the church among its members and the wider community. However, it's important to note that the application of corporate governance principles in the church may require some adaptations. The church is a unique organization that operates under different rules and values compared to a typical corporation. Therefore, some of the governance principles may need to be tailored to the specific context of the church.

The aim of this study was to examine the impact of corporate governance principles on the management of Lusaka Presbytery. The results of the linear regression showed that there is a significant relationship between corporate governance principles and the management of the United Church of Zambia. The R square value of 0.602 indicates that 60.2% of the variance in the management of the United Church of Zambia can be explained by corporate governance principles. The coefficient for the implementation of corporate governance principles was 0.751, indicating that for every unit increase in the implementation of these principles, the management of the church is expected to increase by 0.751 units, holding all other variables constant

Further, the results showed that the adoption of such principles helped the church comply with legal requirements, mitigate risks, and attract talented leaders. However, there was less agreement on whether it improved the church's management or helped achieve its mission and vision. There was also no consensus on which principle had the greatest impact, and financial performance did not seem to be affected. The effectiveness of the board in implementing corporate governance principles was not considered by most respondents.

The study found that while the church had mechanisms in place for handling conflicts of interest and a code of ethics, transparency and accountability were lacking in decision-making processes. There was also no independent auditor reviewing financial statements, no regular training sessions, and a lack of disclosure of performance. The results suggest that the church should pay attention to its online presence and reputation management on social media. The study identified challenges faced by Lusaka Presbytery in the application of corporate governance principles. Resistance to change was the highest-scoring challenge, followed by a lack of understanding, limited resources, cultural differences, and enforcement challenges. The management of the church may need to communicate more effectively with stakeholders, invest in training and education, prioritize resources, consider the cultural context, and implement strong enforcement mechanisms to ensure compliance.

6.2 Recommendations

Based on the challenges identified in the study on the effect of corporate governance principles on the management of the United Church of Zambia, the following recommendations are suggested:

- i. **Develop a corporate governance policy:** The church should develop a comprehensive corporate governance policy that clearly outlines the principles, processes, and procedures for implementing and enforcing corporate governance practices in the organization.
- ii. **Conduct regular training and education:** The church should invest in regular training and education to ensure that all stakeholders, including staff and members, are well-informed about the importance and benefits of corporate governance principles.
- iii. **Encourage stakeholder engagement:** The church should actively engage stakeholders, including members, staff, and community leaders, in the process of implementing corporate governance practices. This will help to reduce resistance to change and ensure that the principles are tailored to meet the needs of the church community.
- iv. **Allocate sufficient resources:** The church should prioritize the allocation of sufficient resources to support the implementation of corporate governance practices. This may include funding for training and education, the recruitment of skilled personnel, and investment in technology and systems to enhance compliance and monitoring.
- v. **Develop effective enforcement mechanisms:** The church should develop and implement strong enforcement mechanisms, including monitoring, reporting, and auditing procedures, to ensure compliance with corporate governance principles.

- vi. Cultivate a culture of transparency and accountability: The church should cultivate a culture of transparency and accountability, where stakeholders are encouraged to report any suspected violations of corporate governance practices without fear of reprisals.

By implementing these recommendations, the United Church of Zambia can effectively address the challenges of implementing corporate governance principles and enhance the management of the organization.

6.3 Areas of further research

Other areas of research can look at the following.

- i. Impact of corporate governance principles on the financial performance of the United Church of Zambia: This study can examine the financial statements of the church and how corporate governance principles such as transparency, accountability, and ethical behavior impact the financial performance.
- ii. The role of the board of directors in implementing corporate governance principles in the United Church of Zambia: This study can explore the role of the board of directors in ensuring that the church adheres to corporate governance principles, how they monitor and evaluate the implementation of these principles and the challenges they face.
- iii. Stakeholder engagement in corporate governance of the United Church of Zambia: This study can examine how the church engages its stakeholders in corporate governance, their expectations, and how the church responds to their concerns.
- iv. The impact of corporate governance principles on organizational culture in the United Church of Zambia: This study can explore how corporate governance principles impact the culture of the church and how it affects the behaviour of employees and management.
- v. The relationship between corporate governance principles and ethical behaviour in the United Church of Zambia: This study can explore the relationship between corporate governance principles and ethical behaviour, how they influence each other, and the impact on the reputation of the church.
- vi. The effectiveness of corporate governance principles in mitigating risks in the United Church of Zambia: This study can examine how corporate governance principles help the church identify, assess, and mitigate risks and how this impacts the overall management of the church.

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UNIVERSITY OF ZAMBIA



Graduate School of Business

Dear Participants,

My name is Harriet Kapeya, a final year graduate school of business student at the University of Zambia conducting research on *the effect of corporate governance principles on the management of the United Church of Zambia, with specific focus on Lusaka Presbytery*. Your participation in this survey is greatly appreciated. The information gathered from this survey will be used for academic purpose only. Please answer each question as accurately and thoroughly as possible. Your responses will be kept confidential and anonymous. It should take approximately 10-15 minutes to complete the survey.

Thank you for your cooperation and valuable contribution

SECTION A: DEMOGRAPHIC PROFILE

1. What is your gender?
 - a) Male []
 - b) Female []

2. What is your age group?
 - a) 18-24 []
 - b) 25-34 []
 - c) 35-44 []
 - d) 45-54 []
 - e) 55-64 and above []

3. Education:
 - a) a. Certificate []
 - b) b. Diploma []
 - c) c. Degree []
 - d) d. Postgraduate []

4. How long have you been a member of the United Church?
 - a) Less than 1 year []
 - b) 1-5 years []
 - c) 6-10 years []
 - d) 11-20 years []
 - e) More than 20 years []

5. How familiar are you with the concept of corporate governance?
 - a) Very familiar []
 - b) Somewhat familiar []
 - c) Not very familiar []
 - d) Not at all familiar []

SECTION B: THE IMPACT OF CORPORATE GOVERNANCE PRINCIPLES ON THE MANAGEMENT OF LUSAKA PRESBYTERY

6. To what extent do you agree with the statements under the impact of corporate governance principles on the management of Lusaka Presbytery On the scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Statement	1	2	3	4	5
The implementation of corporate governance principles has helped improve the management of Lusaka Presbytery					

Noticed any changes in the way the church operates since the adoption of corporate governance principles					
Believe that the adoption of corporate governance principles has had any impact on the church's financial performance					
The adoption of corporate governance principles improved the reputation of the church among its members and the community					
The adoption of corporate governance principles has helped to prevent or mitigate any potential risks to the church					
Noticed any changes in the church's decision-making processes since the adoption of corporate governance principles					
The implementation of corporate governance principles has helped the church to achieve its mission and vision more effectively					
The adoption of corporate governance principles has helped to ensure compliance with legal and regulatory requirements					
Believe that the implementation of corporate governance principles has helped to attract and retain talented individuals to the church's leadership positions					

7. In your opinion, which of the following corporate governance principles has had the greatest impact on the church's management?
 - a. Accountability []
 - b. Transparency []
 - c. Fairness []
 - d. Responsibility []
 - e. None of the mentioned []
8. How would you rate the effectiveness of the church's board in implementing corporate governance principles?
 - a. Highly Effective []
 - b. Somewhat Effective []
 - c. Not Effective []
 - d. Not Sure []

SECTION C: THE EXTENT TO WHICH CORPORATE GOVERNANCE PRINCIPLES ARE CURRENTLY BEING APPLIED IN THE MANAGEMENT OF THE CHURCH

9. Do you believe that the church follows transparent and accountable decision-making processes?
- a) Yes []
- b) No []
10. Are there well-defined roles and responsibilities for church officials and members?
- a) Yes []
- b) No []
11. Are there formal mechanisms in place for handling conflicts of interest?
- a) Yes []
- b) No []
12. Does the church have an independent auditor who regularly reviews its financial statements?
- a) Yes []
- b) No []
13. Does the church have a code of ethics or conduct for its officials and members?
- a) Yes []
- b) No []
14. Are there regular training sessions for church officials and members on corporate governance practices?
- a) Yes []
- b) No []
15. Does the church have a whistle-blower policy to encourage the reporting of wrongdoing?
- a) Yes []
- b) No []
16. Is there a system for evaluating and monitoring the performance of the church's management?
- a) Yes []
- b) No []

17. Are there mechanisms in place to ensure that the church's activities are aligned with its mission and values?
- a) Yes []
- b) No []
18. Does the church regularly disclose its financial and non-financial performance to its members and stakeholders?
- a) Yes []
- b) No []

SECTION D: CHALLENGES FACED BY LUSAKA PRESBYTERY IN THE APPLICATION OF CORPORATE GOVERNANCE PRINCIPLES

19. Have you ever encountered any challenges in applying corporate governance principles in Lusaka Presbytery?
- a. Yes []
- b. No []
20. . To what extent do you agree on the major challenges faced in applying corporate governance principles in Lusaka Presbytery On the scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Statement	1	2	3	4	5
Resistance to change: The implementation of corporate governance principles may require changes in the way a company operates, which may be met with resistance from stakeholders who are comfortable with the status quo					
Lack of understanding: Corporate governance principles may be complex and require a deep understanding of legal, financial, and ethical issues. The church may struggle to fully grasp the implications of the principles and how to apply them effectively					
Limited resources: Implementing corporate governance principles can be costly, especially for the church that may lack the necessary resources to invest in compliance and training					
Cultural differences: Corporate governance principles may not be universally accepted, and there may be cultural differences that make it challenging for the church					
Enforcement challenges: Enforcing compliance with corporate governance principles can be difficult,					

especially in churches where the systems are weak or corrupt.					
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21. What measures does Lusaka Presbytery have in place to ensure compliance with corporate governance principles?

- a) Regular audits
- b) Formation of a governance committee
- c) Management team training
- d) Policies and procedures

22. What steps do you think Lusaka Presbytery can take to overcome the challenges faced in the application of corporate governance principles?

- a. More training and education on corporate governance principles
- b. Increase in resources allocated to governance initiatives
- c. Encouragement of open communication and dialogue
- d. Review and updating of governance policies and procedures

THANK YOU



THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

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APPROVAL OF STUDY

IORG No. 0005376

HSSREC IRB No. 00006464

9th January, 2023

REF NO. HSSREC:-2022- DEC-020

Ms. Harriet Kaira,
School of Humanities and Social Sciences,
P.O.BOX, 32379,
LUSAKA.

Dear Ms Harriet Kaira,

**RE: "ASSESSING THE EFFECT OF CORPORATE GOVERNANCE PRINCIPLES ON THE
MANAGEMENT OF THE UNITED CHURCH OF ZAMBIA: A CASE OF LUSAKA PRESBYTERY"**

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO.HSSREC:-2022- DEC-020
Approval and Expiry Date	Approval Date: 9 th January, 2023	Expiry Date: 8 th January, 2024
Protocol Version and Date	Version - Nil.	8 th January, 2024
Information Sheet, Consent Forms and Dates	<input type="checkbox"/> English.	To be provided

Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

CONDITIONS OF APPROVAL

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.

- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.
- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



Dr. J. I. Ziwa

DR. J. I. Ziwa

**ACTING CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB**

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies

