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# The Beauty of Compliance and Enhancement of Stagibility and Growth in the Public Sector in Zimbabwe

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**Abstract**

All institutions across various sectors around the globe have an unquenching desire to survive in a world facing an era of multiple crises that are threatening social wellbeing, economic prosperity and security (Peci Alketa) Survival however does not just come but is motivated by a diversity of factors. These factors are wide ranging, hence come in various shapes, forms and dimensions. The institutions that at time find themselves folding are examples of what happens when one fails to follow through on obligations and measures defining how they ought to operate. To this end Barbara Jordan (1975) said 'If you are going to play the game properly you would better know every rule' the measures are derived from the mandate. That creates the institution, any failure to attend to measures and obligations comes with a multiplicity of ramifications. This has a bearing of their reputation and impacts products/service acceptance. Without respect and acceptance by customers for the institutions offerings, survival then becomes a challenge. Business must adhere to various substantive, procedural and reporting requirements prescribed by various regulations (Gray and Kaufaman, 1998).

**Keywords:** Compliance, Performance, Public Sector, Corruption, Customer Retention, Risk.

## Introduction

The performance of an institution provides the vital log that propels it into the future. The oil or fluid makes it rise to meet the expectations of the product/service customers. This stands as a pillar built on the ground that frowns at institutional corruption and systemic decay.

Every institution needs to be guided by clearly laid down policies and procedures. These define how tasks and roles need to be executed, any variation or defection from the defined specifications makes the public lose confidence in the products/services offered and indeed the entire institution. When this this happens product/service plummets. This comes with a collapse of the revenue base, which inevitably ripples into failure to grow and servicing the overheads.

Procedures and polices need to be respected and upheld. If they are flauted the confidence with the institution will be put to test or deflated. Resultantly the goals/objectives will be faced with fissures. With fissures an institution will be poised for collapse. No center can hold when experiencing fissures. The employees within institutions are expected to exude the right competencies so that they rightly appreciate issues and developments within the environment as they evolve. The competencies place them in a position to be able to give a performance beyond reproach such performance helps the entity to survive into the future. The ability to articulate issues thus stands tall as a critical piece on a puzzle. Without this the puzzle would not tell a complete story.

Every entity has its own story. This requires to be told or presented by its own people. This thinking derives from the philosophy of Kwame Nkrumah who was a Pan Africanist passionate about 'African Solutions to African problem. The thinking in later years was aptly visible in the 'Nyika inovakwa nevene vayo". A country is built by its own people mantra advanced by the Head of state of Zimbabwe, Dr Mnangagwa. When taken to institutions each and every institution should be in a position to define who they really are their peculiar challenges, dreams and aspirations, this work towards ensuring that they create or conceive solutions or interventions tailored to address their problems. This in no doubt helps the entity to confidently and briskly walk into the future. The future is actually, what individuals make today. That responsibility to shape the future is deposed in individuals as long as they have the right spirit, attitude and competences.

The environment in which all institutions operate is undeniably characterized by uncertainties, complexities, dynamism and unmatched volatilities. These realities then present risks to the entity. The entity can only witness

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stability, agility and growth if they know or understand the risks within their spaces.

In order to remain relevant, an institution ought to have mechanisms of identifying their risks. Once the risks particularly corruption are known the institution will be able to develop interventions that are quite in sync with the realities on the ground.

Failure to identify the risks that may impact the institution has serious consequences. Resultantly, the entity should scan the environment to assess what risks are present within that space. This helps to identify appropriate measures to help maintain the operator on track.

An entity that seeks to survive into the future in harmony with the authorities needs to ensure compliance with all regulatory demands and expectations. This is what is meant by the phrase '..the beauty of Compliance…'. Once an entity is viewed in good light or standing by their authorities that is all they will need if they have to survive into the future.

Violations of rules and regulations invite sanctions. These can be range from a few dollars to a couple of thousand dollars. For some industries, this will also affect the renewal of their operating licenses in the coming year, besides; this also comes as an unwarranted cost on the business's financials.

Progressive institutions do not want any unjustified costs on their financials. Every effort is pursued therefore to ensure that resources are deployed in a manner that fosters efficiency and effectiveness. Decisions taken therefore should be well thought, consistent with Chinese philosophy' Measures twice and cut once'. This helps to ensure that mistakes are minimal. The art of minimizing errors helps to catapult an institution into the future, which is the dream of every well-groomed business executed. Without, the spirit of excellence an institution will find it difficult to satisfy the expectations of the client. The danger of having unsatisfied clients is that they will 'vote with their feet'. The import of this is that they will then consider providers of alternative products/service. This is the last thing that an institution may want to experience because of the pressure it subjects the institution's financials. This also borrows from the thinking that, the cost of attracting new customers is much higher than the cost of retraining old customers (Korsakov, 2023)

To ensure that performance by employees is to the right standards every effort must be pursued to undertake wide-ranging trainings. It trainings will help to ensure that the right skills are engrained in the nerves and bones of the employees. Skills help to bolster confidence and ultimately performance. The various stands that are established by the regulating authority need to be observed religiously. The idea here is to avoid conflicting with the regulating authority. When an operator conflicts with the authority they may face penalties of one form or other. This is a development that needs to be averted whenever people can.

Institutions should always know that 'compliance is sweet', it eliminates problems and worries. Consequently, they can afford to go to sleep with all their eyes closed.

This however is not the case for firms with an appetite to flaut rules and regulation. These see compliance measures and obligations as a constraint. Compliance provides an impetus for growth to firms (Ayyagari *et al* 2017,) that uphold rules and regulations and decide to avoid anything that affects their performance and reputation. These firms will choose doing the right thing not because they are being watched but merely because it is the right thing to do, for them, those around them and the general citizenry.

When a firm deliberately elect to be upright, they create opportunities for financial support (Ayang, 2024). There is no firm with adequate resources to finance all its obligations. The need to secure financial support is thus critical for all institutions in need for growth

Failure to follow compliance rules and regulations impedes opportunities for growth.

To ensure that firms tore the line, the Supervisory authorities undertake inspections. This can be off or onsite. Through this intervention the gaps or inadequacies' are identified and guidance proffered. Where the gaps are so significant and point to lack of knowledge, the supervisors will take it upon themselves to train the institution on the expectations. There are also instances when the services of an external consultant may be recommended.

Future Compliance certainties help to provide stability in a firm. Rejection rates for proposals are reduced to a minimum. A compliant firm is a promise for future business (Ayang, 2024). This viewpoint thus helps an institution to have stable regulations which inspire confidence and an assuring spirit. The firm will find itself with more friends. This is the recipe for a positive drive into the future.

**Key Compliance Issues**

**Registration and Licensing:** All firms should understand that registration and licensing comes first before operations. When an operator elects to operate before the licensing formalities they should understand that they risks being denied the license all together or to be slapped with heavy penalties. There are some cost that may not be necessary as one is setting up. The registration formalities are critical for government since it helps with the capturing of data necessary for decision-making.

**Payment of Statutory Obligation:** all statutory obligations will need to be settled when they fall due. When a firm elects to violate this they risks the processing of the renewal of their licenses in the future. They may also be slapped with fines

Operating the business for which one is licensed. It is critical that a firm runs the business for which they are licensed. Doing anything outside the scope of their license is frowned at and invites sanctions.

**Observance of Defined Protocols:** The operations should be regulated by the industry specific protocols. Any violations should be dealt with accordingly

**Consistency:** It must also be acknowledged that compliance fosters a culture of consistency and upholding of standards. This helps to promote quality of the product/services.

**Tax Compliance:** The firm should ensure that taxes are paid when they fall due and that they have to be calculated from the formulae. Taxes are a critical sources for Governmental revenue, thus any violation related to this may demand serious penalties. Progressive firms should therefore ensure that they have respect for this critical expectation thus any violation related to this may demanded serious penalties. Progressive firm's should ensure that they respect for this critical expectation.

**Environmental Regulations:** society is now sensitive to how institutions impact the environment. Efforts that are meant to promote sustainable utilization of resources will earn the firm acceptance and respect (Sadler, 1996).

Compliance programs within institutions are ideally structured processes that help organizations follow laws, regulations and ethical standards relevant to their industry. The benefits of compliance programs extended far beyond avoiding fines. Whatever the fine levels. They actually create new business opportunities, build trust with customers and

support long term growth

Compliance undeniably makes the institution's brand more acceptable and appealing; hence open doors to new markets. It equally unlocks new opportunities, which helps the company to qualify for certain considerations such as qualifying for future business contracts or deals.

Compliance guarantees business growth since it reduces risks like legal liability and reputational damage. This makes it provide a competitive edge.

Compliance according to Nandor (2026) has evolved beyond a technical mechanism of rule enforcement into a core institutional infrastructure that mediates between law, markets technology and organizational behavior.

The citizens within institutions find themselves complying not because of any coercive force but motivated to comply because of the merits of such positive behavior (Beslay and Dray, 2024).

Korsakov (2023) actually believes that the cost of attracting new customers is five times more than the cost of retaining them. Consequently, progressive institutions commit to uphold compliance to safeguard the institution from the effect of customer attrition. Attrition of customers is not anything that a company would want to witness hence the need to avoid any actions that might lead to the dissatisfaction of customers including compliance matters. The development of loyalty is a function of trust. As the individuals build trust with the institutional policies, they will commit to promoting compliance (Besley and Dray, 2024).

**Methodology**

The investigation utilized secondary data which was also complimented by the responses secured from the interviews conducted. The respondents willfully participated in the interviews. None of them was coaxed or manipulated so as to promote legitimacy to the findings of the enquiry. The questions asked were simple so as to avoid putting pressure on the respondents. The information collected will not be used for any other purposes other than to attend to questions that this enquiry sought to answer.

**Findings and Discussions**

The respondents in their responses advised that compliance with rules and regulations should never be viewed as an option but mandatory. It has to be pegged at hundred percent and unnegotiable. Anyone flouting the rules and regulations should decisively be dealt with in a manner that provides lessons to any would be perpetrators (Respondent CR O5).

Respondent CR 04 in His Response Said:-

> It pays in the end to be ethical in the beginning. Once one follows all the rules there is no risk of penalties, bad publicity or fallout.
>
> This thinking was equally echoed by respondent CR 10 who argued that, whoever violets any statute or operational guidelines should be whipped into line. The violations ought to be treated in the same manner.
>
> These views were however challenged by respondent CR 09 who suggested that, the hammer is not always the best and only way to deal with challenges. Moral suasion or negotiations can at times provide the desired outcomes.

Respondent CR 12 in responding to the benefits of compliance high lightened that compliant institutions are guaranteed of undisturbed stability, agility and growth.

He Went Further to Say,

> I have actually seen a company lose several thousands of dollars because of one simple compliance issue. Compliance for me is thus a must. Progressive institutions never take chances in matters of compliance. This view was further amplified by respondent CR14 who is a compliance officer within the Gaming Industry, who said;
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> For our industry noncompliance may actually lead to revocation of a license or denial for renewal of the license, since our operational licenses have a tenure of 12 months. With this position we have learnt that integrity at all times breeds longevity. When any operator elects to start trading before licensing formalities in my view, they have to be slapped with heavy sanctions.

Respondent CR 08 in response to what she understood about compliance said, for me compliance is when an institution remains socially, ethically and institutionally acceptable by all its stakeholders.

This acceptance and respect helps the institution to survive into the future. It will be able to retain its customers, since the majority of customers never want to associate with institutions with no credibility. The benefit of having a respectable base of loyal customers is five times more than retaining old ones.

Respondent CR 08 went further to suggest that compliance among institutions happens when the policies are not to restrictive. The citizens within the institutions comply because they are motivated due to the friendliness of the policies. As the institutions complies, it then relates well with the authorities ultimately reducing the cost of business.

**Recommendations**

In view of the findings in this inquiry, the following recommendations are made:-

- The institutions should adequately capacitated their compliance function to allow for effective monitoring and supervision of activities of entities.
- Institutions should ensure trainings are done regularly to ensure that employees know what to do at all times.
- The institutions should endeavor to retain their old customers than to lose more money in attracting new customers.
- The compliant institutions must be rewarded.

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