



National University of Science and Technology

Faculty of Commerce

Graduate School of Business

**Whistle blowing as a Corporate Governance tool. A study of Bulawayo
Companies.**

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ABSTRACT

Whistleblowing has been receiving increased attention in recent years, as the world now tend to be hostile to organizations that conduct themselves in an unethical manner. As such, good corporate governance is receiving increased attention. This study's main objective was to establish the effectiveness of whistleblowing as a corporate governance tool. The focus was mainly on the Tip-Offs Anonymous hotline facility. The research was done on some selected companies which are based in Bulawayo where the researcher is based in order to cut on costs of the research. In an effort to understand the views of past researchers and authors on whistleblowing the researcher looked a number of journals and books as part the literature review. From the literature review, generally most researchers were in agreement that whistleblowing is indeed effective as a corporate governance tool, only if certain supporting pillars are in place. These supporting pillars being, confidentiality, policies and procedures, incentives or rewards, awareness of the whistleblowing facility and management commitment. The research was done using the survey method and both qualitative and quantitative data was gathered for analysis. Since whistleblowing facilities are used by employees to make reports, the targeted population for the research was employees at all levels in the selected companies. The data for analysis was gathered using a questionnaires and interviews. The analysis of the data was done using excel and Statistical Packaging for the Social Sciences (SPSS). Factor analysis was also used to ascertain the major factors that have an impact on the effectiveness and eventual success of whistleblowing as a corporate governance tool. From the data analysis, the main factors that came up were, fear of being discovered, rewards, policies and procedures and leadership. The researcher drew conclusions that indeed whistleblowing was not being as effective as it should be as a corporate governance tool due to fear of the risks involved. Also the research established that rewards or incentives actually are a motivator for whistleblowing. Recommendations were made to the corporate world to emphasize management commitment in terms of assuring protection of whistleblowers. The government was recommended to enact laws to protect whistleblowers. Recommendation was also made to the National University of Science and Technology to come up with technologies that could assist in whistleblowing.

Key words: whistleblowing, whistle-blower, Tip-Offs Anonymous, toll-free hotline, corporate governance.