

Review Article

The Role of Entrepreneurial Leadership in Improving Service Delivery in Rural Local Authorities: A Case Study of Mashonaland East Province in Zimbabwe

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Received Date: 07 October 2021

Revised Date: 08 November 2021

Accepted Date: 19 November 2021

Abstract - The aim of this study was to establish the applicability of entrepreneurial leadership as a tool for improving service delivery such as health care, water supply, roads, bridges, charitable dispensaries, law and order, and education to their citizens in the local authorities in Zimbabwe focusing on rural local authorities in Mash East province. Thus, the study adopted the phenomenology research philosophy, case study as well as the use of qualitative research strategy. Therefore, the study collected qualitative data using questionnaires and focus groups, and the data was analyzed using Qualitative Data Analysis (QDA) and the Statistical Package for Social Sciences (SPSS). The study findings show that entrepreneurial leadership does not exist in rural local authorities and that leadership lacks relevant qualifications such as degrees in economics, accounting, and finance, project management, marketing, and entrepreneurship. Hence, lack of entrepreneurial activities yet, they are important in raising funds for effective service delivery, which is currently missing as a result of the lack of funds from the government and the local authorities themselves. Thus, the study recommends that rural local authorities' leadership enhance the public participation process so as to ensure community involvement in the planning of projects as well as putting in place requisite qualifications, experience, and skills that match a quality leader with the spirit of entrepreneurship. Furthermore, rural local councils should encourage their councilors to attend entrepreneurial and marketing-related pieces of training which are being offered by universities.

Keywords - Rural local authorities, Service delivery, Entrepreneurship, Entrepreneurial leadership, Universities, Training, Academic staff.

I. INTRODUCTION

The question of state intervention through public enterprises such as local authorities has drawn never-ending debates over the years in different socio-economic backgrounds (Basu, 2008; Mthembu, 2012; Musekiwa et al., 2013; Munyoro and Dzapasi, 2020), and these debates have largely been enthused by mounting evidence revealing that most of these local authorities are failing to accomplish their key mandate of accelerating economic and social development (Rondinelli, 2008; Mthembu, 2012; Musekiwa et al., 2013; Munyoro and Dzapasi, 2020). Consequently, it is suggested that the local authorities have not been spared from these critical reviews as they have drawn attention in recent years from several governments globally, thus forming a top agenda on the to-do menu of virtually all governments globally (Burton, 2010; Mthembu, 2012; Musekiwa et al., 2013; Van de Graaf and Colgan, 2016; Bower, 2017; Munyoro and Dzapasi, 2020). In addition, local authorities have also posed threats to national economic sustainability, development, and growth (Department of Economic and Social Affairs, Mthembu, 2012; Musekiwa et al., 2013; 2008, 2013; Van de Graaf and Colgan, 2016; Bower, 2017; Munyoro et al., 2017) as local authorities are directly linked to national economic growth (Clarke, 2012; Mthembu, 2012; Musekiwa et al., 2013; Simba et al., 2016; Munyoro et al., 2016). Thus, the issue of local authorities has generally been a very delicate issue that has habitually attracted international attention in recent years due to poor service delivery, among other issues (Burton, 2010; Mthembu, 2012; Musekiwa et al., 2013; Van de Graaf and Colgan, 2016; Bower, 2017; Munyoro and Dzapasi, 2020) because the issue of service delivery by local authorities is directly linked to economic sustainability and development (Department of Economic



and Social Affairs, 2013; Mthembu, 2012; Musekiwa et al., 2013; Munyoro and Dzapasi, 2020). This is supported by Clarke (2012) and, Musekiwa et al. (2013), who suggest that local authorities are perceived as a strategic way of creating jobs, improving national economic growth as well as provision of quality service delivery. Yet, so many authors suggest that service delivery in rural local authorities the world over have become compromised and questionable in the 21st century (Denhardt et al., 2006; Taylor and Kotze, 2010; Yusuf and Faruk, 2017). For example, Cohen et al. (1999) reports that European countries such as Britain and Italy have faced several challenges such as sewage reticulation system overload, numerous sewer bursts, untreated effluent flowing into watercourses, heaps of garbage in open spaces, pollution, fly population increase, road verges, unavailability and erratic supply of water for over 35 years. Whilst, America and Columbia are also fighting to eradicate corruption from local authorities as various public offices are going bankrupt due to maladministration and mismanagement by public officials, and a good example is of the orange country in California, among other cases of maladministration (Cohen et al., 1999). Thus, the problem of poor service delivery is not confined only to Britain, Italy, and America but to developing economies such as Columbia and Sri-lanka, just to mention a few (Cohen et al., 1999; Souitaris and Zerbinati, 2007). In Africa, service delivery is at its lowest level, and Uganda is a good example among other African economies. Additionally, South Africa, which is fairly rated in terms of economic performance in Africa, is reported to be facing challenges related to ineffective service delivery as well (Taylor and Kotze, 2010; Souitaris and Zerbinati, 2007). Thus, the issue of xenophobia in South Africa is suggested to be a direct manifestation of unmet public demands, deprivation of service delivery resulting in protests, and the alienation of foreign nationals (Fernando, 2005; Mthembu, 2012; Musekiwa et al., 2013; Tirivangasi and Mugambiwa, 2016).

In Zimbabwe, service delivery in rural local authorities was good in the 1980s, but the situation has been degenerating since 1990 to date. As a result of the lack of government subsidies to local authorities (Murimoga and Musingafi, 2014; Dewa et al., 2014; Munyoro et al., 2017). Thus, it is important to note that the challenge of poor service delivery which is being faced by developing countries has been and still being experienced by developed countries, but these countries have managed to solve some of these challenges through entrepreneurship (Massey, 1997; Morris and Jones, 1999). Thus, this came as a result of environmental turbulence in Europe and the Americas, resulting in the entrepreneurial behavior in which the European local governments reduced local taxes, whilst at the same time improving the efficiency of local government services (Souitaris and Zerbinati, 2007; Mthembu, 2012; Musekiwa et al., 2013). Thus, in USA and Columbia, the effect of an entrepreneurial approach in local authorities

produced positive results since it facilitated responsible risk-taking in government and enabled public officials to meet the demands of citizens (Cohen et al., 1999; Mthembu, 2012; Musekiwa et al., 2013). In addition, in Sri-lanka, it was discovered that cutting down on the services, charging more taxes from citizens are traditional attempts to the increased constraints in the public sector, which do not deliver a solution. Rather, the solution comes when local authorities become more responsive through entrepreneurial leadership (Cohen et al., 1999; Collins, 2001; Souitaris and Zerbinati, 2007), who argues that entrepreneurial leadership stimulates service excellence in all organizations, including the public sector. This notion was also supported by APSE (2012), which argued that success in local authorities through entrepreneurial leadership is guaranteed when the opinions of the public are taken into account (Souitaris and Zerbinati, 2007). Likewise, with the evidence given above, it can be established that entrepreneurial leadership in local authorities has manifested positive results across all the other continents except Africa in general and Zimbabwe in particular, and this is a cause for concern (Mthembu, 2012; Musekiwa et al., 2013). Accordingly, there is a need, therefore, to critically look at the benefits of introducing entrepreneurial leadership, which is argued that it brings benefits of coordination, good governance, opportunity identification, and improved service delivery to the private and public sector (Cohen et al., 1999; Souitaris and Zerbinati, 2007) even though this has not been tested in Africa given the distinct nature of the political, economic, social and technological environments among other things. Consequently, this study aims to establish the existence, applicability, and impact of entrepreneurial leadership as a tool for improving service delivery in local authorities in Zimbabwe especially rural local authorities. Similarly, this study will also assist the Government in formulating economic and legal policies that will help in improving service delivery across local authorities in Zimbabwe, especially in rural areas.

II. LITERATURE REVIEW

A. What are public services?

Public service is a term used persistently to mean services provided by the government to its citizens directly through the public sector or through private financing organizations that supply services on behalf of the public sector and these services include water, solid waste disposal, health, education, road maintenance, and voting among others (Matibane, 2010; Kimario, 2014; Munyoro et al., 2017). Whilst, IDASA (2001) suggests that public services tend to be those considered so essential to modern life such that scarcity of such services enflames a widespread hullabaloo against the government since they are delicately endorsed to fundamental human rights such as the right to clean water, fire brigade, ambulance, hospitals among others. Similarly, Nealer (2007) states that public service is associated with the government, and it can be conceptualized as the implementation of specific types of policy objectives

in the public sector with various degrees of success. Furthermore, Bachmann and MacCleery (2006) highlight that quality public services support the economic development of local areas, while the poor level of service undermines the quality of life in these local areas, impedes economic growth, erodes trust between citizens and local governments, thus, local authorities should make sure that these services are available without fail in order to avoid embarrassing the government and the ruling party as this has consequences on the government and the ruling party's images and not only images but affect them during elections. Hence, the need for rural local authorities to bear this in mind when carrying out their mandates as stipulated in the local government's Acts. Hence, Good and Carin (2003) state that public services have a direct and instantaneous upshot on the living standards of people in the community as it affects investment, especially foreign direct investment and job creation opportunities for residents. In this case, service delivery can be in many forms, and this includes public-private partnerships, direct delivery, privatization, franchising and licensing, agencies, devolution, and purchase of service (Good and Carin, 2003; Munyoro et al., 2017).

B. What is a local authority?

A local authority can be described as a government body that is elected into power by the people to perform functions of administration, legislature, and executive function on territories under their jurisdiction (Aijaz, 2007). According to Ndeu (2016), local government authority is defined as a subdivision of the central government or a public organization that has full authority to establish and administer public policies within a given territory on behalf of its citizens. Thus, local authorities are allowed by law to issue acts or decisions that adjust the shape of governance within the sphere of their locality (Hasluck, 2010). Similarly, Sidgwick (2014) also suggests that local authorities are sub-organs of government that possess the power to issue regulations or rules within the area that they manage. In line with this notion, Stones (1968) states that local authorities are part of the government of a country and are often referred to as grassroots organizations since they are directly engaged with the conferral of day-to-day services to the people. For example, keeping roads clean, education, residential housing construction, garbage collection, water supply, health supplies, among other services (Stones, 1968; Aijaz, 2007; Hasluck, 2010; Sidgwick, 2014; Ndeu, 2016). Thus, the harmonic consensus derived from the given definitions implies that local authorities are government bodies that are elected into power to perform various functions on behalf of the government.

C. Defining Entrepreneurship

Entrepreneurship is defined as perceptiveness to change, whereas an entrepreneur is seen as one who always searches for change, responds to it, and exploits it as an opportunity (Drucker, 1985). Hence, Deakins and Freel

(2009) define entrepreneurs as leaders who are willing to take risks and exercise initiative, taking advantage of market opportunities through planning, organizing, and employing resources as would be expected from chief executive officers and chairpersons from rural local authorities in Zimbabwe. This is also significant given that chief executive officers and chairpersons from rural local authorities are responsible for shaping the economic well-being of the nation. Furthermore, entrepreneurship is a concept that is considered to be the driving power behind economic growth, economic development, employment creation, and social welfare (Zerbinati and Souitaris, 2005). Whilst Chand (2015) defined entrepreneurship as the continuous evaluation of the existing modes of business operations that enable the adoption of more efficient and effective systems. Hence, Schneider (2007) and Munyoro et al. (2016) suggest that in developing countries, entrepreneurship is not only a major contributor to the overall trade activities of a country but also employs a sizeable part of the population, as has been the case in United States of America, Great Britain, and South Africa just to name a few.

D. What is Leadership?

Leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent (Northouse, 2007). This is also supported by Borgadus (1934), who defines leadership as a personality in action under group conditions in which the leader possesses personality and a group phenomenon to exert dominance over others. Additionally, Drucker (2008) postulates that a leader is someone who has the ability to influence a group of people to follow a certain direction. More so, Lofland et al. (2006) state that leaders provide information, knowledge, and methods to realize the organization's vision and coordinate and balance the conflicting interests of all members or stakeholders. Interestingly, Alvarez and Barney (2002) ascertain that the quest for results in the private sector has led leaders to become entrepreneurial hence entrepreneurial leadership is traced back to leadership.

E. What is Entrepreneurial Leadership?

Hemphill (1954) advocates that the local authority managers have to engage in acts that initiate a structure in the interaction as part of the process of solving a mutual problem through entrepreneurial leadership. Hence, Massarik (1961) suggests that entrepreneurial leadership is an activity of influencing people to cooperate toward some goal that they find desirable through the use of innovative techniques given service delivery as the desirable option. In addition, Alvarez and Barney (2002) note that entrepreneurial leadership is a type of leadership that consists of actions towards establishing and running a business in an innovative way. Whilst, Roebuck (2004) defines entrepreneurial leadership as organizing a group of people to achieve a common goal using proactive entrepreneurial behavior by optimizing risk,

innovating to take advantage of opportunities, taking personal responsibility, and managing change within a dynamic environment for the benefit of an organization such as rural local authorities in Zimbabwe. Likewise, Mthembu (2012) defines an entrepreneurial leader as someone who is able to carry the organization on his shoulders in times of crisis by using and applying critical thinking skills as well as solving problems and directing the organization towards success in an innovative way. Similarly, he also indicates that there are four elements that are interwoven to the concept and these are decisiveness: an ability to make decisions and solve problems; initiative: an ability to find new and innovative ways of doing things, intelligence: creative ability, including judgment, reasoning, and thinking capacity, and supervisory skill: planning, organization, influencing and controlling. In the same way, Zijlstra (2014) suggests that entrepreneurial leadership is a concept consisting of the blending of leadership potential with the entrepreneurial spirit. Hence, when an entrepreneurial mindset is added to the variable nature of leadership, the outcome is entrepreneurial leadership, and therefore, entrepreneurial leadership is defined as an act of a leader in affecting and directing the performance of employees toward the achievement of organizational objectives through identification and exploiting of entrepreneurial opportunities in local authorities which are facing financial resources (Esmer and Dayl, 2018).

F. Research Methodology and Data Analysis Techniques

The study adopted the phenomenology research philosophy because it is very effective at bringing out experiences and perceptions of individuals from their own perspectives and therefore at challenging structural or normative assumptions (Polit and Hungler, 1999; Vasitachis and Giadino, 2009; Saunders et al., 2012). It is worth noting that researchers have timelines and limited resources, and as such, it was not possible to study all the rural local authorities in the whole country and hence the need to use a representative of the total population or geographical area known as a case study such as Mashonaland East province (Zainal, 2007; Crowe et al., 2011; Lysons and Farrington, 2015). In a nutshell, qualitative research is difficult to determine the total population because it is complicated to pick respondents with the required characteristics given that the population is unknown (Saunders et al., 2012). Consequently, in this study, the sample was made up of 400 respondents because the research requires a lot of resources such as time, energy, and money; hence, the need to reduce the population into a sample or subset (Patton, 2002; Saunders et al., 2012). In this study, both primary and secondary data were used, and the validity and reliability of the instruments that were used were significant (De Vos, 2001). Thus, the data collector’s bias was minimized by the researchers who were involved in administering questionnaires (Hassan, 2006) as well as standardizing conditions such as exhibiting similar personal attributes to all

respondents like friendliness and support (Fraenkel and Wallen, 2003; Neuman, 2007; McMillan and Schumacher, 2006). Since scientific research is a form of human conduct that should adhere to acceptable values and norms (Mouton, 2001). Thus, the researchers ensured that the findings of the study were represented fully without falsifying data as well as duly acknowledging sources of information, in line with Mouton (2001)’s prescribed recommendations such as keeping the identities of all respondents secretive. Furthermore, the researchers requested informed consent from all the respondents before their participation in the study because the researchers respect the rights, privacy, dignity, and sensitivities of their research populations as well as the integrity of the institutions within which the research is being undertaken (Munyoro, 2014). In a nutshell, data from this study was obtained from questionnaires, focus groups, and secondary sources and was analyzed using Qualitative Data Analysis (QDA) together with the Statistical Package for Social Sciences (SPSS) (Seidel and Kelle, 1995; Sidel, 1998; Fernando, 2009; Davidson et al., 2011; Plachkova & Boychev, 2012; Munyoro, 2014).

G. Research Findings

These were the major findings from the Qualitative Data Analysis (QDA) together with the Statistical Package for Social Sciences (SPSS).

a) Entrepreneurial Leadership Does not Exist in Rural Councils

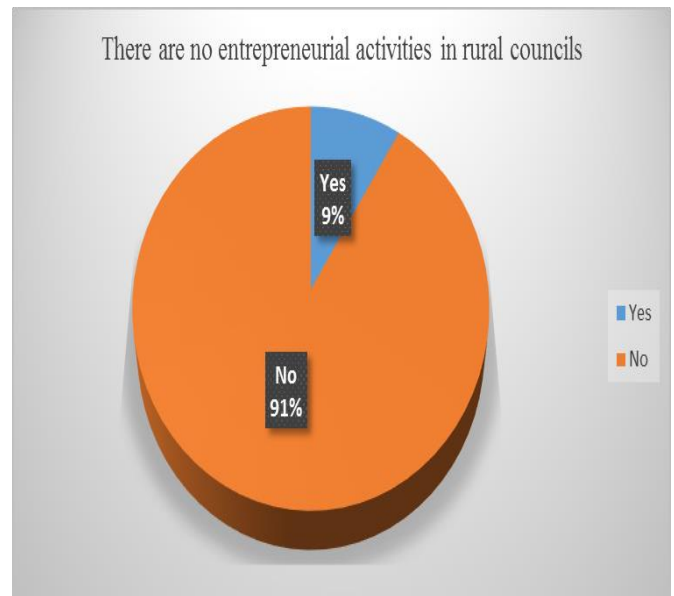


Fig. 1 There are No Entrepreneurial Activities in Rural Councils

The study shows that entrepreneurial leadership does not exist in rural councils because the study shows that there are no entrepreneurial activities in the rural local authorities in Zimbabwe. Thus, this is supported by Jonga (2014)'s study, which argued that rural local authorities in Zimbabwe are failing to run projects that can raise funds for the cash strapped councils resulting in poor service delivery and this is also supported by Chigwata (2010)'s findings which show that most of the rural local authorities in Zimbabwe rely traditionally on funds raised through rates and grants which are not enough for sound service delivery. Thus, this is not surprising given that entrepreneurial culture does not exist in most government institutions in Zimbabwe which include technical colleges (Munyoro et al., 2016), the security sector (Munyoro and Gumisiro, 2018), universities (Munyoro and Phiri, 2020) and churches (Munyoro and Ncube, 2020). For that reason, this has obviously impacted negatively on the operations of the rural local authorities, as noted by Munyoro and Phiri (2020). Yet, in developed countries such as the United Kingdom, there is a new improved and integrated system that puts focus on leaders' support for public sector entrepreneurship, identification of entrepreneurial opportunities, attitudes to risk-taking, constraints on entrepreneurial leadership, the bottom line, enablers of entrepreneurial leadership and cultural implications as noted by Zerbinati and Souitaris (2005). As a result, the same principle which applies in the private sector has been found to produce the same results in the public sector, and all that is needed is to spearhead success, is a spirit of entrepreneurship, creativity, and innovation (Osborne and Gaebler, 1992; Munyoro and Phiri, 2020). Thus, a good example of a rural local authority leader should be the one that encourages innovation and risk-taking among his employees by giving his people latitude to fail, as suggested by Osborne and Gaebler (1992) and Munyoro and Ncube (2020).

b) Lack of Creativeness and Innovativeness

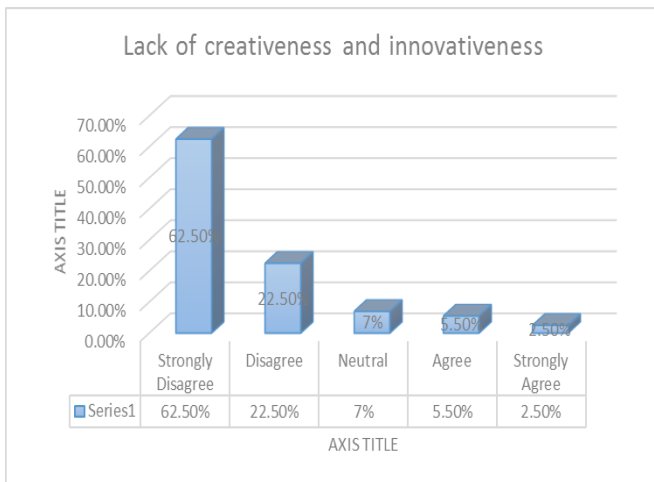


Fig. 2 Lack of Creativity and Innovativeness

To show that there is no entrepreneurial leadership in the rural local authorities, the findings from this study show that rural local authorities lack creativeness and innovativeness (Munyoro and Gwisai, 2020) as most residents and other stakeholders think that rural local authorities, especially the chief executive officers are still behaving like the old colonial executive officers who were there to receive money from the central government and spend it even though things have changed. This is also evidenced by their absence from work and endless meetings and workshops, which only consume resources at the expense of innovative programmes. In fact, one is expected to spend time thinking about innovative programmes that bring money to the rural local authorities rather than spending time traveling and attending meetings and workshops that are of no value to the rural local authorities. In a nutshell, entrepreneurial leaders should be creative and innovative as the world has become too competitive and complicated. Thus, lack of creativeness and innovativeness results in a lack of opportunity creation and poor service delivery as being currently witnessed in most rural local authorities in the whole country (Munyoro and Phiri, 2020).

c) Lack of Community Participation

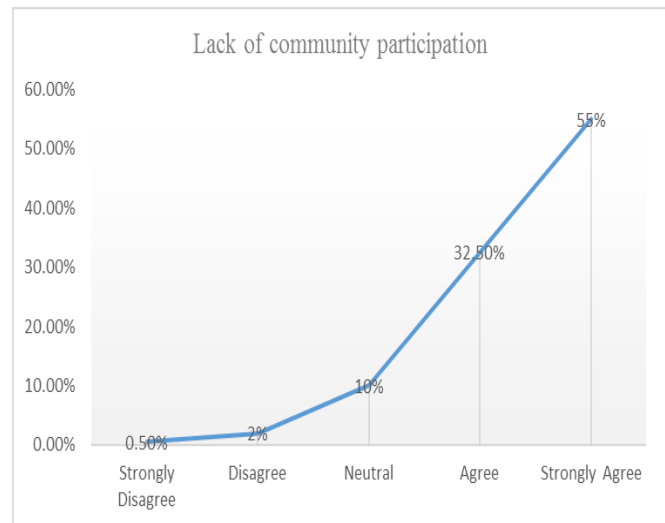


Fig. 3 Lack of Community Participation

The findings also show that there is a lack of community participation in the rural local authorities in Zimbabwe as the residents indicated that they are not participating in the council issues such as budget consultations and other related programs because their inputs are not taken seriously by the council officials as the consultation is programmed and outcomes predetermined. Of course, this is worrying given that rural local authorities serve the interests and needs of residents, and thus, lack of participation by residents and other stakeholders means that any policies that the council formulate do not get support from the residents because they do not feel part of the

council and therefore the policies or programs are bound to fail (Munyoro et al., 2016). Furthermore, rural local authorities do not listen to the needs of their residents (customers), and hence their policies have no positive impact on people’s livelihoods as the residents tend to resist the rural local authorities’ policies in the process delaying the implementation of these policies even though some of the policies might be of significance to the development of the communities and this is one of the signs of lack entrepreneurial leadership in the rural local authorities. Thus, a lack of trust between the residents and the councils (Mazonde and Carmichael, 2017) have a negative impact on the service delivery and the rural local authorities’ image (Munyoro and Magada, 2016). In addition, residents suggest that they do not participate in rural local authorities due to lack of transparency, and they blame this on corrupt, incompetent, and uncouth rural local authority officials who do not want residents to participate in councils’ issues because they think that residents will unearth unscrupulous activities that might be going on in councils something that is uncharacteristic of entrepreneurial leaders (Mandiyani, 2013; Marume and Chishaka, 2015; Van Eerdewijk and Mugadza, 2015; Munyoro et al., 2016).

d) Councils Lack a Culture of Urgency

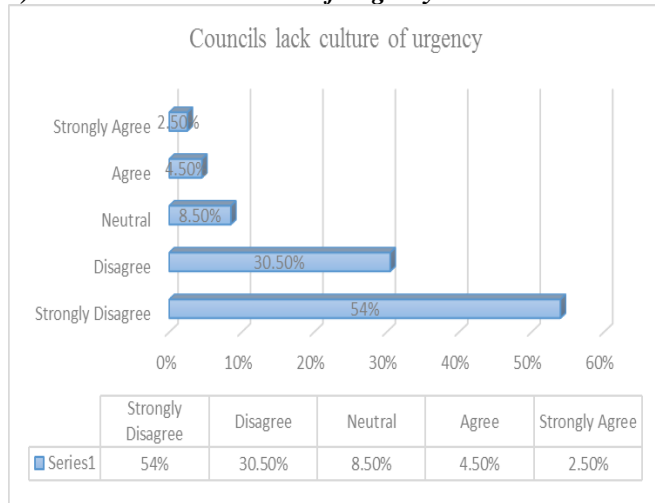


Fig. 4 Councils Lack a Culture of Urgency

Another worrying thing from the findings shows that rural local authorities’ staff members, especially the chief executive officers, have no culture of urgency, and the researchers had a first-hand experience as most of the chief executive officers and their executives took ages to complete the questionnaire and even to attend meetings with the researchers after being requested to meet the researchers in writing and in person. In fact, most of the chief executive officers do not stay in the offices and at times spend most of their time attending meetings leaving them with little time to formulate meaningful policies and even making it difficult to implement the policies. Thus, this is contrary to an entrepreneurial leader who is expected to be hands-on in

spearheading entrepreneurial activities (Murimoga and Musingafi, 2014). In fact, most of the correspondences in this study think that chief executive officers believe in collecting revenues and spending it and, at times, in projects which are of no significance to the communities they serve. This is not surprising given that rural local authorities are providing poor service as a result of a lack of urgency and not lack of resources (Murimoga and Musingafi, 2014; Chiunye, 2017). Thus, this lack of urgency has resulted in customer satisfaction declining because most of the programs that the rural local authorities roll out take time to complete, or some are not completed at all, resulting in the loss of viable resources (Chiunye, 2017), something that you do not expect from an entrepreneurial oriented organization especially being led by an entrepreneurial leader.

e) Complicated Procedures and Systems

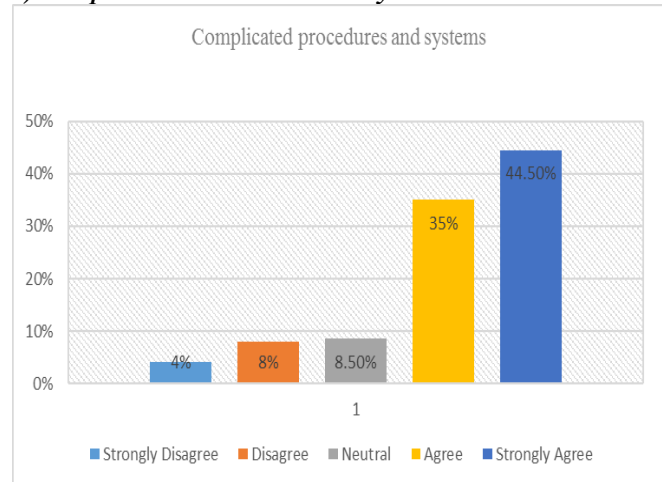


Fig. 5 Complicated Procedures and Systems

The study shows that all chief executive officers are of the opinion that they are entrepreneurial leaders, but there is no room to show their skills because they have no room for thinking as the procedures and systems of local governance are complicated, resulting in some projects not being implemented. In some cases, entrepreneurial projects are not implemented because the laws regarding the promotion of entrepreneurial activities and the parameters that guide their operations are sophisticated (Truong, 2017; Nsakanya and Phiri, 2018; Munyoro and Gwisai, 2020), and those that know the legal requirements do not fully comprehend how the local governance procedures and systems work (Ndhlovu, 2011; Nsakanya & Phiri, 2018; Munyoro and Gwisai, 2020). Additionally, the study revealed that there are gaps in the procedures and systems in terms of the legal framework on the promotion of entrepreneurial activities, which largely regrettably are still reflective of colonial repression and suppressing rather than promoting quality service delivery in local communities (Ndhlovu, 2011; Nsakanya and Phiri, 2018; Munyoro and Gwisai, 2020).

f) Councilors Lack Literacy

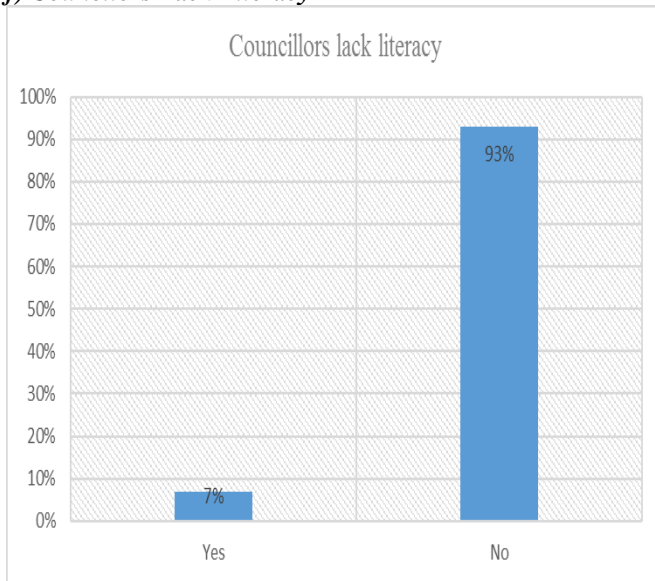


Fig. 6 Councils Lack Literacy

The study shows that most of the councilors in rural local authorities are illiterate (Gaidzanwa, 2016; Munyoro and Gwisai, 2020), making it difficult for them to appreciate complicated procedures and systems in rural councilors in addition to service delivery policies (Mboko and Smith-Hunter, 2009) and this found to be impacting on service delivery (Booyesen and Nkomo, 2010). Given the current economic situation in Zimbabwe, most people see a councilor’s job as an employment alternative in the wake of the scarce number of formal jobs rather than voluntary work responsible for raising the people’s livelihood (Bromley, 2000; Nana, 2009; Ndhlovu, 2011; Nsakanya & Phiri, 2018).

g) Councils are not Marketing Oriented

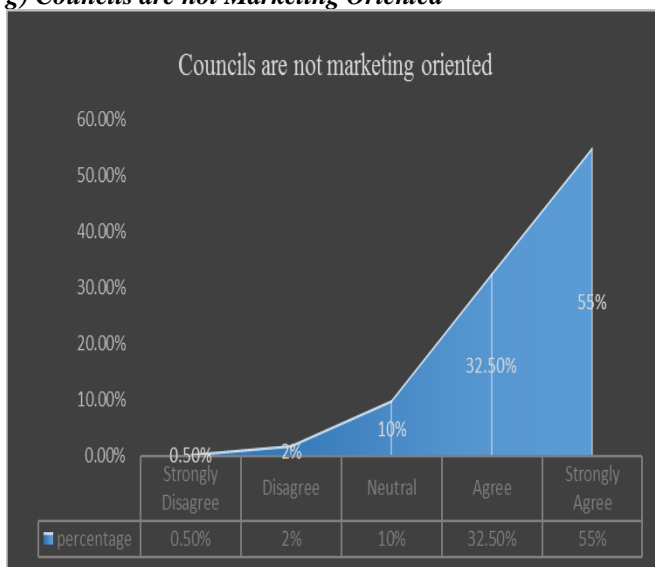


Fig. 7 Councils are not Marketing Oriented

The study shows that rural councils are not marketing oriented as witnessed by the researcher in one of the councils where the researcher was harassed by the council security staff and ignored by the secretaries, and made to wait for hours in order to distribute the questionnaires and interview council officials. Some of the chief executive officers did not see the importance of the research despite the effort of the researcher explaining the significance of the study to the researchers, universities, councils, residents, the government, and other stakeholders as councils are the conduit of the government for promoting government policies as well as the mouthpiece and the eye of the government. Most residents were not surprised by this behavior as they are subjected to this behavior on a daily basis, yet they are the owners of the councils, and this behavior reflects the colonial era-meaning councils are still leaving in the past (Munyoro et al., 2016). This then reflects the absence of entrepreneurial leadership within councils as entrepreneurial leaders are marketing-oriented, creative, and innovative (Musekiwa et al., 2013; Munyoro et al., 2016; Munyoro and Nyereyemhuka, 2019).

h) Lack of Economic Development

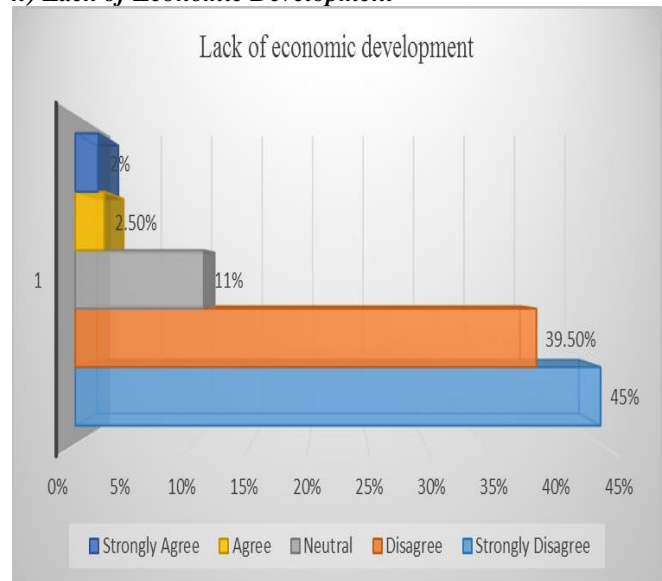


Fig. 8 Lack of Economic Development

The study shows that there is a lack of economic development programs in the councils in Zimbabwe as the majority of respondents strongly agree that there are no economic development projects being promoted by councils as they do not see this as their mandate but a collection of revenues and spending it as was the case in the colonial era (Munyoro et al., 2016). Thus lack of entrepreneurial activities means the non-existence of economic development programs, making it difficult for councils to survive in these complicated environments thus, resulting in poor service provision (Musekiwa et al., 2013; Munyoro et al., 2016; Munyoro and Nyereyemhuka, 2019). In addition, lack of

economic development results in higher unemployment and high criminal activities, as suggested by government officials. Furthermore, this also affects the provision of infrastructure such as roads, bridges, dams, among others. Thus, only entrepreneurial leaders are economic development-oriented.

H. Recommendations and Policy Implications

The findings show that entrepreneurial leadership does not exist in rural local authorities in Zimbabwe, and therefore, the study suggests the following measures to rural local authorities in order to improve service delivery:

a) Entrepreneurial Leadership Needs to be Introduced in Rural Local Authorities

It is clear from the study that there has been some changes in the political environment as well as shifting of public demands, changes in technology, and a variety of other factors that demand that public leaders such as chairpersons and chief executive officers in rural local authorities build organizations that can respond quickly and successfully to these changes (Denhardt et al., 2006; Brookes, 2007; Mthembu, 2012). Hence, the need for rural local authorities in Zimbabwe to embrace new systems with an entrepreneurial yearning that has also driven most developed countries to succeed in the public sector with the exception of a handful of countries such as Brazil, China, and Poland, where local governments continue to play a very small role in people's lives (World Bank (2006). Therefore, without proper orientation on entrepreneurial leadership in Zimbabwe's rural local authorities, thus Zimbabwe's rural local authorities will continue to trail on non-productive issues as signified by huge devotions to seek higher levels of fiscal transfers as opposed to devotion to self-financing mechanisms as a result of the absence of entrepreneurial leaders (Musekiwa et al., 2013; Amon et al., 2015; Yusuf and Faruk, 2017). Thus, in view of this, the Government of Zimbabwe should put in place requisite qualifications, experience, and skills that match an idiosyncratic entrepreneurial leader (Dehoog and Whitaker, 1993; Musekiwa et al., 2013; Yusuf and Faruk, 2017). As noted by Mutambanadzo et al. (2013), the qualifications of the Chief Executive Officers and Council chairpersons are very key in the service delivery, and therefore, a qualified office holder should ensure that the decisions that are made are very important in solving a given problem at hand by being creative and innovative (Mthembu, 2012). Hence, the decisions made should always be the best and made from a dexterous viewpoint, and thus a competent executive officer or chairperson of a rural local authority in Zimbabwe should be capable of making expert and cognisant judgments that will result in the achievement of organizational goals (Chatiza, 2010). In short, the modern chief executive officer or chairperson of rural local authorities in Zimbabwe should be someone with leadership wherewithal that mirror entrepreneurial leadership such as an ability to find new and

innovative ways of doing things, have creative ability including judgment, have reasoning and thinking capacity that make decisions and solve problems, is capable of planning, organizing and the power to influence and control the positive outcomes in the rural local authorities (Mthembu, 2012).

b) Chief Executive Officers should have Relevant Qualifications

The study shows that most chief executive officers lack relevant qualifications that promote entrepreneurial activities. For example, of all the chief executive officers that were interviewed, the majority of them do not have related entrepreneurial qualifications, let alone business management qualifications. Apart from accounting qualifications, most of them at diploma level, such as ZAAT, which have been used in rural local authorities for years and were designed to look after council resources and not for mobilizing resources. Therefore, this has resulted in a lack of entrepreneurial projects in these councils despite lack of resources, and yet there are abundant resources in these councils' jurisdiction such as land for agricultural development, fishing, horticulture, mining as well as tourism sectors, among others. This is supported by Jonga (2014), Murimoga et al. (2014), and Munyoro et al. (2016), who indicated that councils are dominated by employees who have wrong qualifications and who also lack economic development strategies. Thus, the hiring of chief executive officers with relevant qualifications such as degrees in economics and entrepreneurship will have a positive impact on the promotion of entrepreneurial activities, which will result in the improvement of service delivery despite the reduction in the collection of rates and government grants among other sources. In fact, the current literature suggests that lack of relevant qualifications in the rural local authorities, especially among chief executive officers, has resulted in poor service delivery as most of them lack creativeness and innovativeness because most of the chief executives in the local authorities were trained to receive money and spend it, even if it is not there (Jonga, 2014; Murimoga et al., 2014; Munyoro et al., 2016; Mazonde and Carmichael, 2017; Munyoro and Gwisai, 2020).

c) Rural Local Authorities and Government Should Encourage the Councilors to Attend Entrepreneurial Related Courses and Training

The study shows that there is a need for political leadership to enhance the public participation process so as to ensure community involvement in the planning of projects (Yusuf and Faruk, 2017). Therefore, there is a need for rural local authorities in Zimbabwe, just like in Japan, to change legislation regulating local government as well as changing structures in which a system overhaul, especially on human resources, has to commence to shun away unskilled and uneducated workers in rural local authorities and as well as councilors (Denhardt et al., 2006; Musekiwa et al., 2013). In addition, the government should encourage the councilors to

attend entrepreneurial-related courses and pieces of training that can be offered by academics who are experts in entrepreneurship so that they appreciate the need to embrace entrepreneurial leadership. This is, therefore, important because there is a need for councilors to have an entrepreneurial mindset that was found to be lacking in them (Munyoro et al., 2016; Munyoro and Gumisiro, 2017; Munyoro and Phiri, 2020). For that reason, the government should encourage the communities to choose councilors who are entrepreneurial-oriented as this will help them to raise funds for the rural local authorities than relying on the funds that are raised through rates and donations. In short, the government should put in place minimum qualifications for one to be a counselor so as to ensure a competitive candidate who can help in the delivery of quality services as a counselor is a representative and a leader of the community and should have qualifications that suit his or her responsibilities so as to enable him or her to deliver quality services to the community they represent (Nyandoro et al., 2015; Munyoro et al., 2016).

d) Councils should be Result-Oriented

As stated by Munyoro et al. (2016), a rural local authority should be a results-oriented organization that is capable of carrying out its duties and delivering quality services. Hence, the need for rural local authorities to have employees who are result-oriented and have a desire to meet certain goals that are formulated periodically (Zhou and Chilunjika, 2013). For example, Sri Lanka tried to charge excessive taxes (Salazar, 1997). Unfortunately, these tactics did not yield any results until entrepreneurial leadership was introduced, and it proved to be a success because entrepreneurship is a potential avenue for generating efficiencies in the public sector because entrepreneurial leaders are results-oriented, and the regression results obtained from the Sri-Lankan study suggests that the progress of local authorities was interlinked to leadership potential which was used to harness and address problems entrepreneurially (Barribger and Blaucdorn, 1999; Leon, 2001; Almedia, 2010; Ali, 2012; Slack, 2015; Munyoro and Ncube, 2020).

e) Councils should make Use of Academia and Specialists in Different Areas

The study recommends that councils should make use of university professors by engaging them in research work and training in the area of entrepreneurial leadership as suggested by Mutambanadzo et al. (2013) as for the rural local authorities to deliver quality services, there is a need for them to engage experts from different fields who can help them in different areas in order for them to achieve certain objectives. Thus, a system overhaul, especially on human resources, has to be initiated in order to shun away unskilled and uneducated workers in rural local authorities (Musekiwa et al., 2013).

f) Access to Resources Leads to an Entrepreneurial Culture in Rural Councils

There is no doubt from the findings that rates, government, and donors' funds have been shrinking, resulting in the creation of a gap between financial requirements and revenue inflows in rural local authorities and resulting in the crippling of operations yet, Zimbabwe has access to land, several minerals, tourist attraction destinations among others that rural local authorities can use to start their businesses (Watkins and Swidler, 2013; Munyoro et al. (2016)). To show entrepreneurship's significance, Rockstar (2008) and Munyoro et al. (2017) identified several types of entrepreneurs that can be adopted by rural local authorities such as innovative, adoptive/imitating, fabian, drone, social, intrapreneurship, corporate and techno-preneurship, among others which have the potential of creating so many jobs in Zimbabwe. Additionally, those who are already engaged in entrepreneurial activities in countries such as the United Kingdom are subsidizing councils' operations and paying residents' rates for those who cannot afford (Sharir and Lerner, 2006; Weerawardena et al., 2010; Munyoro et al., 2017), thus enhancing the income of the councils resulting in financial sustainability (Flower, 2000; Boschee, 2001; Frumkin, 2002). Thus, this can only be achieved by entrepreneurial leadership hence its importance to rural local authorities in Zimbabwe. In this case, rural local authorities should adopt social enterprise, which is the well-liked model of entrepreneurship in this sector (Dart, 2004) and is already being used in a number of countries such as South Africa, Sri-Lanka and the United Kingdom in development trainer programs, vocational pieces of training and charity shops which are there to serve their beneficiaries and communities because this model tries to come up with a solution to social problems in a manner that benefits both the residents and the local authority who are the services providers (Alter, 2007). Similarly, this model has also helped local authorities such as rural local authorities to address social challenges that are affecting them in the process of sustaining the rural local authorities financially, thus ensuring the sustainability of the operations (Borzaga et al., 2008; Maze, 1998; Munyoro and Ncube, 2020). It is also worth noting that access to resources leads to an entrepreneurial culture in local authorities, as noted by Munyoro et al. (2017), who did a study on NGOs and found out that access to resources leads to an entrepreneurial culture, and this is significant to rural local authorities especially, at a time funding from traditional partners such as donors and the government has been diminishing in the process crippling the operations of the local authorities (Watkins and Swidler, 2013). Thus, this can be achieved if the local authorities are led by entrepreneurial leaders (Maze, 1998; Flower, 2000; Boschee, 2001; Frumkin, 2002; Alter, 2007; Borzaga et al., 2008; Munyoro and Ncube, 2020).

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