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# The Impact of Corporate Governance Practices On Corporate Growth and Sustainability in Botswana

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**Abstract**
Corporate governance is an essential part of modern corporate strategy and a framework that guarantees accountability, fairness as well transparency in collaboration with the organisation. It governs the corporate performance and sustainability by regulating relationships of management with board, shareholders & stakeholders. Bringing the governance practices of its Botswana member firms in-line with international standards while also meeting local needs is a unique challenge that arises as an emerging market. This study aims to investigate the corporate governance practices such as board diversity, financial disclosure and independent director of a board in promoting further growth in Botswana. Descriptive statistics showed that there were low levels of governance within the sample firms; and many had positive relationships between their different governance factors as well as corporate sustainability and performance. The findings from the regression analysis indicated that board diversity, financial disclosure, and board independence have a significant positive effect on corporate sustainability and performance. These results underline the necessity of implementing effective governance mechanisms in realizing sustainable corporate expansion**.**

**Keywords:** *Corporate Governance, Board Diversity, Financial Disclosure, Independent Director, Corporate Sustainability*

## 1. Introduction

Corporate governance now plays a fundamental role among the many instruments of contemporary corporate strategy and management, not only to ensure accountability but also as an instrument for safeguarding shareholders' interests by protecting their rights. Corporate governance is the system of principles, policies and procedures by which a company is directed and controlled, affecting its performance and long-term sustainability. The implied set of relationships among a company's management, its board; shareholders and other stakeholders which provides the structure through setting corporate objectives controls resources efficiently (Naciti, Cesaroni, & Pulejo, 2022).

In an ever-changing global business environment, good corporate governance is not only considered as a compliance tool but also regarded as one of the strategic competencies and assets in reflecting performance transparency which leads towards competitiveness while ensuring sustainability. Good corporate governance practices can help minimize risks, prevent the occurrence of a scandal and enhance company image as well led to giving higher returns to its stake holders also ensures long term growth. Recently, sustainability has brought about a significant shift in the boundaries of corporate governance and it sparked efforts at integrating environment, social and governance factors as part of strategic decisions for corporations (Chinoperekweyi, Makumbe, & Chundu, 2020).

The above context sets the stage for exploring how corporate governance influences corporate growth and longevity in Botswana. A rapidly emerging market, Botswana has a unique context as far the implementation of governance practices that are consistent with what is happening around the world in terms while at same time addressing local needs. Botswana began its journey to a corporate governance code with an increased awareness of the role and necessity for good governance in enhancing economic development and sustainability. The King Code is a regional corporate governance benchmark that focuses on principles of leadership, integrity and accountability necessary for sustainable good business practice (Monkelbaan, 2019).

Corporate governance guidelines have been introduced by the government of Botswana as a means to improve functioning in its corporate sector and ensure companies create maximum impact on economic performance, and indeed society (Mokwakwa, 2021). A growing number of companies in Botswana adopt governance disciplines that emphasize accountability and transparency, recognizing both are key prerequisites to rebuilding trust with investors for sustainable long-term growth. Yet, it is still debating under many researches weather these certain practices have significant effluence on corporate performance or not.

The overlapping of corporate governance with sustainability has emerged in recent years, where scholars and experts are searching for ways how to align the corporation along sustainable development paths. Given the importance attached to economic diversification and sustainable development as national priorities in Botswana, itis necessary that we understand how corporate governance affects these key objectives. Practices of governance that lead to sound decision making and a sustainability minded will prove advantageous based on present growth trends for companies also supported the corporate sector in their ability to grow, develop address global markets (Monkelbaan, 2019).

The study seeks to investigate the existence of a relationship between corporate governance practices and corporate growth as well as sustainability in Botswana. The research investigates the influence of factors including board diversity, financial disclosure disclosures and board independence to provide recommendations on optimal governance practices for building profitable long-term corporate performance. The results will not only provide an additional layer to the story about how controlling can work in Botswana but also contribute knowledge on what it takes for companies operating under a developing economy and trying to achieve long term success toward maintaining sustainable developments.

## 2. Literature Review

### *2.1 Agency Theory and Stakeholder Theory*

Agency theory is a principle used to explain the dispute between the business principals and agents, and mostly relevant to corporations and shareholders. This theoretical understanding has already been utilized by scholars to provide evidence of such disputes and problems in the organization or state's perspective (Bendickson, Muldoon, Liguori, & Davis, 2016; Panda & Leepsa, 2017). In addition to this, it has already been used to understand how audit committee attributes directly enhanced the integrated reporting quality (Raimo, Vitolla, Marrone, & Rubino, 2020), and strengthened the relationship between external corporate governance and financial fraud through in sighting of cognitive evaluation theory on this theory prescriptions (Shi, Connelly, & Hoskisson, 2017). While, the stakeholder theory is based on organizational management and business ethics-oriented understanding to account for the multiple constituencies that are impacted by the business entities like suppliers, employees, customers, creditors etc. The majority of scholars utilized its understanding in their business model perspective to evaluate the value creation for sustainability (Freudenreich, Lüdeke-Freund, & Schaltegger, 2020). While, others utilized its implications to gain the corporate social responsibility and sustainable competitive advantage in an organizational authority's performance perspective (Freeman & Dmytriyev, 2017; Jones, Harrison, & Felps, 2018)

### *2.2 Corporate Governance and Corporate Sustainability*

In the Journal of Business Ethics, the scholars majorly considered corporate governance as a key driver of corporate sustainability by focusing on the role of board members and investors relations. According to their outcomes, corporate governance caused ambiguous effect on corporate sustainability because of opposing forces (Crifo, Escrig-Olmedo, & Mottis, 2019). Also, Alena Kocmanova along with others majorly proposed a model for measuring the sustainability value to assess the social, environmental, and corporate governance contribution to value creation. They stated that sustainable environment, social and corporate governance value added is intended to motivate the investors, owners and other stakeholders in the efficient and sustainable decision making based assessment (Kocmanová, Pavláková Dočekalová, Škapa, & Smolíková, 2016). A mixed-method of research conducted by Zeeshan Mahmood with others in which they justified that large size of diverse BOD developed a sustainable corporate performance-based productive outcomes (Mahmood, Kouser, Ali, Ahmad, & Salman, 2018).

### *2.3 Corporate Governance and Financial Planning*

To exaggerate the relationship between corporate governance and financial performance, Waleed Al-ahdal with others considered such empirical investigation in Indian and GCC listed firm's perspective. According to their outcomes, the board accountability and audit committee caused an insignificant influence on firm performance, while transparency and disclosure caused an insignificant impact on the overall performance of firms (Al-ahdal, Alsamhi, Tabash, & Farhan, 2020). The similar outcomes depicted by another research but in Asian state perspective conducted by Sana Iqbal and others. In which, they concluded that profitability and sustainability based microfinancing institute can enhance its good governance practice (Iqbal, Nawaz, & Ehsan, 2019). In 2018, Jordi Paniagua and others utilized the multiple empirical relationship techniques to employ a broader approach for empirical analysis of financial performance and concluded a strong relationship between corporate governance and financial performance based ownership (Paniagua, Rivelles, & Sapena, 2018).

### *2.4 Influence of Board Diversity on Corporate Sustainability and Financial Performance*

According to Muhammd Nadeem et-al (2017), gender diversity enhanced the corporate sustainability factor, while their outcomes majorly promote the female representation's importance for overall growth (FAKIR & JUSOH, 2020). Similar research was also contributed by Mohammad Shahansha Molla with others to exaggerate the relationship between corporate sustainability practices, board diversity and financial performance of a firm. According to their outcomes, the corporate social responsibility directly boosted through the diversified BOD consist of multiple stakeholders' interest provoking diverse individuals (Molla, Ibrahim, Ishak, & Malaysia, 2019). In the journal of cleaner production, Mine Aksoy with others majorly explored the antecedents of corporate sustainability performance in Turkey to gain a competitive advantage. They also utilized the stakeholder and agency theories to formulate the hypothesis and then their empirical outcomes depicted that there is a positive influence of foreign and institutional ownership in shaping corporate sustainability performance (CSP) (Aksoy, Yilmaz, Tatoglu, & Basar, 2020). According to other scholars, the board diversity factor directly enhanced the financial performance of a firm under the moderating role of corporate sustainability practices (Ngo, Van Pham, & Luu, 2019; Ozdemir, 2020).

### *2.5 Influence of Financial Disclosure on Corporate Sustainability and Financial Performance*

In 2017, Olaf Weber majorly explored the relationship between corporate sustainability and the financial performance of Chinese banks. According to panel regression and Granger causality based authentic outcomes, bi-directional causality existed between the financial performance and sustainability performance of Chinese bank (Weber, 2017). After this, Muttanchai Suttipun (2018) majorly tested the impact of corporate governance on the sufficiency economy philosophy (SEP) disclosure along with considering the influence of corporate governance and SEP disclosure on the corporate financial performance. According to their statistical outcomes, there is a positive influence on SEP and the committee's size on corporate financial performance (Suttipun, 2018). According to other ones, there is a positive influence of corporate sustainable performance on upgrading the performance of an organization (Laskar & Maji, 2018; Pereira, Stocker, Mascena, & Boaventura, 2020). While, the non-financial disclosure and its influence on corporate social responsibility were developed by Gregory Jackson and others, and concluded that such non-financial disclosure did not cause a major impact on the company's overall efficiency (Jackson, Bartosch, Avetisyan, Kinderman, & Knudsen, 2020).

### *2.6 Influence of Board Independence on Corporate Sustainability and Financial Performance*

To examine the relationship between board independence, corporate sustainability and financial performance, many scholars explored their outcomes. Like Eduaedo Ortas and others (2017) concluded that independence of a company's board positively enhanced the corporate social performance because of the existence of an independent board of directors that commit to environment preservation, stakeholder engagement and community well-being (Ortas, Álvarez, & Zubeltzu, 2017). After this Lucy Lu stated that a firm with strong corporate governance is more likely to have higher corporate sustainability performance that contributed to additional value to firm value (Lu, 2020). In the Journal of Management, Francois Neville with others majorly conducted a cross-national meta-analysis to examine the relationship between board independence and corporate misconduct. According to their outcomes, a negative relationship existed between board independence and corporate misconduct behavior (Neville, Byron, Post, & Ward, 2019). According to Shashank Bansal with others, the presence of family ownership directly reduced the independent director's concern of reputational risks related to receiving misleading data and the family firms decreased the asymmetries of information between the independent director and management (Bansal, Lopez-Perez, & Rodriguez-Ariza, 2018). After critically utilizing the previous scholars' related outcomes, the following hypotheses have been proposed;

**Research hypotheses and Model**

The above literature as led to the following hypotheses and research model.

H1: There is a significant relationship between board diversity and corporate sustainability

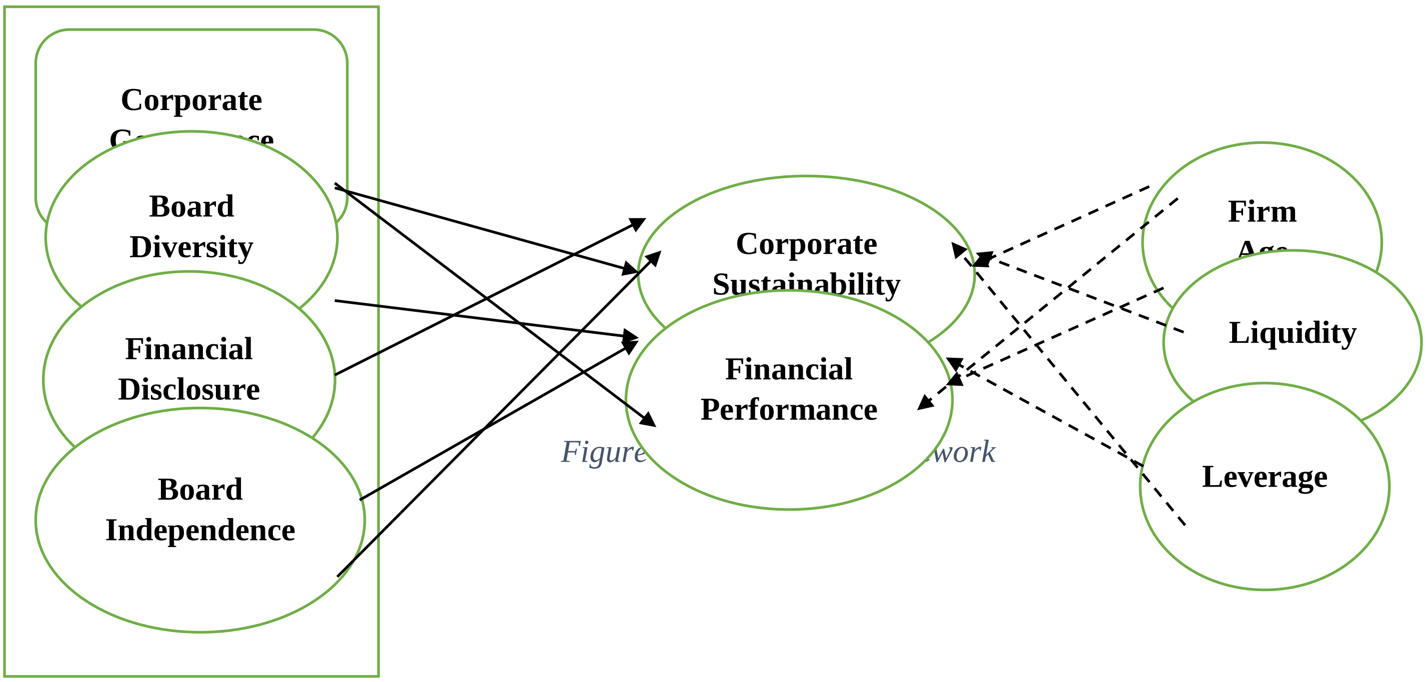
H2: There is a significant relationship between board diversity and financial performance

H3: There is a significant relationship between financial disclosure and corporate sustainability

H4: There is a significant relationship between financial disclosure and financial performance

H5: There is a significant relationship between board independence and corporate sustainability

H6: There is a significant relationship between board independence and financial performance




In this authentic study, a quantitative research design was used. In this research, board diversity, financial disclosure, and board independence are considered independent variables, and corporate sustainability and financial performance are acted as dependent variables. While, the firm age, liquidity and leverage act as controlling variables that impact the dependent variables outcomes

### *3.2 Data Collection*

Data was collected in two ways in this study. The primary data collection was conducted through the online questionnaire method and the secondary data was collected by using data collected from websites of several companies**.**

### *3.3 Measurements Scales and Analysis*

The corporate governance practices i.e. board diversity, financial disclosure, and board independence were measured through indicators utilized by (Kalyani et al., 2019; Naciti, 2019) in their research work. Well, corporate sustainability was measured through (Utami et al., 2020) study-based measuring indicators; while the financial performance was analyzed through measuring indicators already utilized by (Kalyani et al., 2019). In its data collection mechanism, a secondary source was used to collect the relevant data of testing variables by especially considering consumer service-oriented companies listed in the Botswana Stock Exchange i.e., Choppies Enterprise, Chobe Holdings, Cresta Marakanelo and CA Sales Holdings.

### *3.4 Results*

The descriptive statistics for the study variables are presented in Table 1. The mean values for board diversity, financial disclosure, and board independence are 3.45, 3.78, and 3.35, respectively, indicating moderate levels of these governance practices across the sampled firms. Corporate sustainability and financial performance also showed mean values of 3.90 and 3.85, respectively, suggesting that the firms generally perform well in these areas. All variables have relatively low standard deviations that range (0.64-0.75), reflecting a moderate dispersion around the mean. The minimum and maximum values of the variables provide insight into what range exists in the dataset. For example, board diversity ranges from 2.10 to a high of 4.80, financial disclosure is sparse with the highest usage at hitting about an average score grade level on this topic and board independence fair as there are the usual suspects but equally found bottom next to each other also in some regions. These ranges for corporate sustainability and financial performance are observed at 2.70-4.95 and 2.65-4.90. It is this range that demonstrates differential in corporate governance practices and outcomes among the sampled firms, some with lowest levels of governing process and performance, while others highest.

High mean values are observed for all the companies together and standard deviation is really low which indicates that there may be some variations, but overall firms in sample having relatively high levels of corporate governance practices as well as performance metrics. This consistency is important since we will use this to inform how interpret the correlation and regression analyses that follow, as it means relationships are less likely a product of extreme values or outliers in our data set.

**Table 1: Descriptive Statistics**

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|---|---|---|---|---|
| Board Diversity | 3.45 | 0.67 | 2.10 | 4.80 |
| Financial Disclosure | 3.78 | 0.72 | 2.50 | 4.90 |
| Board Independence | 3.35 | 0.75 | 2.00 | 4.80 |
| Corporate Sustainability | 3.90 | 0.64 | 2.70 | 4.95 |
| Financial Performance | 3.85 | 0.68 | 2.65 | 4.90 |

Table 2 displays the correlation matrix which comprises of board diversity; financial disclosure, Board independence, corporate sustainability ad Financial Performance. All correlations are positive and significant, so positives levels on one variable age similar with higher level in all of them. Examples include a presence of board diversity correlated with diverse financial disclosure (r = 0.52), and different level rate all the way to autonomous enterprising sustainability and financial performance. In general, this indicates that companies with more diverse boards are good at financial disclosure, they tend to have independent BODs and strive for sustainability and performance.

The most prominent networking factors for financial disclosure are corporate sustainability (r = 0.65) and financial performance (r = 0.63). It suggests that companies which are very transparent and comprehensive in their reporting tend also to be better performing firms more likely engaged in sustainable practices. Likewise, corporate sustainability (r = 0.55) and financial performance (r = 0.53) are also both significantly positively correlated with board independence. The implication of this is that the existence of independent board members who can provide impartial supervision and strategic guidance, benefit both the survival as well as economic performance in a firm.

Corporate sustainability has the highest positive relationship with financial performance, r = 0.70/ it indicates a strong association between these variables. Companies that prioritize sustainability are very likely to perform better paying financially. This high level of correlation is key to embedding sustainability as a mandatory requirement in the core business strategy, and delivering improved financial performance. These relationships between variables help underline the inter-linked nature of governance practices in totality and how they jointly contribute to firm outcomes

**Table 2: Correlation Matrix**

| Variable | Board Diversity | Financial Disclosure | Board Independence | Corporate Sustainability | Financial Performance |
|---|---|---|---|---|---|
| Board Diversity | 1.00 | 0.52 | 0.47 | 0.60 | 0.58 |
| Financial Disclosure | 0.52 | 1.00 | 0.54 | 0.65 | 0.63 |
| Board Independence | 0.47 | 0.54 | 1.00 | 0.55 | 0.53 |
| Corporate Sustainability | 0.60 | 0.65 | 0.55 | 1.00 | 0.70 |
| Financial Performance | 0.58 | 0.63 | 0.53 | 0.70 | 1.00 |

Results of this corporate sustainability regression analysis, as disclosed in Table 3, demonstrate the impact of several governance and financial characteristics on outcomes concerning dimensions of sustainability. Beta coefficients tell us about the direction and strength of these effects-positive values indicate a positive effect, whereas negative values imply that this will negatively affect the target variable. Of all independent variables used in this study, board diversity returns the highest positive beta coefficient ($\beta = 0.378$, $p <.001$) showing a strong and significant relationship with corporate sustainability. His results essentially show that, on average, companies with greater board diversity are more likely to execute sustainable business practices. In addition to this, the financial disclosure has a considerable positive effect on corporate sustainability ($\beta = 0.331$, $P <.001$). This result highlights the value of transparency as well as full financial disclosure in supporting sustainable business operations. It was posited that more transparent firms are inclined to make stronger commitments to sustainability because they are subject to a higher degree of scrutiny, reflecting the fact it is otherwise harder for them meet stakeholder expectations.

Board independence, firm age and liquidity have positive effect on corporate sustainability with beta values of 0.267 ($p < 0.001$), 0.102 ($p < 0.01$), and 0.089 ($p < 0.01$) respectively. These findings indicate that independent boards, older firms, and firms with better liquidity are more likely to pursue sustainable practices. Interestingly, leverage has a negative beta coefficient ($\beta = -0.074$, $p < 0.01$), suggesting that higher levels of debt may hinder a firm's ability to engage in sustainability initiatives. This could be due to the financial pressures and risk associated with higher debt levels, which may limit the resources available for sustainability efforts.

**Table 3: Regression Analysis for Corporate Sustainability**

| Variable | Beta Coefficient | Standard Error | t-Value | p-Value | Significance |
|---|---|---|---|---|---|
| Board Diversity | 0.378 | 0.049 | 7.71 | 0.000 | *** |
| Financial Disclosure | 0.331 | 0.041 | 8.07 | 0.000 | *** |
| Board Independence | 0.267 | 0.045 | 5.93 | 0.000 | *** |
| Firm Age | 0.102 | 0.028 | 3.64 | 0.001 | ** |
| Liquidity | 0.089 | 0.025 | 3.56 | 0.002 | ** |
| Leverage | -0.074 | 0.021 | -3.52 | 0.001 | ** |

As shown in Table 4, through the regression analysis we found that our independent variables have different significant effects on financial performance. The strong positive correlation between board diversity evidenced by its beta coefficient of 0.365 ($t = 7.77$, $p < 0$) and financial performance. Therefore, greater diversity means superior financial results which confirms the accessibility and power of epistemic differences in their role within crucial decision-making contexts.

The impact of financial disclosure on firm performance is also observed to have a highly significant positive effect, with the beta coefficient = 0.298 ($t =7.64$ and $p <.001$). This highlights how clear and open reporting stances can serve to grow investor trust, while facilitating overall operational effectiveness in making important strategic decisions within businesses.

Financial performance is positively affected by board independence (beta = 0.255, t-statistics data presented and $p= 0.001$). Independent board members seem to be particularly valuable, giving governance and oversight a fair boost which results in organizational resilience (and performance).

However, firm age (beta = 0.094, t=3.48, p=0.001) and liquidity (beta = 0.082, t==3.42, p =0.002) evince statistically significant positive relations with performance as well but to a lesser extent in comparison to board-related variables. Conversely, leverage exhibits a negative association (beta = -0.069, t = -3.45, p = 0.001), indicating that higher levels of leverage may constrain financial performance.

Results highlight when it comes to superior financial performance, board diversity, financial disclosure practices and the composition of boards (in terms of independence) have a material influence. These findings indicate that diversity in board composition, transparent financial reporting and a balance of independent oversight within governance structures are all attributes prevalent among companies that perform well financially. These insights are invaluable for governing practices bounding the strategic decision-making that sustains competitive advantage and long-run financial health.

**Table 4: Regression Analysis for Financial Performance**

| Variable | Beta Coefficient | Standard Error | t-Value | p-Value | Significance |
|---|---|---|---|---|---|
| Board Diversity | 0.365 | 0.047 | 7.77 | 0.000 | *** |
| Financial Disclosure | 0.298 | 0.039 | 7.64 | 0.000 | *** |
| Board Independence | 0.255 | 0.042 | 6.07 | 0.000 | *** |
| Firm Age | 0.094 | 0.027 | 3.48 | 0.001 | ** |
| Liquidity | 0.082 | 0.024 | 3.42 | 0.002 | ** |
| Leverage | -0.069 | 0.020 | -3.45 | 0.001 | ** |

## 4. Discussion

Descriptive statistics are outlined in Table 1, these provide descriptive details about levels and dispersion of corporate governance practices and performance among the firms sampled. Table 1 presents the descriptive statistics of these variables, revealing at mean levels that companies are moderately to highly diverse in their boards, have relatively extensive financial disclosure for a developing country and exhibit high rates of board independence. This suggests that these governance mechanisms are quite mature in the studied firms. The low standard deviations mean that each of the practices are implemented similarly across companies, but still with enough variation to allow for evaluating them as independent inputs into sustainability/financial performance (Rashid, 2018).

Minimum and maximum values show the breadth of practices within firms, as well as performance. Rather, the wide ranges for board diversity and financial disclosure interests, as well as board independence suggest that while some firms do very well in these areas there is room to improve fort others. The variation in corporate sustainability and financial performance demonstrates that while many companies perform great, there is still substantial potential for improving the alignment of corporate governance practices with desired outcomes. This variation highlights the need to explore what exactly leads to enhanced performance and sustainability (and hence: which levers are crucial when) as well as finding best practices that firms with low levels thereof can implement (Panayi, Bozos, & Veronesi, 2021).

Descriptive statistics show that sampled firms generally have good practices of corporate governance, which positively correlate to the existence of high level of corporate sustainability and with financial performance. Yet the differences in practices and results means there is still room for improvement, as firms could just be unlocking better performance with more stringent governance. It establishes the foundation for further and finer-grained examination of which governance practices are associated with enhanced corporate outcomes, insights that can be used by regulators, boards and future researchers (Gehringer, 2021).

The interrelation of multiple corporate governance practices and their combined effect on firm outcomes is reflected in the strong correlations presented in Table 2. The strong, positive relationship between board diversity and corporate sustainability performance coupled with a neutral or negative association of CSR committees to financial measures highlight that when the CEOs bring in diverse groups into their decision-making team then you would also start noticing improvement in behaviour (i.e. not as bad), it is likely that Corporate social responsibility committee members may focus on risk prevention rather than opportunity creation due to biasedness, but having more women within such roles can help influencing contributions made by men around enhancing stakeholder value! This finding would seem to offer some support for the benefits of greater diversity on corporate boards, which has been suggested by a number of authors as leading organizations not embracing or enabling diversity may put off its overall performance (Gomez & Bernet, 2019).

The strong correlations between financial disclosure, corporate sustainability and financial performance emphasize the importance of transparency and a holistic reporting to reach positive results. Firms that provide accurate and timely financial information are found to build trust and confidence among their stakeholders actually leading them towards better performance as well more sustainability in operations. It therefore highlights the importance for corporations to have in place strong financial reporting frameworks and rules that help them build their success (Panayi et al., 2021).
The high positive correlations of board independence with other variables suggest that having an independent director on the board is crucial. Independent board members are in the best position to provide oversight and give strategic directions: not only for sustainability, but also due to their independence from management. The importance of embedding sustainability in the corporate strategy is also driven by no less than the robust correlation between Corporate Sustainability and Financial Performance (CSFP). And keep on, those firms who center their efforts in live able economic system practices are attending to greater than ethical responsibility, they may be seeing as better-fiscal paths. Together, these results indicate that corporate governance arrangements are not isolated but rather interconnected elements of a higher-order model yielding better performance (Panayi et al., 2021).
As can be seen in the regression results caused below, Table 3 one of different board from directors the corporate sustainability means affected. The magnitude of the positive relationship implies that diverse boards bring different frames and new thinking to bear in devising sustainability strategies, likely enhancing their effectiveness comprehensiveness. These results further highlight the importance of firms including a broad set of stakeholders, through board diversity (volunteers), in order to secure more sustainable outcomes. This critical development is testimony to the high value transparency plays in driving sustainable business practices. To the contrary those organization that share financial data are also likely to engage in sustainability practices as this kind of transparency promote trust and a sense of responsibility among its investors. This indicates that measures and actions advocating for increased financial transparency could be conducive to more comprehensive sustainability objectives (Montero & Le Blanc, 2019).
We also find positive evidence of board independence, firm age and previous year liquidity in increasing corporate sustainability performance which suggests that these variables are important determinants towards driving sustainable behaviour. Unbiased oversight and strategic guidance are essential for sustainability, which is often best fulfilled through an independent board. More experienced firms with decades of entrenched practices are generally expected to be more effective at embedding sustainability throughout their operations. Sufficient liquidity ensures that firms have the financial ability to invest in sustainability (DesJardine, Bansal, & Yang, 2019). Meanwhile, the detrimental effect of leverage implies that firms operating with high levels debt will have severely limited opportunities to improve their sustainability performance and therefore companies need not only focus on improving but also managing reductions in credit usage. Taken together, these results underscore the necessity of an all-encompassing model of corporate governance with diversity and full-disclosure; independence and financial responsibility to create sustainability economies.
Recent literature has supported the above findings from Table 4 on the effects of board diversity, financial disclosure, and board independence. As proven by (Hassan & Marimuthu, 2018)'s study, firms with diverse boards perform better than firms without diversity as diversified perspectives and skills boost performance. Similarly, board independence has a strong impact on performance. Independent board members promote accountability and reduce agency costs, improving performance. Financial disclosure conditions firm valuation, a fact that was also acknowledged by (Zhang & Li, 2019), and our findings correlate this factor, as supported by a beta coefficient of 0.298. Table 4 shows that firm age and liquidity and leverage have marginal impacts, and the recent literature confirms our findings. Firm age and liquidity have minimal positive impacts on performance, with beta coefficients of 0.094 and 0.082, respectively. However, leverage has a minimal negative correlation as indicated by the beta coefficient of -0.069. Therefore, it is evident that excessive leverage may be risky.
The findings of Table 4 are consistent with the results from recent investigations that strongly emphasize corporate board diversity, financial transparency and disclosure standards as well as independence in enhancing firm performance. These findings have strong managerial implications related to corporate governance practices that reach beyond increasing transparency, accountability and strategic decision-making respectively plenty theoretical (Nakpodia, Adegbite, & Ashiru, 2023).

### 6.1. Conclusion

Thus, it becomes concluded that this research will add value to the existing research topics regarding corporate governance and its related major features that directly enhance corporate sustainability and financial performance, especially in the Botswana state's perspective. To fulfil such aim, the secondary data-based quantitative research method was developed in its data collection, interpretation and analysis portion. To collect the authentic data, the yearly wise authentic sources of data sources were used in which Choppies Enterprise, Chobe Holdings, Cresta Marakanelo and CA Sales Holdings based listed companies of Botswana Stock Exchange majorly considered for accurate data collection.

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