A STRATEGY EXECUTION MODEL

FOR THE PUBLIC SECTOR IN AN EMERGING ECONOMY

by

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submitted in accordance with the requirements for

the degree of

DOCTOR OF BUSINESS LEADERSHIP

at the

UNIVERSITY OF SOUTH AFRICA (SBL)

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28th February 2023

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I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

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ABSTRACT

Public sector organisations are investing more money in the formulation of strategies each year. However, few who create good strategies eventually have compelling success in their execution endeavours. The strategy-to-execution gap, often referred to as strategic discord, is a long-lasting problem with no easy solution at hand. This study, therefore, intended to explore the development of a suitable strategy execution model for the public sector in an emerging economy. A sequential explanatory mixed-methods (SEMM) research design (quantitative followed by a qualitative phase) was adopted. The results described were Conflicting stakeholder expectations and Resource availability as key barriers hindering successful strategy execution in the public sector. These key obstacles include the Lack of resources, preparing an organisation for execution and the Lack of models that assist in the execution process.

The literature review provided the foundation for the development of the measuring instrument in the first phase of the study. The questionnaire provided the basis for the quantitative data, derived from a representative sample of 380 managers, followed by 15 semi-structured interviews for the qualitative data. Structural Equation Modelling (SEM) was conducted to establish the statistical model fit. Hypotheses were then examined between model constructs of Stakeholder objectives, Resources and Strategy to determine their influence on one another.

The results of the literature study were combined with the empirical study to convey that resource availability is the most important enabler of strategy execution. Nevertheless, there are also additional significant characteristics of alignment, hence the substantial mediating correlation between strategy implementation and execution. While the association between stakeholder objectives and resource availability was not confirmed in the quantitative component of the study, most of the respondents in the qualitative phase articulated that this was due to the key differences in stakeholders' objectives between the private and public sectors.

The statistical analysis of the research confirmed the reliability and validity of the measuring instrument in an emerging economy context. The new model could enable both public and private sector organisations to determine or predict strategic execution success through the assessment of resource risks early in the process.

Keywords: Antecedents of Strategy; Strategy Formulation, Strategy Implementation, Strategy Execution, Stakeholder Objectives, Resource Availability, Preparing an Organisation for Strategy Execution, Barriers to Strategic Execution.

ACKNOWLEDGEMENTS

An important academic journey would be not achievable without the encouragement from the many individuals who assisted me throughout this journey. My sincere gratitude, therefore, goes to the following people:

Firstly, I would like to express my gratitude to my supervisors, the late Prof Francois du toit and Prof Sanchen Henning for taking the time to guide me through the entire research. Your patience and encouraging attitude have shaped me academically and motivated me to complete this thesis. Without them, this thesis may not have been successfully completed

Without the support from my family, this dissertation would never have been completed, and it is as much their accomplishment as mine I am forever grateful to my wife and family for allowing me time and space when I needed to work on the dissertation and for continued support and encouragement.

I appreciate the assistance of the host organisation, management as well as the research participants, who made themselves available to provide me with their insights, views, and ideas.

To my colleagues Maryke du Toit, Xolile Luphoko, Koketso Mohapi and Dr Blessing Javani, thank you for your advice and guidance, without you, this thesis may not have been successfully completed.

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LIST OF ACRONYMS AND ABBREVIATIONS

α	Cronbach's Alpha
4IR	Fourth Industrial Revolution
7M	Manpower, Management, Make-up, Money, Machinery, Management Information and Methods
9M	Money, Make-Up, Management Information, Manpower, Management, Methods, Machinery, Materials and Marketing
ABC	Activity-Based Costing
ABM	Activity-Based Management
AGFI	Adjusted Goodness of Fit Index
AI	Artificial Intelligence
ANOVA	Analysis of variance
AVE	Average Variance Extracted
BBS	Business Balanced Scorecard
CAQDAS	Computer-Aided Qualitative Data Analysis Software
CAM-I	Consortium for Advanced Management International
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CIMA	Chartered Institute of Management Accounting
CMIN/DF	Chi-square Minimum Discrepancies
CR	Critical ratios
CR	Construct Reliability
DBL	Doctor of Business Leadership
DERIs	Defence Evaluation and Research Institutes
EFA	Exploratory Factor Analysis
EIU	Economist Intelligence Unit
GFI	Goodness of Fit Index
HR	Human Resources
HTMT	Heterotrait-monotrait Ratio
IFI	Incremental Fit Index
KMO	Kaiser-Meyer-Olkin
KMV	Key Mediating Variables
MLM	Maximum Likelihood Estimation
MS Teams™	Microsoft Teams
MTSF	Medium-Term Strategy Framework
NDP	National Development Plan
NPC	National Planning Commission
NPM	New Public Management
OECD	Organisation for Economic Co-operation and Development
PAR	Participatory Action Research
PCA	Principal Component Analysis
PESTEL	Political, Economic, Social, Technological, Legal and Environmental
PIMS	Profit Impact of Marketing Strategies
POPIA	Protection of Personal Information Act

RBV	Resource-Based View
RMSEA	Root Mean Square Error Of Approximation
SARS	South African Revenue Service
SBL	School of Business Leadership
SEF	Strategic Execution Framework
SEM	Structural Equation Modelling
SEMM	Sequential Explanatory Mixed-Method
SRMR	Standardised Root Mean Squared Residual
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, weaknesses, opportunities and threats
TA	Thematic content analysis
TLI	Tucker Lewis Index
UNISA	University of South Africa
VRIN	valuable, rare, imperfectly imitable and not interchangeable
VRIO	Value, Rarity, Inimitability and Organisational
VUCA	Volatile, Uncertain, Complex and Ambiguous

CHAPTER 1: ORIENTATION TO THE RESEARCH

This chapter intends to give an outline of the study. This includes the background, a summary literature review leading to the problem statements, accompanied by the study objectives and the methodology adopted for this study.

1.1 INTRODUCTION

The National Development Plan (NDP) 2030 outlines the long-term vision for the country and defines the plan through which South Africa can advance change via development planning (National Planning Commission [NPC], 2012). The Medium-Term Strategy Framework (MTSF) for the period 2019-2024 supports the objectives of the NDP 2030 in dealing with the triple challenges of unemployment, inequality and poverty (The Presidency: Republic of South Africa, 2019).

The NPC's June 2011 diagnostic report outlines South Africa's accomplishments and failings since 1994 and recognised a failure to implement and execute strategies to support policies as the main reason for slow progress in the country (NPC, 2012). This was, again, accentuated in 2019, when the Presidency highlighted that the lack of strategic emphasis on how or what interventions will be applied, with what resources (budget, skills, technology) resulted in little or no implementation in some key sectors (The Presidency: Republic of South Africa, 2019). These findings resonate with many public entities that have some of the greatest strategies and yet the results are not often accomplished due to deficient strategy implementation and execution. Consequently, it can be argued that strategic planning that creates gains for the stakeholders exists, however execution thereof is lacking.

1.2 BACKGROUND TO THE STUDY

"*Most leaders would agree that they'd be better off having an average strategy with superb execution than a superb strategy with poor execution*" (Covey, 2004:175).

Peter Drucker, one of the leading thinkers on management, has emphasised that plans are only great targets if they lead to solid work (Reeves & Charme di Carlo, 2018). In addition to excellent strategies, ground-breaking products and technology models can guarantee effectiveness, however, it is only through strong execution that sustainability can be ensured (Gary, Martin & Powers, 2008; Srivastava, 2017). Similarly, Bonchek (2017) argues that while developing winning strategies is tough, implementing may be much harder, with guidance often being blurred or contradictory.

While organisations globally are investing more money in the formulation of strategies each year, only a few who prepare useful strategies similarly carry out successful execution (Childress, 2013; Elbanna, 2016; Bonchek, 2017). In short, much of the research thus far concludes that it is strategy implementation and execution (and not strategy preparation alone) that is a crucial prerequisite for better performance (Elbanna & Fadol, 2016; Mankins, 2017). This disparity between strategy design and the execution of that strategy is often referred to as strategic discord (Pedersen & Ritter, 2017).

When likened to the global private sector, the public sector worldwide has many challenges in strategy formulation and implementation processes that are unique and different. These may include changes in leadership during election cycles, a diverse set of stakeholder objectives and diverse political demands (Alford & Greve, 2017; Andrews, Boyne, Meier, O'Toole & Walker, 2017). Although strategic management as a practice has gained good traction within many public organisations, uncertainties persist concerning its ability to enhance public performance due to limited empirical connection between planning and implementation (Andrews *et al.*, 2017; Bryson, Edwards & Van Slyke, 2018).

Mankins and Steele (2005) highlight the lack, insufficiency, or unavailability of resources as important reasons for strategic failures. Realistic requirements on an organisation's resources are an important component and well-accepted fact in the accomplishment of any strategy (Ehlers & Lazenby, 2008). The relationship between resources and strategy is reciprocal; thus, maintaining it in public sector organisations needs strategic responsiveness, resource alignment and collaboration between various strategies (Organisation for Economic Co-operation and Development [OECD], 2015). Due to their complexity and multi-faceted nature, this frequently means that no single organisation has the necessary capability or insight to tackle strategies on their own (Hartley, Alford, Hughes & Yates, 2015).

From an emerging economy or South African perspective, the significance of strategic execution is strengthened by Jooste and Fourie (2009), who argue that the most excellent strategy creation processes are only pieces of well-documented paper. They go on to underscore that increased organisational functioning and effectiveness are reliant on successful strategy implementation and execution. Recent views have re-emphasised the importance of execution in the public sector (Jansen van Rensburg, 2016; Olivier & Schwella, 2018). Thus, while strategic development and performance management have been applauded as important mechanisms to allow the South African Government to provide effective services to its population, the absence of efficacious implementation and execution remains the most important matter in most government departments.

This study falls within the field of Strategic Management. Considering that strategic management comprises several processes, the author will unpack the processes, theories and tools to synthesise the intent of the study. To arrive at the topic of interest, it was crucial to zero in on the field or subject through several iterations, thus concluding with the subject and dissertation argument. To set the context, the review will commence with i) the introduction and brief discussions on the concepts of strategic management; ii) broadly discuss strategy formulation by highlighting the popular processes and theories in the private and public sectors; iii) more in-depth research in the field of strategic execution; iv) discuss execution challenges; v) discuss execution models and finally vi) focus the discussion on execution challenges in the public sector challenges. It is important to note that the literature explored is based on an understanding of private entities due to the drawback of information on the public sector.

1.3 DEFINITION OF TERMS

1.3.1 Strategic management (A)

The term 'strategy' can be found as early as 503BC, resulting from the initial Athenian title '*strategos*' which relates to a great leader in the Athenian armed forces (Louw & Venter, 2019). The introduction of 'strategic management' was initially presented in the 1960s by Chandler's (1962) *Strategy and Structure* and Ansoff's (1965) *Corporate Strategy* (Freedman, 2013). However, even though its origins are in the public sector, most of the work on strategy is more focused on private entities.

The strategic management process can best be described through the use of the rational model. It comprises four basic integrated processes, namely scanning, planning, implementation and evaluation or control (Wheelen, Hunger, Hoffman & Bamford, 2015).

1.3.2 Strategy formulation (B)

Mintzberg (2009) provides great insights into strategy formulation using the 5Ps - Plan, Ploy, Pattern, Position and Perspective. Amongst Mintzberg's choices, Position is the most talked about since the 1980s.

However, since the emergence of Barneys Resource Based View (RBV) in the 1980s and Porter's Five Forces model in the 1990s, most of the literature, successes and debates of the positioning school have been centred on the private sector. The initial writing on RBV penned by Berger Wernerfelt in 1984 (which was later further developed by Jay Barney in 1986 and 1991), enhanced the viewpoint that competitive advantage is derived from the accumulation of internal competitive resources, hence strategies should be developed from internal

competencies (Martin, 2015). In contrast, Porter's generic strategies categorises and studies the five competitive forces (threat of new entrants, threat of substitutes, bargaining power of customers, bargaining power of supplier and competitive rivalry) that shape every industry and aid the identification of threats and opportunities for strategic intent (Barney, 1991; Porter, 2008).

About a decade ago, many authors agreed that strategic management in the public sector had become more important and legitimate than in previous years due to the increasing financial and public demands (Poister, 2010; Rose, 2010). While the origins of public-sector strategic planning date back to the 1960s (through military sources in government), it is only since the mid-1980s that there has been a noticeable growth in scholarly works on strategic management in the public sector (Bryson *et al.*, 2017). While there has been more focus on strategy formulation in the public sector since the emergence of the New Public Management Act (NPM), there are still uncertainties about its capacity to advance public performance due to inadequate empirical information regarding the effect that strategic management has in public organisations (Andrews *et al.,* 2017). Literature is also limited on the use of RBV and Porter's positioning strategies in this sector, remaining an opportunity for further exploration.

While strategy formulation is an important and integral part of the strategic management process, it is through the execution phase that the success of a strategy is determined (Thompson, Strickland & Gamble, 2007). Formulating a strategy is somewhat tough, however, executing the strategy throughout the organisation is even more challenging (Hrebiniak, 2006; Childress, 2013; Elbanna, 2016; Srivastava, 2017).

1.3.3 Strategy execution (C)

Once a selection of a strategy has been determined, the next step in the process is implementation or execution. While these terms were used interchangeably in the past, recent literature has begun to distinguish between these two concepts. Subsequently, it is crucial to make a distinction between strategy implementation as well as the actual execution of the strategy (Favaro, 2015; Chartered Institute of Management Accounting [CIMA], 2021). Implementing a strategy entails the assembly of all the choices and actions required to turn strategic options into reality and is often referred to by the term closing that gap (Favaro, 2015). In its simplest form, implementation is about getting the organisation ready to move the strategic concept into reality through the harmonious integration of the organisational resources, structures, and leadership, determining performance measures and setting up systems for strategic performance management (Favaro, 2015; CIMA, 2021).

While implementation is the planning and application of strategy in a continuously parallel process rather than in sequence, execution regards the choices made and actions

accomplished throughout the company, to meet objectives defined in the strategy. Execution is the choices and actions taken to make your implemented strategy a success; by achieving execution excellence, the best results are achieved (Wiggins, 2012; Favaro, 2015). Simply put, strategy execution is the implementation of a strategic plan in an attempt to achieve the goals of an organisational (Cote, 2020; Finkelstein, 2022). Due to the conflation of terminology and interchangeable use of the word's implementation and execution in literature, the literature review will continue to use these words in combination (implementation/execution).

Much of the research thus far concludes that it is strategy implementation and execution and not strategy formulation alone, that are key requirements for better organisational performance emphasising the point that a strategy without execution is pointless (Childress, 2013; Elbanna, 2016). Thus, the importance of strategic implementation and execution in the public sector is very similar to that of private entities and better organisational performance is reliant on effective strategy implementation and execution (Jooste & Fourie, 2009; Jansen van Rensburg, 2016; Olivier & Schwella, 2018).

1.3.4 Strategy implementation and execution challenges (D)

Since the 1960s, respectable progress has been accomplished in the Strategic Management field; however, many reasons hampering effective strategic implementation and execution persist, implying a need to look more closely at the reasons behind the failure. A study by Johnson (2004) claims that 66% of corporate strategy is never implemented, resulting in a strategy-to-performance gap. In a survey of 500 senior business executives in 2017, it was determined that even some of the largest global corporations (59%) struggle to bridge the void between strategy development and implementation (The Economist Intelligence Unit [EIU], 2017). According to PwC's worldwide survey of 700 executives throughout a variety of industries, only 8% of business leaders were believed to do equally well at strategy and execution (Leinwand & Rotering, 2017). In Harvard Business Review Analytic Services' survey of 1,636 global executives worldwide, only 20% of organisations achieved 80% or more of their strategic goals (Harvard Business Review, 2019).

While studies on the impact of execution are limited in the public sector, some analysts estimate that performance levels could be lower (by as much as 20%) in the public sector than in the private sector (Strategic Direction, 2018). The gap can be somewhat attributed to the different stakeholder requirements and the significance of the role that politics and policies play in the public sector (Botten, 2012). Table 1.1 summarises the key barriers to the successful implementation and execution of the strategy.

Table 1. 1 Summary of Strategic Execution Challenges (Source: Author's Own, 2022)

Key Themes	Authors
1. Unclear Strategies - Strategies are insufficiently clear and lack specific understanding and strategies in many instances are seen to talk a management language but lack any content to translate into execution.	Sun Tsu (Ancient Chinese Military Strategist) (Kaplan & Norton, 2006) (Hrebiniak, 2008) (Pucko & Cater, 2008) (Schreurs, 2010); (De Flander, 2012); (Childress, 2013); (Desroches *et al.*, 2014); (Lowy, 2015); (Economist, 2017); (Fairbanks & Buchko, 2018); (Harvard Business Review, 2018)
2. Change Management/Communication - Unclear communication and the inability to achieve change successfully or to defeat internal opposition to change are constraints highlighted by many authors.	
3. Organisation Culture- The culture of an organisation often stands out as an obstacle thus impeding effective strategic execution.	
4. Lack of Agility - Failure to adapt the strategy to real-world conditions due to volatility and rapid shifts is a major reason for execution failures.	
5. Lack of a Performance and Reward System - The shortage of useful approaches to track improvement and key procedures are often overlooked in favour of what is easy to evaluate.	
6. Leadership/Lack of Ownership - Strategy execution is a combined leadership and management activity, but this is lacking in many instances.	
7. Resource Availability- To effectively implement and execute a strategy, it must be supported by ample resources and be further supported by organisational structures; with many authors if not all agreeing that the scarcity of resources is the main reason strategies do not succeed.	

In summary, implementation and execution are dependent on having the necessary resources, organisational skills, focus and plans to execute the chosen strategy (Friis, Holmgren & Eskildsen, 2016). The first four factors listed in Table 1.1 above can be clustered under a central theme of 'change management', while the latter three can be clustered under the theme of 'resources.

1.3.5 Strategy execution challenges models (E)

In a study by Vuorinen, Hakala, Kohtamaki and Uusitalo (2018), which accessed data from top journals between 1990 and 2015, 88 strategy tools were identified. The table below will contrast some of the most popular execution models.

Table 1. 2 Strategy Implementation and Execution Tools (Author's own, 2022)

Lack of Fit for Purpose Execution Models	Authors
There are many popular or frequently used frameworks. These include the 7-s Framework, Five approaches to an elusive phenomenon, The 8 Strategic Implementation Framework, The Business Balanced Scorecard (BBS) and a more recent version of the 7-step strategic execution framework. Most of these models recommend a process-driven approach to address issues such as culture, resources and change management. Many of the models only highlight basic constraints and may fail to see some detailed differences in approach and understanding of strategy execution and implementation. For example, the strategic 8 Model is simple and basic and does not deal with all the ins and outs of the Strategy Execution process. The BBS is a more sophisticated and complex execution framework and can be expensive and time-consuming. However, none of these models will determine the success of execution or give an organisation early warning signs if the strategy's success is at risk.	*McKinsey 7S model* (Waterman & Philips, 1984), *the Balanced Scorecard* (Kaplan & Norton, 2001), *The Eight 'S's of successful strategy execution* (Higgens, 2005), *Strategy Execution Framework* (SEF); (Morgan & Levitt, 2007), *The 4 Disciplines of Execution* (4DX) (McChesney *et al.*, 2012), *Five approaches for better strategy execution* (Homkes, 2016), *5 Keys to Successful Strategy Execution* (Cote, 2020).

1.3.6 Strategy implementation and execution challenges in the public sector (F)

While there are some resemblances to the challenges faced by both private and public entities, there are some challenges that are quite different in the public sector due to the uniqueness of their stakeholder requirements. All organisations have stakeholders, but public sector organisations are more prone to political practices and conflicting demands than other organisations. In practice, organisations cannot satisfy all stakeholders' requirements due to limitations of resources and there will be an element of trade-off between competing strategic objectives; however, this is not necessarily the case in public organisations.

1.3.7 Stakeholder requirements

Stakeholders are people, customers, suppliers, taxpayers and shareholders that have a vested interest in the organisation. Their concerns may differ for several reasons which can be a cause of disagreement in the achievement of an organisation's strategy (CIMA, 2021). Public and private organisations vary in terms of their strategic objectives due to public organisations not being founded to generate profit but rather to produce public value; funding is also granted from the national government (Nutt, 2006; Alford & Greve, 2017).

Different stakeholder groups and objectives will have different interests and levels of influence concerning the organisation and the decisions that it makes, which indicates why organisations need to assess stakeholder requirements and their impact on resources in

support of the strategy that is adopted (Bryson *et al.,* 2017). Successful strategy execution requires clever orchestration at times of opposing forces and competing needs; these are the tensions that leaders need to balance (Ashkenas & Chandler, 2017).

1.3.8 Resource availability

The old strategy maxim an organisation cannot be all things to all people is centred on this intrinsic requirement of trade-offs amongst resource obligations (Mintzberg, 2009). This implies that no resources means no strategy and this is the nature of strategy (Fairbanks & Buchko, 2018). According to Garton (2017), how a company combines and manages its resources to achieve its strategic goals is the link between strategy and execution.

In a period where confidence in the public sector is at remarkable lows and public resources become increasingly rare, governments face an immeasurable commitment to accomplish strategic objectives (Said, Andrews & Pollanen, 2016; Alford & Greve, 2017). Literature has pointed to the resource audit 9Ms framework (Money, Make-Up, Management information, Manpower, Management, Methods, Machinery, Materials and Marketing) that can be used to aid a structured review of resources and capabilities. Although not yet an academic framework, it provides a series of categories from which the entire organisation's resources can be reviewed or assessed (Pitcher, 2018).

A considerable enticing aspect for public entities is to detect and develop strategic capacities as well as capabilities to deliver the most cost-effective public value for key stakeholders (National Treasury, 2019). Converging on internal resources and capabilities, the RBV can leverage dynamic capability strategies to offer ongoing competitive advantage over the conventional market approach. However, this does not imply that Porter's external environment component must be ignored but rather it must be complimented.

Given the scarcity of resources or in some instances the poor levels of execution in the public sector, there should be more evidence of the use of the RBV thus allowing departments to build their strategies around their core competence. However, the literature on the use of the RBV theory in public organisations is somewhat lacking. Szymaniec-Mlicka (2014), in their research on the resource-based view (RBV) in strategic management of public organisations, promotes the RBV approach in an organisation as an effective strategy - meaning the public organisation would be required to assess its resources and proficiencies and dependent on the situation, merge those resources which could give it a competitive advantage.

In their publication *Mapping the landscape of strategy tools: A review on strategy tools published in leading journals within the past 25 years,* Vuorinen *et al.* (2018) list Time-Driven

Activity-Based Costing (ABC) as a design of resource potential, such as what resources will be required to achieve strategic objectives.

Time-Driven ABC is a toolkit designed to assist managers to forecast the required resource capability from strategic goals (Kaplan & Anderson, 2004). This is a simpler method than traditional ABC or Activity-Based Management (ABM) models developed by Kaplan and Cooper in the 1980s, which allocated costs to activities in support of strategic objectives (cost objectives) using the Consortium for Advanced Management International (CAM-I) framework (Cokin, 1996).

There are no further studies demonstrating the value of ABM or Time-Driven ABC using the CAM-I framework in support of strategy implementation and execution. One of the reasons, in the past, could include a huge dependency on data availability as well as poor support from employees. However, with the dawn of the Fourth Industrial Revolution (4IR) coupled with the emergence of big data solutions with cheaper computing, there is an opportunity to explore this framework further.

1.4 Conclusions on the Literature Review

There have been significant enhancements in the field of Strategic Management since the 1960s; however, most of the literature predominantly focuses on strategy formulation (Elbanna & Fadol, 2016). The positioning school lead to the birth of two dominant strategies in the 1980s and 1990s, namely Porter's Five Forces and Barney's RBV theory (Martin, 2015). However, the literature on the use of the RBV theory in public organisations is somewhat lacking (Szymaniec-Mlicka, 2014).

While strategy formulation is an essential element of strategic management processes, it is through the execution phase that the success of a strategy is determined (Favaro, 2015). While there has been an increase in literature on execution, the very important issues relating to execution persist today.

Contemporary authors have suggested that implementation and execution are often used incorrectly - as the same. Yet, they are indeed two different concepts albeit dependent on each other and distinguishing between the two concepts can give more clarity to strategic execution (CIMA, 2021).

When looking at the public sector, there has been a growth in literature and the use of strategic management in this sector since the mid-'80s, yet again most of the information is on formulation and not on execution (Bryson *et al.*, 2017). Coincidentally, this has given rise to public sector organisations formulating some of the best strategies; unfortunately, strategies continue to fail due to poor execution. Some of the reasons attributed to public sector failures

are the shortage of information studying the differences between public and private sector organisations as well the influence stakeholders have on the objectives of these organisations (Botten, 2012; Hartley *et al.*, 2015).

The literature has also highlighted that some of the main reasons for strategic failures are centred around two themes, change management (preparing the organisation for execution) and the lack of resources (Hrebiniak, 2008; Childress, 2013; Srivastava, 2017; Alford & Greve, 2017; Harvard Business Review, 2018). While there are many tools available to aid the strategic management process, many of them focus on formulation and the ones available for execution are limited or basic.

1.5 PROBLEM STATEMENT

The failures of many large companies have tested the perception of great strategies delivering the organisation's success and directed the reasons for the difficulties in execution as keys reasons for breakdowns (Johnson, 2004; Childress, 2013; Kumar, 2015; Elbanna, 2016; Srivastava, 2017; Olivier & Schwella, 2018). While it is evident and common knowledge that strategy execution is critical to achieving organisational objectives, successful execution is problematic in all sectors today and due to this perceived gap in the strategic management process, the anticipated strategic benefits are hardly ever realised (Bonchek, 2017; Reeves & Charme di Carlo, 2018).

Although good progress has been made in the strategic management domain since the 1960s, the majority of the research has been fixed on strategy formulation. The research on reasons hampering effective strategic implementation and execution has mainly focused on the private sector and many of the reasons persist, implying a need to look more closely at the reasons behind these failures (Botten, 2012; Hartley *et al.,* 2015). The shortage of evidence in the public sector warrants that strategy execution remains in the near future in this sector; however, the empirical evidence suggests that in order reduce the strategy execution gap in the public sector we must first acknowledge the related disparities that exist between private and public sectors and assess the impact of these on the objectives of the organisation (Botten, 2012; Hartley *et al.*, 2015).

Public and private organisations vary in terms of their strategic objectives due to public organisations not being built to generate profits but rather to produce public value by competing for funding or grants to execute service delivery (Nutt, 2006; Ugboro, Obeng, & Ora, 2011; Fairbanks & Buchko, 2018). Limited studies have researched the key differences in stakeholder objectives between the private and public sectors, including how public organisations apply strategic management. This has prevented public institutes from great

insights, concepts and tools that could assist them to understand and define their approaches to strategic success (Rose, 2010; Höglund, Caicedo, Martensson & Svardsten, 2018).

A search could not identify an academic study on SEFs for the public sector in an emerging economy such as South Africa in the research databases. Some similarities were found in the Participatory Action Research (PAR) study *Closing the Strategic Execution Gap in the public sector* (Olivier, 2015). This study focused on public entities in Namibia. Another research *Strategy Implementation practices and processes in the Defence Evaluation and Research Institutes (DERIs) in South Africa* focuses on practices and processes employed in strategy implementation in DERIs (Jansen van Rensburg, 2016).

Due to shifts in the business environment, there will constantly be a necessity for more exploration of strategy implementation and execution to address current challenges. Even though investigations have been done by some authors, this problem remains inadequately investigated and preceding research can only be deemed the first action towards a more insightful understanding of the challenges in the public sector.

1.6 RESEARCH QUESTION AND OBJECTIVES

The purpose of the study is to explore the development of a suitable strategy execution model for the public sector. A broad research question with theoretical and empirical objectives is presented.

1.6.1 Research question

The research question for the study is framed as follows: *How can a suitable strategy execution model be constructed for the public sector in an emerging economy?* In total, four research objectives were identified, as described below.

1.6.2 Theoretical objectives

The theoretical objectives of the study are formulated as follows:

a) TO_1**:** To review the current models and strategy execution theories and identify the existing limitations in the body of knowledge.

b) TO_2: To develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed.

1.6.3 Empirical objectives

The empirical objectives of the study are formulated as follows:

a) EO$_1$: To determine the antecedents of strategy execution through a sequential explanatory mixed-method research (SEMM) research design.

b) EO$_2$: To assess the overall face validity of the proposed framework with subject matter experts to co-create the final model.

1.7 PHILOSOPHICAL FOUNDATIONS (Study's ONTOLOGICAL, EPISTEMOLOGICAL AND METHODOLOGICAL ASSUMPTIONS)

The exact purpose of a study is to create new knowledge and selecting the correct philosophy holds much importance in the planning and execution of the research. These include assumptions about human knowledge centred around how we obtain knowledge and come to understand things (epistemological assumptions) as well as the realities encountered in research (ontological assumptions) (Saunders, Thornhill & Lewis, 2019). Pragmatism identifies with the reality that no instance in this world can be resolved by following a single course and there are various ways of resolving a problem (Kuhn, 2012). While the pragmatism research philosophy is quite new compared to other research philosophies, this viewpoint has become a competing alternative philosophy. Pragmatism rationalises that the most significant factor is the study question; however, there can be more than one method, introducing the way for mixed methods (Bryman & Bell, 2015).

The study adopted a pragmatic stance and by so doing was able to integrate different perspectives such as quantitative and qualitative to improve data interpretation. The pragmatism research philosophy provided a balance between positivist research and interpretivist research philosophy and in turn identifies solutions to the issues using theories and frameworks (Saunders *et al.*, 2019). Specifically, a SEMM design was adopted for this study to allow for the quantitative findings to be explained in more detail in a qualitative phase (Creswell, 2019).

1.8 RESEARCH DESIGN (SEQUENTIAL EXPLANATORY MIXED-METHOD)

This section will describe the chosen research design. This includes a description of the sequential explanatory mixed-method design (SEMM) used for the study.

1.8.1 Research methodology

The study adopted a SEMM design (quantitative followed by the qualitative phase), with the subsequent qualitative phase used to clarify the quantitative findings in more depth (Creswell, 2018). Sources of data included primary and secondary data.

The mixed-methods approach allows the study to build on the strengths while compensating for the weaknesses that are intrinsic in several strategies and techniques that will be used

(Creswell, 2018). A questionnaire delivers the basis for the quantitative data obtained from a representative sample of 380 managers and the qualitative data provides depth and insight that cannot be obtained from the questionnaire. The depth of information the qualitative data provides is centred a small, purposively selected sample. The qualitative information strengthens the findings through the triangulation of data, by explaining the results of the survey rather than simply using either of the research methods in isolation (Creswell, 2018; Paulus & Lester, 2022). Qualitative research designs are described as emergent and flexible, as opposed to closed and fixed quantitative designs (Paulus & Lester, 2022). The qualitative data serves to co-construct the proposed model after the quantitative phase, with subject-matter experts in the field.

The deductive research approach provides the observations that are required to form interpretations in support of the results of the research objectives through statistical testing. Through this approach, it is possible to clarify causal relations concerning concepts and variables, and measure concepts quantitatively to simplify research findings to a certain degree by using hypotheses and theory testing, as well as the statistical testing of anticipated results to an accepted level of probability (Bryman & Bell, 2015). The SEMM approach is performed in two stages, with the study prioritising the initial quantitative phase (QUAN→qual) followed by the subsequent qualitative phase to help explain the quantitative results (Creswell, 2018).

1.8.2 Phase 1 – Quantitative methodology

The first part of the SEMM approach is discussed in this section. This includes the population and sample frame.

1.8.2.1 Population and sample frame

The target population for this study, as defined in the title, was the management of the South African Revenue Services (SARS) comprising of 2400 individuals (Saunders *et al.*, 2019). Probability sampling is often associated with surveys and exploratory research and was used to identify 380 managers and practitioners with knowledge of the working of strategic management in the organisation with an expected response rate of 60 percent or 228 in number (Bryman & Bell, 2015). Stratified random sampling was used to identify a specific subgroup within the population from the Human Resources (HR) staff database to ensure a higher statistical accuracy compared to simple random sampling (Bryman & Bell, 2015). Stratified random sampling was used to ensure the sampling focuses only on particular strata with experience on strategic management from the available population data (Bryman & Bell, 2015).

1.8.3 Measuring instrument

The first step in the development of the questionnaire is based on the systematic literature review and the emerging themes as a result thereof. Scholarly research is limited in this field of study. The researcher constructed a new measuring instrument, not adapted from any previous study. The 76-item questionnaire comprises two sections; Section A entails the demographic data required and Section B is divided into three segments that entail the main themes of the research, namely Stakeholder requirements, Resource availability and Strategy execution.

1.8.4 Method of data collection

Cross-sectional timing is used for this study over an estimated period of 12 weeks as opposed to the longitudinal time horizon, which requires the collection of data over a longer period (Bryman & Bell, 2015). The data was gathered once to answer the research question thus effectively making this design more practical to complete the research project within the prescribed time and within budget as opposed to the longitude approach requiring data to be collected more than once and with the possibility over multi years.

For the primary quantitative part of the research, a structured self-administered standardised questionnaire ensures all respondents interpret the questions in the same way (Bryman & Bell, 2015). Managers are requested to give their ratings on a 5-point Likert scale ranging from 1 to 5 (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree) on issues of Strategic Management. The 5-point Likert scale is simple to understand, takes less time and effort and will be practical enough to use on mobile devices and is marginally less accurate than a 7 point or higher scale (Sauro, 2010).

A pilot test with 31 respondents (SARS Management) has been done to establish the flow of the items, and the respondents' understanding of the questions, to detect weaknesses or errors and to increase the validity; thus, avoiding any major problems later in the research. The data from the pilot study was not used in the consolidation and analysis of the final results.

1.8.5 Method of data analysis

Data for the quantitative stage were derived from Survey Monkey, exported into Microsoft Excel then imported to SAS JMP version 15 and R4.02. Quality checks were done to screen for outliers and missing information or variations in the data. Descriptive statistics were computed for the demographic factors for all scale items in the questionnaire and are stated in the form of frequencies, percentages and means.

An exploratory factor analysis (EFA), as well as confirmatory factor analysis (CFA), were both used in this study as part of the statistical analysis phase. The researcher developed the measuring instrument however, the constructs were not pre-validated. An EFA was performed to examine the validity of all the constructs (dimensions/factors) in the questionnaire, to determine if the individual items per scale, load per scale (or contribute) to the constructs as intended in the questionnaire (Williams *et al.*, 2012). Thereafter, CFA is done to confirm factor structures.

The Cronbach's alpha (hereafter α) method was used to assess the internal reliability of the pilot and final questionnaire. The realisation of this necessary condition guarantees a reliable statistical analysis (Saunders *et al.*, 2019).

Structural Equation Modelling (SEM) does not refer to a particular statistical technique but as an option is a powerful, multivariate method to test and evaluate multivariate causal relationships (Klein, 2015; Saunders *et al.*, 2019). Various statistical techniques were used to measure and analyse the relationships and covariances of observed and latent variables. The formulated hypotheses were tested to determine their influence on one another. In short, the conceptual model that has been constructed based on a literature review and was further assessed to determine whether it is supported by the data to finally construct the model.

1.8.6 Phase 2 – Qualitative methodology

Phase 2 of the SEMM approach is discussed in this section. Qualitative research is still an unfolding methodology with roots in fields such as anthropology and sociology (Paulus & Lester, 2022). Although often described as originating in the Western world as "something different from quantitative research" (Paulus & Lester, 2022:32) and while third-world scholars are calling for decolonising approaches, the assumption is that a qualitative approach is a viable option for answering questions. In the mixed-method research design of this study, there is a greater focus on the quantitative stage, while the second qualitative stage is adopted to assess the face validity of the proposed model.

1.8.6.1 Population and sample frame

Purposive sampling was employed as the sampling technique to identify 20 participants from the HR database and to ensure the executives selected are involved in the strategy process. This is because practitioners enable the study to provide answers to the research questions and objectives (Bryman & Bell, 2015). Other than considering the recommended samples before saturation, the choice of a sample of 20 participants was informed by the study being more quantitatively oriented while the purpose of the semi-structured interviews is to clarify as

well as explain the quantitative results. Saturation was achieved at the 15th interview when themes and answers became repetitive.

1.8.7 Method of data collection

Microsoft Teams (MS Teams™) was used to record the online, semi-structured personal interviews intended for the second sequential data collection process. Digital tools and spaces have become an integral part of everyday life after the COVID-19 pandemic and research technologies permeate everyday life "given that qualitative researchers generally focus on making sense of the social world, digital spaces must become part of our data collection processes" (Paulus & Lester, 2022:61).

Editing has been required as there are instances when a word could not be caught clearly, or words were used in a different context. Furthermore, notes are kept on any thoughts or observations during the interviews for clarity purposes and are used later in the study. This safeguards against any bias. The names of all persons and organisations are substituted with pseudonyms to maintain anonymity and the excerpts quoted in the study text echo that. The records are not included in the dissertation as an annexure to protect the individuals who participated in the study.

In qualitative research, reliability tends to be challenging, however, the criterion of reliability in this research is satisfied by explicitly documenting the research procedures (Bryman & Bell, 2015). To ensure the trustworthiness as well as the credibility of the qualitative data, the study:

- Ensures that those participating are identified and described accurately; and
- Has conducted pilot interviews to determine if proposed interview questions are appropriate for acquiring data in support of the research objectives and questions.

1.8.8 Method of data analysis

Thematic content analysis (TCA) is done to identify patterns of meanings in the data. Shared experiences as patterns of meanings are also categorised. Furthermore, the study identifies themes based on ideas, concepts and phrases used in the responses provided (Taylor-Powell & Renner, 2003; Creswell, 2018). The themes are organised into coherent categories that summarise the text (responses for each question). Deductive coding is used to develop a codebook to highlight sections of the text, as well as reference codes to describe the content and identify themes (Saunders *et al.*, 2019). The software programme ATLAS.ti has been used to analyse the qualitative data as it offers several advantages in the analytical approaches, aids continuity, and increases both transparency and methodological rigour (Saunders *et al.*, 2019; Paulus & Lester, 2022).

1.8.9 Delimitations of the study

This study seeks to explore the difficulties associated with the implementation and execution of strategy, examine current works, understand the gaps and discover and explain the practices and processes in use, in order to add to the prevailing body of knowledge in this area of proficiency, particularly in the public sector of the South African context. The sample represented in this study is limited to managers involved in the strategic management process in SARS; nevertheless, this is a single sector and cannot be deemed a representation of the total public sector in South Africa.

1.9 RATIONALE AND CONTRIBUTION OF THE STUDY

This study aimed to contribute to the current body of knowledge and scholarly discourse relating to strategy implementation and execution. It provides insight and enhances a deeper understanding of strategic implementation/execution processes in the field of Strategic Management. Limited empirical investigations focus on strategic management challenges in the public sector. To the researcher's knowledge, there are no studies in the public sector exploring the constructs of stakeholder requirements, resource availability and strategic management through a mixed-method approach and SEM, further reinforcing the significance of the study.

The research proposes an integrated framework for strategy implementation in the public sector by way of merging two knowledge areas (theories and disciplines) in a unique way, such as integrating the rationale model with an RBV and ABM viewpoint with the use of the 9M strategic resource audit model. This will add to and create a new body of knowledge that is justified by the pertinent challenges and considerable gaps in the current body of knowledge experienced by the public sector. The development of this model could empower public sector managers with measuring instruments and deeper insight to significantly improve strategy implementation, execution and performance.

1.10 ETHICAL CONSIDERATIONS

Ethical concerns are a significant factor in any study as they affect organisations, participants and the research community itself; and the conduct of researchers should be principled (Saunders *et al.*, 2019). Several ethical considerations affect the respondents in research such as permission, collection of data, the handling of delicate information, offering enticements, avoiding harm, handling of confidential information, anonymity, avoiding dishonesty and adherence to the Protection of Personal Information Act (POPIA) (du Plooy-Cilliers *et al.*, 2014).

Permission has been obtained from the relevant organisation's research committee to proceed with the study, collect data via a questionnaire and set up appointments for the conducting of interviews. Ethical clearance has been sought from the University of South Africa (UNISA) before commencing the research. The consent form details the character and intention of the research and further states that involvement in the study is unpaid, answers are treated in confidence, secrecy is guaranteed, and respondents are permitted to withdraw from partaking at any stage with no penalties or costs. It also specifies that no financial or direct benefit will arise due to taking part in the research.

1.11 CHAPTER SUMMARY

This chapter indicated the problem statement, abbreviated literature overview, research objectives as well as research questions to justify the framework of the research in the following chapters. It established the landscape for the research. It also quantified the limits of the study in addition to explaining the impact and contribution of the research. To conclude, the ethical concerns deemed important throughout this research were addressed and the demarcation of the work was summarised. The next chapter presents an assessment of the previous and latest literature pertinent to the study and identifies the disparities in the literature that substantiate the justification of this study.

CHAPTER 2 LITERATURE REVIEW

Chapter 1 provided a setting of the study context with research aims and objectives. This chapter aims to provide a systematic review and integration of the literature relevant to the study.

2.1 INTRODUCTION

This chapter presents and discusses a review of the literature to address TO_1. The theoretical objective seeks *to review the current models and strategy execution theories and identify the existing limitations in the body of knowledge.*

The study falls within the field of Strategic Management. According to Randolph (2009), one of the most important components of a study is the literature review. Oliver (2012) believes that the literature review serves two significant purposes, namely i) to enlighten the reader about the most latest research in the field and ii) to guide the reader to an interpretation of the research gap that exists (Winchester & Salji, 2016).

Considering that strategic management comprises several processes, the author will unpack the processes, theories and tools to synthesise the intent of the study. This will commence with i) the introduction and brief discussions of the concepts of strategic management, ii) broadly discuss strategy formulation by highlighting the popular processes and theories in the private and public sectors, iii) more in-depth research in the field of strategic execution, iv) discuss execution challenges, v) discuss execution models and finally vi) focus the discussion on execution challenges in the public sector challenges.

To give effect to this process, a preliminary theoretical framework (Figure 2.1) has been compiled to certify that all necessary parts are included in the study, as well as to provide a visual guide to the reader on the process that the study intends to follow. Notably, the literature examined is founded on insights from private entities due to the inadequacy of information on the public sector.
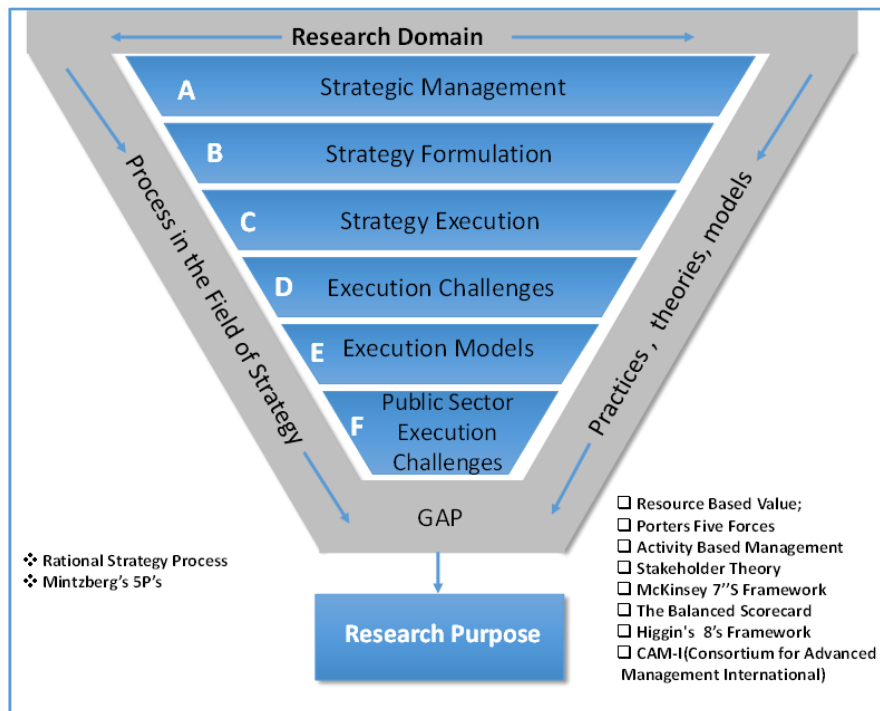
Figure 2. 1: The preliminary theoretical framework (Source: Author's own, 2022)

2.2 OVERVIEW OF THE CONCEPT 'STRATEGY'

The term 'strategy' can be found as early as 503BC, resulting from the initial Athenian title '*strategos*' which relates to a great leader in the Athenian armed forces (Louw & Venter, 2019). Rumelt (2012), Freedman (2013) and Wheelen *et al.* (2015) describe strategy as an examination of the current situation leading to the establishment of theories, policies, as well as actions to focus on a specific challenge. Therefore, strategy - simply explained - is all about a plan of action to support an organisation's vision, mission and strategic goals (Louw & Venter, 2013).

The term strategic management is, at times, used as a substitute for strategy but the two words are not the same. A company's strategy is its blueprint for success in competition with other businesses which is informed by strategic thinking, whereas strategic management points toward decisions or actions taken to formulate and execute the plan to achieve organisational goals (Wheelen *et al.*, 2015).

2.3 STRATEGIC MANAGEMENT (A)

The introduction of 'strategic management' was initially presented in the 1960s by Chandler's (1962) *Strategy and Structure* and Ansoff's (1965) *Corporate Strategy* (Freedman, 2013). However, even though its origins are in the public sector, most of the work on strategy is more focused on private entities. Some commentators contend that, in fact, the field of business

policy was rebranded by Schendel and Hofer as strategic management in 1979 (Freedman, 2013).

Notably, since the early 1960s, the field of Strategic Management has grown vastly with an increase in information and literature over the past 50 years and consequently has become broad and complex. This has also led to an increase in confusion and disagreement during this period with, most notably, the debate on strategy as a process versus strategy as a practice. This confusion and complexity are best exemplified by Mintzberg, Ahlstrand and Lampel (2009) in their book *The Wilds of Strategic Management* with the use of the analogy 'The Blind Men and Elephant' to illustrate the magnitude of the field of Strategic Management (Mintzberg *et al.*, 2009). During this period, the discipline has evolved around many themes, tools and schools. A historical chronological perspective of Strategic Management through this period is summarised in Table 2.1 below.

Table 2. 1: Historical Chronological Perspective of Strategic Management Source: Adapted from (Louw & Venter, 2013)

Period	1960s	1970s	1980s	1990s	2000s	2010s
Index	**Meaning of Strategy**	**Abstract Strategic Management**	**Economics View/ Positioning of Strategy** **Emergent Strategy**	**RBV Strategy**	**New views on Strategic Management**	**Recent views on Strategic Management** **More Recent views on Strategic Management**
Primary authors	Chandler (1962); Ansoff (1965); Andrews (1971)	Rumelt (1974); Mintzberg (1978); Ansoff (1979)	Porter (1980); Mintzberg (1982)	Wernerfelt (1984); Barney (1991); Prahalad & Hamel (1990)	Hammel (2000); Pfeffer & Sutton (2000); Thompson *et al.* (2007); Martin (2015); Mcgrath (2013); Whittington (2017)	Martin (2015); Mcgrath (2013); Whittington (2017)
Central themes	Corporate strategy, planning and growth	Strategic management content and process	Competitive advantage	Resources / Capabilities	Learning, knowledge, innovation, Capability, Disruption, Openness of Strategy	Competitive advantage that is sustainable
Reasoning	Strategy as a regulation for making decisions. Industrial economics and industrial organisation	Assessment and implementation of critical aspects of formulated strategy. Increased Performance and profitability	Five Forces analysis of the industry. Develop competitive advantage through generic strategies	Valuable, rare and costly to imitate. Capabilities become the building blocks for distinctive competencies and competitive advantage	Rate of Change will require dynamic strategic models by which firms obtain valuable information to remain agile in volatile environments	Stakeholder Engagement, Value innovation. More reliance than distinct capabilities

Period	1960s	1970s	1980s	1990s	2000s	2010s
Index	**Meaning of Strategy**	**Abstract Strategic Management**	**Economics View/ Positioning of Strategy Emergent Strategy**	**RBV Strategy**	**New views on Strategic Management**	**Recent views on Strategic Management** **More Recent views on Strategic Management**
Key tools techniques and Models	Strengths, weaknesses, opportunities and threats (SWOT), Political, Economic, Social, Technological, Legal and Environmental factors (PESTEL) Experience Curve; Growth Share Matrix	Value Chain, PIMS (Profit Impact of Marketing Strategies)	Five Forces model Strategic choice	Core competence Value System; value, rarity, inimitability and organisational (VRIO); Game Theory	Integrated Information. Disruptive Technology Systems	Integrated Information. Disruptive Technology Systems
Schools of strategic management	Design Planning	Design, Planning, Entrepreneurial	Positioning	Positioning	Design, Power, Culture, configuration	Positioning, Culture, configuration

Notwithstanding the enormous contribution of many different authors to the field of Strategic Management, little evidence has been found on the presence of a holistic view of this complex subject. Similarly, there is a view corroborated by many writers who reason that strategic management is an acceptable word and an old theory but that it has been overdone so much through the years that it has lost a lot of its value (Fairbanks & Buchko, 2018).

Until the early 1990s, it was not unusual for organisations to plan many years in advance (five to ten years); however, recent studies demonstrate that organisations that have effective agile strategies are best placed to enhance performance while remaining competitive and effective in the foreseeable period (Strategic Direction, 2018). Since the world is becoming more volatile, uncertain, complex and ambiguous (VUCA) Kingsinger and Walch (2012), the frequency of disruptive changes will require organisations to be more proactive and to continually modify and amend the strategy and associated plans. Similarly, in a somewhat nuanced view, Martin (2018) argues that the world has always been VUCA. However, the emergence of recent disruptions such as COVID-19 present challenges so unfamiliar and disparately different to anything encountered before and this will require strategies that are agile and responsive to these changes.

2.4 STRATEGIC MANAGEMENT - PUBLIC SECTOR

As previously revealed in this section, the origins of public-sector strategic planning date back to the 1960s and are mostly aligned with military sources in government (Freedman, 2013). After a period of stagnation, an increase has been noted in academic information on strategic management in the public sector from the mid-1980s (Nutt & Backoff, 1993; McHugh, 1996; Vinzant,1996; Moore & Khagram, 2004; Nutt, 2006; Johanson, 2009; Poister *et al.*, 2010; Johnsen, 2016; Bryson *et al.*, 2017; Boland *et al.*, 2018; Johnsen, 2018).

Many authors agree that the importance of strategic management in the public sector has certainly not been more urgent and genuine than in recent years due to increasing financial and social stresses (Poister, 2010; Rose, 2010). Many authors have found that while formulation, planning and budgeting have been valuable actions in the public sector, the concept of strategic management is not yet an important activity (Ugboro *et al.*, 2011). Notably, the improvements achieved with the use of strategic management theories and practices have led to strategic management being a common activity in the public sector in many countries (Höglund *et al.*, 2018). While the need for strategy in public organisations is now widely recognised, there are still debates on the form that it should take and how the process of strategy formation should be organised.

Andrews *et al.* (2017); Hansen & Jacobsen (2016) and Johnsen (2016) agree that strategic management seems to be a practice that has gained good traction within many public

organisations. However, suspicions remain about its ability to increase public functioning due to limited empirical knowledge of strategic management in public organisations.

2.5 THE STRATEGIC MANAGEMENT PROCESS

The strategic management process gives voice, action and structure to strategic intent or thinking (Louw & Venter, 2013; Wheelen *et al.*, 2015). This process can be best described by using the rational model (Figure 2.2 below), a logical step-by-step approach that provides a structured and sequenced approach to strategic management (CIMA, 2021).
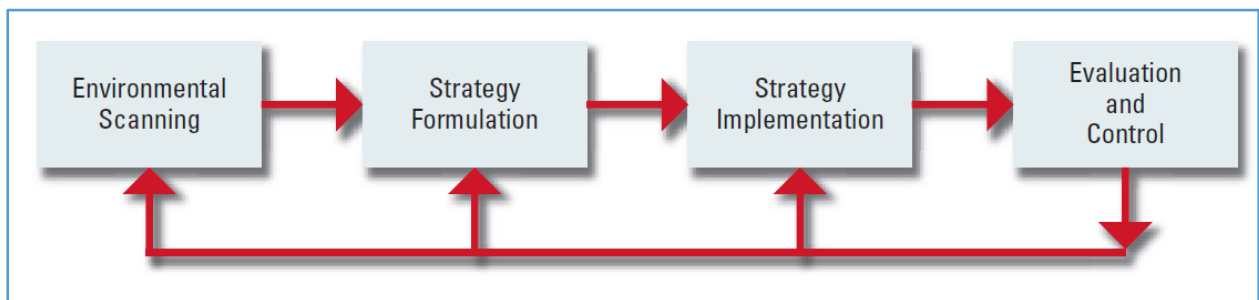
Figure 2. 2: The Rational Model Strategic Management Process (Wheelen *et al.*, 2015)

A closer look at the major strategic management models has revealed the presence of several key steps. These include executing an environmental assessment, creating organisational focus, formulating organisational strategy, strategy translation, implementing organisational strategy and appraising and monitoring strategy, to be discussed in the following paragraphs.

2.6 ENVIRONMENTAL SCANNING

Firstly, the crafting of a strategy begins with the process of environmental scanning and responding to pertinent enquiries on how to improve, and how to react to opponents. This occurs in addition to reacting to the continuously changing consumer and business environment needs with the use of key strategic tools, such as the SWOT and PESTEL frameworks, to inform strategy formulation (Wheelen & Hunger, 2008).

2.7 STRATEGY FORMULATION (B)

The second step, strategy formulation, is often referred to as the course of action taken in the choice and development of the vision, mission and strategic objectives of an organisation (Louw & Venter, 2013; Stroh, 2015). In other words, strategy formulation can be defined as a process of creating medium to long-term ideas by taking into account the current state and the strategic intent of an organisation.

Mintzberg gives us great insights into the choices of strategy formulation through the use of the 5Ps (plan, ploy, pattern, position and perspective) (Mintzberg *et al.*, 2009). The authors

underline the importance and understanding of each 'P' in developing strategies that will maximise the use of an organisation's strengths and capabilities to increase performance and profitability.

One of the more popular choices of strategy formulation, the concept of positioning and competitive advantage, was first introduced and advanced in the military strategy of Sun Tzu's *Art of War*, whereby they characterised a position as what is well-understood about a particular rival (The Science of Strategy Institute, 2018). The positioning school has become the most discussed and debated school in strategic management through the emergence of two dominant themes, namely Porter's Five Forces model in the 1980s and Barney's RBV in the 1990s.

2.7.1 Strategy Formulation – Positioning (Porter's Five Forces and Generic Strategies)

Michael Porter, a key writer in strategy, reasoned that strategy is about realising a competitive gain through difference, obtaining a distinctive value proposition, and achieving an exclusive position in your industry. He reasoned industry analysis through his five forces model model (threat of new entrants, threat of substitutes, bargaining power of customers, bargaining power of supplier and competitive rivalry) is key in determining threats and opportunities in a sector while the generic strategies of cost leadership within a broad market, differentiated strategy within and broad market and a focused strategy within a narrow market differentiates the approaches to be considered in a competing sector (Porter, 2008).

While there has been a great deal of success in the use of Porter's Five Forces model and generic strategies in the private sector, the practicality of its use in the public sector is limited.

2.7.2 Strategy Formulation – Positioning (Resource-Based View [RBV])

The primary works on RBV authored by Berger Wernerfelt in 1984 and later developed by the work of Jay Barney in 1986 and 1991, enhanced the understanding that competitive advantage is obtained from the accumulation of internal competitive resources (Martin, 2015). The theory advances three types of planning resources which are essential elements for establishing distinctive competencies that lead to a competitive advantage, specifically tangible and intangible assets and organisational capabilities (Barney,1991; Acedo *et al.*, 2006). Barney (1991) categorises intangible resources as reputation, culture, institutional knowledge, goodwill and relationships with key stakeholders, whilst their explanation of tangible resources includes physical financial and resource assets such as patents, trademarks and cash. Barney (1991) then defines capabilities as a distinct kind of resource,

an organisationally established non-transferable specific resource whose objective is to enhance the efficiency of the other resources retained by the firm.

The author further reasoned that for resources to be a source of viable competitive advantage, they ought to be valuable, rare, imperfectly imitable and not interchangeable (VRIN). Barney later developed the VRIO framework, as illustrated in Figure 2.3 below, to determine the internal strength and weaknesses of a firm's resources (Barney, 2001).
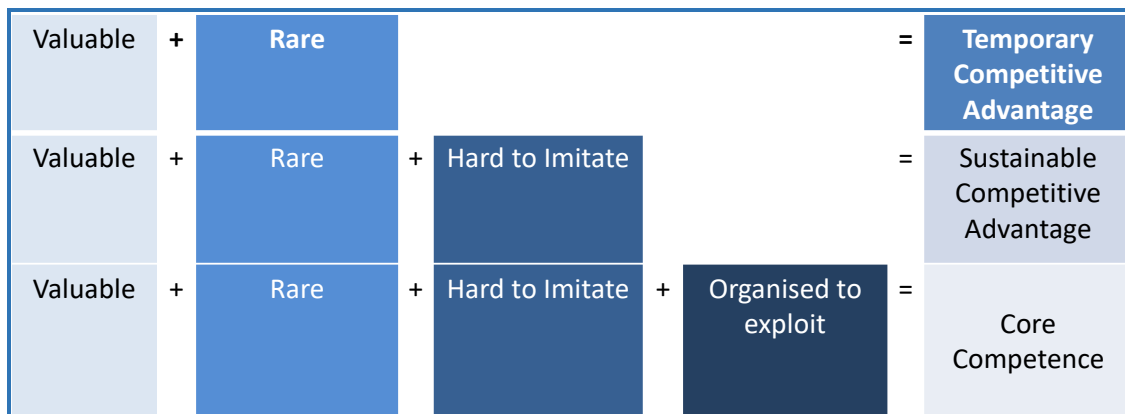
Figure 2. 3: The VRIO Framework (Adapted from Mahoney & Pandian, 1992)

Similarly to Porter's Five Forces model, this work has generated a significant impact on the interpretation of strategic management methods and as a result, has become one of the most meaningful and quoted concepts in the sphere of strategic management. Table 2.2 contrasts some of the resemblances and differences between the two positioning approaches.

Table 2. 2: Comparing and contrasting RBV to the Positioning View (PA) (Adapted from CIMA, 2021)

Resource-Based View (RBV)	Positioning Approach
• Both views are from the rational planning process.	• Both views are from the rational planning process.
• Both views use the centralised (rational planning) or decentralised (emergent) approaches. • Both views intend to achieve a competitive advantage, for example, ways to compete with rivals.	• Both views use the centralised (rational planning) or decentralised (emergent) approaches • Both views intend to achieve a competitive advantage, for example, ways to compete with rivals
• Is a resource-based approach	• Is a market-based approach
• Focuses on the inside out, for example, key internal resources for achieving success.	• Focuses on the outside in, for example, the best external opportunities to exploit.
• The company concentrates on what it does best such as its core competence	• The company concentrates on diversity and innovation.
• Importance is placed on internal appraisal, for example, unique assets or core competences.	• Importance is placed on the external environment, for example, competition and customers.
• There is a greater cost and time to exploit but a long-term advantage.	• Lesser cost to exploit but short-term advantage achieved.

Source: Adapted from Strategic Management (CIMA, 2021)

Even though the RBV theory is appealing as well as effortlessly understood and schooled, it has also been condemned for its many failings. The most conspicuous condemnation is the article *Is the RBV a Useful Perspective for Strategic Management Research?* by Priem and Butler (2016). The authors contend that RBV is redundant while asserting that divergent resource formations can generate the same importance for firms, thus this would not interpret as a competitive advantage (Priem & Butler, 2016).

Porter's Five Forces assumes a macroeconomic assessment of the industry while the RBV methodology emphasises the micro viewpoint of the firm. However, the collective consideration can be very beneficial in the strategic management development process for establishing an advantage for both external and internal processes (Martin, 2015). The overall contention established here is that two generic models of strategy (Porter's strategic positioning model and RBV) can effectively be utilised (albeit cautiously) to achieve strategic goals (Rosenberg & Ferlie, 2016). Similarly, an argument can be made for the RBV VRIO, PESTEL or SWOT frameworks to be used in complementary tools, with the former used to assess the strengths and weaknesses inside an organisation and the latter to assess the macro or external environment. There might be a plausible case for the use of RBV in the public sector*;* however, more research is needed on its feasibility.

2.7.3 Strategy formulation – Contemporary views

Since the early 2000s, there have been many new emergent and diverse views of strategy formulation that focus on learning, knowledge, innovation, disruption and the openness of strategy (Mcgrath, 2013; Whittington, 2017; Martin, 2018). The central theme of these views is the requirement of dynamic strategic models through integrated information through which firms can gather valuable evidence to remain agile in unpredictable environments.

Many people in business have great difficulties in defining a strategy, let alone how to execute it. To assist people with a simple process in volatile environments, Martin (2018) challenges managers with uncomplicated contemporary choices such as where can they play, how can they win, what are the capabilities that must be in place, what are management systems required, what are the existing competitive rivalry between suppliers, are there threats of new market entrants, what are the bargaining power of buyers/suppliers and are there threats of substitute products.

Martin (2018) argues that a common mistake made in the planning process is that strategic choices are made independently of each other. According to Martin (2018), it is only when you integrate the choices - for example, the key components from both Porter's Five Forces and the RBV view - intelligently and productively, that you give your strategy the best possible chance of success.

2.7.4 Strategy formulation – Public sector

Since the rise of the NPM, there has been a notable increase in focus on strategy production in the public sector. The dominant and contemporary views of strategy formulation are still centred around the private sector.

Public and private organisations vary in terms of their strategic objectives due to public organisations not being instituted to generate profit but rather to produce public value by competing for funding or grants to execute service delivery (Nutt, 2006; Fairbanks & Buchko, 2018). This presents many challenges in the process of strategy formulation and implementation within the public sector that are quite different from those faced by the private sector, such as the changes in leadership in election cycles, diverse sets of stakeholder objectives and diverse political demands (Andrews *et al.*, 2017).

Poister *et al.* (2010) point to the lack of findings displaying clear proof of the challenges and decisive impact of strategic planning on the performance of public organisations. These challenges remain briefly addressed in the literature through limited studies and have prevented public institutes from gaining great insights, concepts and tools that could assist them (Rose, 2010; Höglund *et al.*, 2018).

In summarising this data, it becomes evident that an integrated approach or framework can help managers deal with the challenges in the public sector. The literature on the public sector has thus far not generated any key framework of theories in use (Rose, 2010; Buchko, 2018). While there are some frameworks developed for the public sector to address some of the issues, a holistic integrated approach is still lacking. Table 2.3 below discusses some of the frameworks specific to the public sector.

Table 2. 3: Strategy Formulation Frameworks in the public sector (Author's own, 2021)

Model/Theme	Context	Author
Harvard Business Model	The primary intention of the Harvard model is to aid organisations to develop the greatest alignment between the environment and itself leading to the development of the best strategy for the firm. The methodical assessment of a SWOT analysis is deemed to be the core strength of the Harvard model. The main weaknesses of the Harvard Model are that it does not put forward detailed guidance on how to build strategies with the exception that effective strategies will build on strengths, take advantage of opportunities, and overcome or minimise weaknesses and threats.	(Christensen *et al.* 1983)
Miles and Snow's framework	Companies will choose different strategies arising from the way companies decide to address three major problems, namely entrepreneurial, operational and administrative problems: • Prospector - search for new market opportunities; • Defender – Improve efficiencies of the organisation; • Analyser – analyse competitors and adopt their ideas; and • Reactor – perceive change but are unable to react quickly.	(Gimenez, 1999)
Contingency framework	Strategic leaders react to the environment on the positives and their negatives, namely: • Positives - Developmental, transformational, protective and political strategies; and • Negatives - dominators, drifters and posturers.	(Wechsler & Backoff, 1987)
Strategy content for public organisations	Two dimensions of strategy, namely strategic stance and strategic action. Revised Miles and Snow framework to prospector, defender and reactor while introducing the strategic action's themes from Porter (Market changes, service changes, seeking revenue, internal and external organisation leading to 14 possible combinations).	(Boyne & Walker, 2004).
The rational approach	The rational style takes its sources largely from the school of design and is centred on the rules of the pure logic of economic optimisation of choices. Conformity with these various steps combined with the use of analytical instruments and optimisation methods guarantees the optimum performance of strategic choices. The rational approach to strategy is the outcome of a logical approach of contemplation and shape and is structured in a progressive, defined process that ensures objectivity, rationality and effectiveness of the strategic choices.	(Andrews *et al.*, 2012); (Favoreu *et al.*, 2016)

As per the frameworks discussed in the table and given the limitations, arguably the rational approach to strategy (Figure 2.4) is best suited to the strategic management process in the public sector. However, a severe criticism is that it continues to ignore the varying stakeholder requirements that are of a political and conflictual nature in public decision-making processes (Bryson *et al.*, 2017).

Figure 2. 4: The Rational Planning Model Source (CIMA, 2016)

In the South African context, the NDP 2030 provides a long-term view through which South Africa can advance its transformation processes (National Treasury, 2019). The MTSF, a 5-year outlook, outlines the priorities and stakeholder objectives over a shorter period which includes provision for a capable, ethical and developmental state; economic transformation and job creation, education, skills and health priority; consolidating the social wage through reliable/quality basic services; spatial integration, human settlements and local government; social cohesion and safe communities; and a better Africa and world.

Arguably, the formulation of these plans is of a very high standard. However, the absenteeism of a line of sight or strategic focus on how/what interventions should be implemented are listed as the main reasons for strategic failures as per the Commission's diagnostic report (2019).

Whilst strategy formulation, strategy execution, strategic assessment and modifications to a strategy are all components of the strategic management process, it is through the implementation phase that the success of a strategy is determined (Thompson *et al.*, 2007). While formulating a strategy is challenging, implementation/execution of the strategy throughout the organisation is even more so (Hrebiniak, 2006). Thus, the next chapter explores some of the challenges faced in the strategic management process' execution phase.

2.8 STRATEGY TRANSLATION

After the development of strategic plans these need to be translated into implementation and execution plans that could entail both tactical and operational plans and targets (Kaplan & Norton, 2008). To aid the management team explore and discuss the strategy translation process Strategy Maps, a technique popularized by Kaplan and Norton, helps visualise the entire strategy of an organization in a very simplistic and summarised view showing the cause-and-effect relationship between the components of a strategy (Kaplan & Norton, 2008). The four-perspective business balanced scorecard (BBS) model (learning and growth, financial, customer, internal process and learning and growth perspectives), is a key enabler in the development and execution of highly effective strategies. The use of strategy maps and BBS models is an often-neglected step in the strategic management process.

2.9 STRATEGY IMPLEMENTATION AND EXECUTION (C)

As illustrated by the Rational Model Strategic Management Process in the figure below, once a selection of a strategy has been formulated, the next key step in the process is implementation. However, several authors, practitioners and business leaders have used the word execution instead of implementation or inversely as the next step in the process. Some authors have reasoned that there is a clear distinction between strategy implementation (getting the organisation ready for execution) and the actual execution of the strategy. They further reason that while the two words are often used interchangeably, in many organisations, business articles and books, they have two very different meanings, especially in terms of strategy (Favaro, 2015).
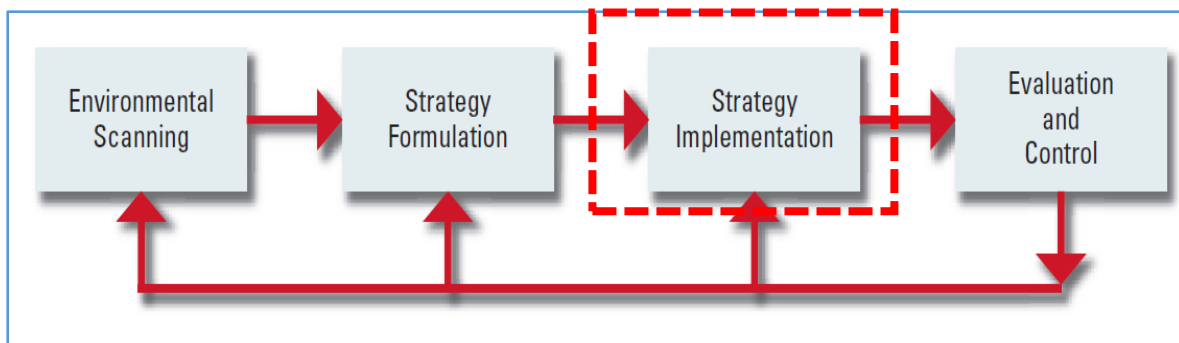
Figure 2. 5: The Rational Model Strategic Management Process (Wheelen *et al.*, 2015)

Implementing a strategy comprises all the choices and actions essential to foster strategic choices into existence and is often referred to by the term 'closing that gap' (Favaro, 2015). In its simplest form, implementation is about moving your strategic concept into reality through the integration of the organisational resources (structures, leadership and systems) and

determining performance measures to achieve effective performance; and this effectively means getting the organisation ready to execute its strategy (CIMA, 2021).

Implementation commences with well-considered choices of structures and activities on how to convert a strategy into reality. This process realigns the organisation's structures, people, processes and systems to the overarching strategy and provides the purpose, context, definition and focuses required for success (CIMA, 2021). The second task, shown to be critical to the eventual success of a strategy, is that of communicating the strategy to the organisation; otherwise known as change management (Cote, 2020). It is imperative that the new strategy is communicated and buy-in is obtained from the whole organisation. In most instances, 'structure follows strategy' and structure affects employees. Thus, if not in place, resources, skills and competencies must be acquired and systems put in place (Louw & Venter, 2012).

Subsequently, execution is described as the choices and events taken to change the organisation's implemented strategy into realisation (Favaro, 2015). It is the process of transforming a strategy into the best possible outcomes within the implementation structure and entails the prioritisation, observation, management and assessment of these activities (Favaro, 2015). Thus, the execution of a strategy is the implementation of a strategic blueprint to influence organisational goals and consists of the daily structures, systems and operational goals geared for success (Favaro, 2015; Cote, 2020; Finkelstein, 2022). Due to the conflation of terminology and interchangeable use of the word's implementation and execution in literature, the literature review will continue to use these words in combination (implementation/execution).

Strategy formulation, implementation and execution are important elements of a company or business unit's ultimate strategy process (Favaro, 2015). Whilst precise implementation or execution of a strategy cannot secure excellent performance, it is often seen as a key component for effective organisations (Gary *et al.*; 2008; Engert & Baumgartner, 2016). Significantly, this has been a long-standing view dating back 50 years that the link between strategy, execution and organisation performance has always been central to the field of Strategic Management (Chandler, 1962). This view is also in harmony with the philosophy of Sun Tsu, an ancient Chinese military strategist, who described a strategies without tactics as the slowest path to success and tactics without a strategy as the noise before defeat (The Science of Strategy Institute, 2018).

Although the research on strategy formulation is substantially greater than that on execution, there has been a steady rise in the literature on strategy execution in the recent past. This is demonstrated by the work of Kaplan and Norton (2001) accompanied by Bossidy and Charan

(2002). Since 2005, a steady stream of research has come from Hrebiniak (2005), followed by Morgan, Levitt and Malek (2007); Paladino (2007); Spitzer (2007); Kaplan and Norton (2008); Harpst (2008); Marr (2009); Jooste and Fourie (2009) and Mukherjee (2009). Some of the very latest literature consists of De Flander (2010); McKnight; Kaney and Breuer (2010); Lepsinger (2010); Cohen (2011); McChesney; Covey and Huling (2012); Childress (2013); Elbanna and Fadol (2016); Alford and Greve (2017); Fairbanks and Buchko (2018); de Oliveira *et al.* (2018); Hassert (2018); Strategic Direction (2018); and Cote (2020).

The failures of many large organisations have questioned the perception of great strategies delivering organisation success and indicated that problems in execution are a key reason for breakdowns (Johnson, 2004; Kumar, 2015). These views are supported by Pucko and Cater (2008), who point out that strategic plans fail because organisations invest excessive time in the planning phase short of fair regard for implementation or execution. Similarly, much of the research thus far concludes that it is strategy implementation and execution and not strategy formulation alone, that are key requirements for better organisational performance - emphasising the point that a strategy without execution is pointless (Childress, 2013; Elbanna & Fadol, 2016). Further, Engert and Baumgartner (2016) argue that strategic plan resource allocation and support in terms of change management is a waste of time. This points to a vast area with uncertain frontiers, which necessitates its discipline in a set of necessary actions required, from planning to implementation to execution, to ensure the success of a strategy (De Flander, 2012).

A study by Johnson (2004) claims that 66% of corporate strategies are not implemented, resulting in a strategy-to-performance gap. The author further states that over 30 years, it was reported that less than 10% of organisations could successfully implement their strategies.

While more organisations reported in 2012 that they could execute their strategies, more than 57% of respondents believed that their ability to execute their strategy was to some extent or not successful; thus, there is still massive scope for progress on what organisations can do to execute strategies successfully (Desroches *et al.*, 2014). In a survey of 500 senior business executives in 2017, it was determined that even some of the largest global corporations (59%) struggle to bridge the void between strategy development and implementation (EIU, 2017). According to PwC's worldwide survey of 700 executives throughout a variety of industries, only 8% of business leaders were believed to do equally well at strategy and execution (Leinwand & Rotering, 2017). In Harvard Business Review Analytic Services' survey of 1,636 global executives worldwide, only 20% of organisations achieved 80% or more of their strategic goals (Harvard Business Review, 2019).

The importance of strategy implementation and execution in the public sector is very similar to that of private entities with closer alignment of the business strategy to that of service organisations rather than to those that manufacture and/or sell goods (Louw & Venter, 2019). This view is strengthened by Jooste and Fourie (2009), who argue that an exceptional strategy formulation process is equivalent to a well-documented piece of paper only. However, increased organisational performance is determined by effective strategy implementation and execution. Harvey (2004) likewise underlines the position that implementation and execution of strategies persist to be the biggest hindrance in organisations failing to deliver strategic goals successfully and public entities that use strategic planning may observe little yield if planned implementation goes off-centre. While studies on the impact of execution are limited in the public sector, some analysts estimate that performance levels might be approximately 20% lower in the public sector than in the private sector (Strategic Direction, 2018). This point is accentuated by Blum *et al.* (2012), who argue that the gap between strategy formulation, implementation and execution is the root of concern with failure to meet societal needs a consequence of poor execution. The gap can be somewhat attributed to the different stakeholder requirements and the significance of the role that politics and policies play in the public sector (Botten, 2012). In support of this, Bryson (2011) cautions that although characteristics of strategic planning are customary to all forms of organisations, the presentation of planning practices and execution needs to be carefully customised to the public sector. In addition, public managers must allow for the needs of those stakeholders with whom they co-operate and collaborate to achieve organisational goals (Bryson, 2017).

There is no perfect textbook methodology to successfully implement and execute strategy due to its complexity. Yet, a combined leadership and management approach, aiming to reach people's minds through the sharing of the vision whilst showing a detailed road map to execution, will ensure a better probability of success (Hrebiniak, 2005; Childress, 2013; Friis *et al.*, 2016). The shortage of material in the public sector will guarantee that strategy execution remains newsworthy in this sector. However, empirical evidence suggests that in order reduce the strategy execution gap in the public sector, we must first acknowledge the related disparities between private and public sectors as well as know how the effects of each can differ.

2.10 STRATEGY EVUALATION AND CONTROL

The Strategy monitoring and progress evaluation is the last step in the strategic management cycle and this creates a natural feedback loop to the system to improve the formulation and execution progress on an ongoing basis (Kaplan & Norton, 2008). Simply put, strategy evaluation necessitates the reviewing and assessing the strategic management process

through measuring organisational performance to determine the success of a strategy. (Kumar, 2015).

2.11 STRATEGY IMPLEMENTATION AND EXECUTION CHALLENGES (D)

Although good progress has been made in the Strategic Management field since the 1960s, many of the reasons hampering effective strategic implementation and execution persist, implying a need to look more closely at the reasons behind these failures. The next paragraphs will highlight and discuss some of the main themes from the literature contributing to execution challenges.

Lowy (2015) highlights six key challenges or dilemmas facing leaders in the strategy execution process, namely resources, leadership, integration, confidence, morale and change. Table 2.4 highlights the challenges, concerns, and core dilemmas and makes suggestions on how to resolve these dilemmas.

Table 2. 4: The six dilemmas of strategy execution (Adapted from Lowy, 2015)

Key Challenge	Concern	Core Dilemma	Suggestions
Time and Resources	Scarcity	Deliver current value versus creating new value	Assign leadership and resources for both goals. Resolve conflict for leaders, do not pit against each other. Assign resources if you believe in the strategy.
Leadership	Judgement	Maintain trust and support	Get clear about what matters. Do not isolate the team from leadership. Do not sugar-coat, people know what is going on.
Integration	Continuity	Preserve and build on past versus create future value	Find what merits protection and visibly value it. Do not over-sell strategy. Remove barriers to people adopting a new strategy.
Confidence	Persistence and Risk	Exploit current strengths versus beliefs and build on strategy	Put plans into motion quickly, people like to see action and proof. Implement small experiments. Seek out areas where old and new overlap.
Morale	Motivation	Reassure versus challenge and inspire employees	Communicate as much as you can about progress, people want to know how efforts are going. Encourage initiatives through individual performance plans and coaching. Create a positive, optimistic empowered culture.
Change	Balance	Maintain stability versus experiment and learn	Make it alright to fail in pursuit of trying or learning something new. Institute regular debriefing/learning structure to capture and integrate lessons. Give special cover to those initiatives that are leading experiments and change.

2.11.1 Strategy implementation and execution challenges – Economist Intelligence Unit view

In their survey of 500 senior business executives, the EIU determined that even some of the largest global corporations (59%) battle to close the gap between strategy development in its everyday, day-to-day implementation (EIU, 2017). The key reasons are summarised in the tables below.

Table 2. 5: Barriers to successful strategy execution

Barrier	%
The differences in cultural mindsets	24
The lack of or poorly managed resources	22
The inadequate speed and agility	21
The developments outside the organisation	19

In Table 2.5, cultural attitudes and insufficient resources were the most significant barriers hindering effective strategic implementation.

Table 2. 6: Improvements determined to be most useful to bridge the gap between strategy development, implementation and execution.

Activity	%
Better cooperation between developer and implementer	24
Better alignment between HR policy and strategy	24
Better communication among stakeholders	24
Better coordination of efforts	22

In Table 2.6, better communication amongst stakeholders, better designer and implementer cooperation and better alignment between HR policy and strategy were listed as key improvement activities required to bridge the gap between development, implementation, and execution. Most of these factors can be grouped into a category called change management or getting an organisation ready for execution.

Table 2. 7: Over the last three years, what proportion of your organisation's strategic objectives was not met due to flawed or incomplete execution?

% Ranges of Objectives reached	% Of Companies
1-20%	44%
21-40%	36%
41-60%	7%
81-100%	0%

In Table 2.7, only 16% of companies rated an above-average performance in reaching their strategic objectives. While not explicitly stated, it can be argued that an integrated execution model would have supported better execution.

Table 2. 8: Which of the following weaknesses in strategies frequently present significant barriers to their successful execution at your organisation?

Challenges	%
The lack of clarity about the options being made/desired direction for the organisation	34%
The weak understanding of what the company can achieve	25%
The weak understanding of the environment in which the company operates	24%

In Table 2.8, the lack of clarity about choices, a weak understanding of the capacity of the company and a weak understanding of the environment in which the company operates, were listed as the three main challenges to successful execution. Again, these can be summarised into resource and change management challenges.

Table 2. 9: A lack of which of the following competencies negatively affect strategy execution at your organisation?

Competency	%
The lack of the ability to work across functions or business units to co-ordinate strategy	35%
The lack of the ability to foresee technology, customer or competition developments that will affect implementation	33%
The lack of the ability to review strategy plans considering shifting circumstances or priorities and change course of action quickly if needed	31%
The lack of the ability in negotiating/ conflict-resolution skills	28%
The lack of leadership in motivating, engaging and empowering employees	28%
The lack of the ability to plan and execute strategy	28%

In Table 2.9, the ability to work across functions, the ability to foresee technology, the ability to review strategy plans considering shifting circumstances, the lack of negotiating or conflict resolution skills, the lack of ability to plan and execute implementation and the lack of leadership (motivating, engaging, empowering) were highlighted as competencies lacking in support of effective execution. Most of these factors can be grouped into a category called change management or getting an organisation ready for execution.

2.11.2 Strategy implementation and execution challenges – Harvard view

In Harvard Business Review Analytic Services' survey of 1,636 global executives worldwide, only 20% of organisations achieved 80% or more of their strategic goals (Harvard Business Review, 2019). The successful companies (20%) were able to rapidly adapt to changes in the

markets and their leaders found ways to overcome organisational silos to foster more agile ways of working. Implementation leaders (43%) strongly agreed on the importance of senior engagement and coaching in their organisations. Implementation leaders (44%) stated the development and delivery of strategic initiatives is a dynamic and continuous process. As specified in Table 2.10 below, countless strategic and change initiatives at once, poor communication and information sharing and lacking resources rank amongst the top three barriers to successful strategic execution.

Table 2. 10: Top Barriers to successful strategy implementation/execution (Adapted from Harvard Business Review Analytic Survey, 2018)

Barrier	% of respondents reported each one of these as barriers
There are too many strategic and change initiatives at one time	50%
There is poor communication and information sharing	33%
There are insufficient resources	33%
Senior leaders not always in agreement about strategies and implementation	26%
The purpose of strategic initiatives not well communicated	25%
There is an inability to make timely decisions	23%
There are insufficient talent or skills	21%
There are insufficient project management capabilities	19%
There is a lack of engagement with leaders to resolve issues	17%
There are unrealistic timelines	16%
There is a lack of front-line employee buy-in	16%
Other issues	6%

2.11.3 Strategy implementation and execution challenges – The Performance Factory view

De Flander (2012), in their book *The Performance Factory*, highlights poor communication, information sharing and insufficient resources as the top three barriers to successful strategic execution. Table 2.11 below depicts this.

Table 2. 11: Barriers to successful execution (Adapted from The Performance Factory - De Flander, 2012)

No.	Execution Challenges	%
1	Percentage of companies achieving less than 50% financial performance because of deficiencies and failures in strategic planning & execution	33%
2	Wrong business strategy for their business	15%
3	Have KPIs relating to finance, customers, process and people	94%
4	Employees receive no information on how to execute the business strategy	33%
5	The percentage of staff convinced that the strategic projects are staffed with the right people	61%
6	The percentage of staff believe that the strategic projects are being managed correctly	27%
7	The percentage of staff that do not receive any individual feedback	27%
8	The percentage of staff that indicate that performance isn't monitored	17%
9	The percentage of staff/employees today that fully understand their company's business strategies and what's expected of them to help achieve the company goals	7%
10	The percentage of staff that receives no training on essential management skills	27%

2.11.4 Strategy implementation and execution challenges – Summary of challenges including other views

From the most recent studies, it is evident that managers know a lot more about developing strategy than they do about execution. While developing a strategy is challenging, executing the strategy throughout the organisation is even more challenging. Table 2.12 below provides a consolidated summary and discussion per the theme of the research above and includes the views of other authors on strategic execution challenges.

Table 2. 12: Strategy implementation and execution challenges (Author's own, 2021)

Unclear Strategies	Authors
The study of 1100 organisations by Schreurs (2010) revealed that a substantial number of employees (15%) believed that their company was taking the wrong strategic journey. The EIU highlights the lack of clarity and choice (34%) as the main reason hindering successful implementation. The Harvard Business Review states that too many strategic and change programmes at one time contribute to 50% of the barriers in implementation. A significant number of directors have agreed to have the right strategy, but poor translation of strategy leads to strategic objectives, which are insufficiently clear and lack specific understanding. Strategies in many instances are seen to talk a management language but lack any content to translate into execution.	Sun Tsu (Ancient Chinese Military strategist); (Hrebiniak, 2008); (Pucko & Cater, 2008); (Schreurs, 2010); (De Flander, 2012); (Childress, 2013); (Desroches *et al.*, 2014)**; (**Lowy, 2015) **(**Economist, 2018); (Harvard Business Review, 2018)
Change Management/Communication	**Authors**
The study of 1100 organisations by Schreurs (2010) revealed that a substantial number of employees (30%) had no training or guidelines on strategy execution. Managers cannot effect change when the strategy is not communicated effectively to lower levels with 33% of the respondents in the Harvard Business Review rated poor communication and information as a major constraint in strategic implementation. De Fandler also states that 33% of all respondents were not informed on how to execute business strategy. Better communication among stakeholders was voted by 24% of respondents in the survey of the EIU as the most helpful improvement to close the gap between strategy development and implementation. Unclear communication and failure to manage change successfully or to overcome internal resistance to change are also constraints highlighted by many authors.	(Kaplan and Norton, 2006); (Hrebiniak , 2008); (De Flander, 2012); (Dunlop & Vincent, 2013); (Desroches *et al.*, 2014)**;** (Lowy, 2015)**; (**Economist, 2017); (Fairbanks & Buchko, 2018); (Harvard Business Review, 2018)
Organisation Culture	**Authors**
The culture of an organisation generally operates as a barrier thus confining teamwork in addition to the opportunity for innovation and not having a supportive culture and more effective leadership is a major hindrance. Childress stated that culture often offers itself as a constraint to effective strategy execution and prominence on culture as the "invisible of all strategy execution speed bumps. A total of 24% of all respondents in the survey by The EIU rate culture as a major obstacle in strategic implementation. A large percentage of respondents (Harvard Business Review, 2019) rated corporate culture characteristics such as organisational resistance and people reverting to old ways as major constraints in achieving strategic objectives. Many authors agree that a culture of collaboration and accountability drives successful implementation and execution and often acts as a barrier to strategic success.	(Hrebiniak, 2008); (De Flander, 2012) (Childress, 2013); (Dunlop and Vincent, 2013)**;** (Desroches *et al.*, 2014)**;** (Lowy, 2015)**;** (Economist (2017); (Harvard Business Review, 2019)**.**

Leadership/Management/Lack of Ownership	
Strategy execution is a combined leadership and management activity, but this is lacking in many instances with 26% of respondents in the Harvard Business Review stating that Senior Leaders do not agree about strategies and implementation. Childress states that there is no strategy without execution and there is no execution without leadership hence the role of leadership is an integral part of any strategic programme with the aptitude to inspire and guide the strategic direction and execution. According to many authors, many leaders isolate the strategic team from staff and are not clear or transparent about what matters. The lack of leadership engagement (28%) was seen as a dominant competency negatively affecting strategy implementation in the survey by the EIU. Only a minute percentage of executive leadership teams devote adequate time to analysing the strategy. Middle managers are the strategy champions and lead the translation of strategy into action in their departments by influencing and providing guidance on the execution of strategy. Effective communication between senior, middle and junior workers in addition to availability of resources are the key enabling factors to support middle managers to effectively execute strategies.	(Hrebiniak, 2008); (Katoma and Ungerer, 2011), (De Flander, 2012); (Childress, 2013); (Dunlop and Vincent, 2013); (Desroches *et al.*, 2014); (Lowy, 2015); (Economist, 2017); (Harvard Business Review, 2018)
Resource Availability	
A strategy can only be successfully implemented and executed if sponsored by sufficient resources and affiliated with organisational systems with many authors (if not all) agreeing that the absence of resources is a major cause for strategies failing. Strategy implementation and execution are lengthy processes and plenty of time and resources such as human, administrative, physical and technological need to be allocated to these processes. People are undoubtedly an integral cog in strategy execution and is this supported by the various surveys on execution challenges. Only 39% of managers agreed that strategic programmes were resourced with the right capacity and capability (Hrebiniak, 2008). Another 33% of the respondents rated insufficient resources as the top barrier to successful strategy implementation in the survey by Harvard Business Review. In the survey by the EIU, 22% of the respondents listed Insufficient or poorly managed resources as a key barrier to implementation. This is supported by Lowy who suggests that assigning leadership and resources for both formulation and implementation are equally important. Generally, the number of resources dedicated to the execution process is seen as a key barrier hindering effective execution in the views of many authors.	(Ehlers and Lazenby, 2007); (Hrebiniak, 2008); (De Flander, 2012); (Childress, 2013); (Lowy, 2015); (Alford and Greve, 2017); (The Economist, 2018); (Harvard Business Review, 2018)
Lack of a Performance and Reward System	

According to McChesney, Covey and Huling , the main levels of performance always comes from people who are passionately engaged and the highest level of engagement comes from knowing the score. Schreurs (2010) also had significant findings in performance management with the research indicating that 27% of staff is not offered any individual performance feedback. Furthermore, there is an absence of effective methods to track progress and key measures are often omitted in favour of what is easy to measure.	(Mankins and Steele, 2005); (Kaplan and Norton, 2006); (Schreurs, 2010); (De Flander, 2012); (McChesney, Covey & Huling, 2012); (Childress, 2013), (Desroches *et al.*, 2014); (Lowy, 2015) **(**The Economist, 2018)
Lack of Prioritisation of Strategic Goals	
There are too many strategic and change initiatives at one time and lack of systems to help prioritise strategic goals. This is intensified by the lack of the ability by leaders in socialising, negotiating or resolving conflict-around prioritisation.	(Harvard Business Review, 2018)
Lack of Agility	
Failure to adapt the strategy to real-world conditions due to volatility and rapid shifts is a major reason for execution failures. Implementation efforts insufficiently account for changing conditions and leaders need to ensure key talent is mobile and alert toward market changes. Key elements of change, for example, organisational structures, new processes and programs, and technology architecture are fixed for the long-term and hinder agility. Previously, strategies had a life span of 10 to 15 years that has shrunk to 3 to 5 years today. As a result, leaders are obligated to demonstrate a greater degree of agile expertise and implement new strategies more quickly and frequently than ever before. A total of 21% of the respondents in the survey by the EIU list lack of agility as a major barrier to successful strategy implementation and execution.	(Dunlop & Vincent, 2013); (Childress, 2013); (Martins, 2015) (The Economist, 2018); (Harvard Business Review, 2018)
Lack of Fit for Purpose Execution Models	
There are many popular or frequently used frameworks and these include the 7-s Framework, Five approaches to an elusive phenomenon, The 8 Strategic Implementation Framework, The BBS and a more recent version of the 7-step strategic execution framework. Most of these models recommend a process-driven approach to address issues such as culture, resources and change management. Many of the models only highlight basic constraints and may lose some fine-grained areas where gaps in strategy conception or execution can occur. For example, the 8 Model is simple and basic and does not cover all the ins and outs of the Strategy Execution process. The BBS is a more sophisticated and complex execution framework and can be expensive and time-consuming.	*McKinsey 7S model* (Waterman & Philips, 1984); *The BBS* (Kaplan & Norton, 2001); *The Eight 'S's of successful strategy execution* (Higgins, 2005); *SEF* (Morgan & Levitt, 2007); *The 4 Disciplines of Execution* (4DX) (McChesney *et al.*, 2012); *Five*

However, none of these models will determine the success of execution or give an organisation early warning signs if the strategy's success is at risk.	*approaches for better strategy execution* (Homkes, 2016), *5 Keys to Successful Strategy Execution* (Cote, 2020).

In summary, the literature review demonstrates that research areas on implementation and execution successes are dependent on having an organisation incorporating the necessary resources, organisational skills, focus, plans and models to execute the chosen strategy (Friis *et al.*, 2016). The first four factors listed in Table 2.12 above can be clustered under a central theme of 'change management', whilst the latter three can be clustered under the theme of 'resources' and the last one under 'execution models.

2.12 STRATEGY EXECUTION MODELS

Although strategy execution is the main source of anxiety in any organisation, Alexander (1985) contends the crucial reason why implementation does not succeed is that leaders do not have pragmatic models to guide their actions during implementation, namely to translate the strategy into strategic action. Without suitable models, leaders try to implement strategies without a good grasp of the various aspects that must be addressed (Kaplan & Norton, 2008). In a study by Vuorinen *et al.* (2018) on a review of strategy tools over the past 25 years (from data accessed from top journals between 1990 and 2015), 88 strategy tools were identified. Table 2.13 compares the most popular and referenced models.

Table 2. 13: Strategy implementation and execution models (Author's own, 2021)

Model/ Author	Theme/Context	Key Processes or Model Steps
5 Keys to Successful Strategy Execution (Cote, 2020).	**Strategy execution** is the implementation of a strategic plan to reach organisational goals. It comprises the daily structures, systems and operational goals that set your team up for success.	1) Commit to a strategic plan; 2) Align jobs to strategy; 3) Communicate clearly to empower employees; 4) Measure and monitor performance; and 5) Balance innovation and control.
Nudges to improve the transition from formulation to implementation (Tawse *et al.*, 2019).	While a wide variety of factors influence the strategy implementation process, Nudges intend to remind executives of the psychological and emotional forces that stand in the way of execution and to proactively take steps to overcome the hidden chasm between planning and doing.	1) Removing the distraction to plan; 2) Developing implementation intentions; 3) Using verbal framing; 4) Highlighting the end game; 5) Leveraging a crisis; and 6) Celebrating small wins.
Five approaches for better strategy execution (Homkes, 2016).	Executing strategy in an uncertain environment requires agility and adaptation through and demystifies strategy execution myths such as: • It's all about alignment; • Execution is just implementing a plan; • Execution is one size fits all; • Strategy and execution are distinct from each other; • You need top-team help if you want to execute.	1) Take a holistic view of the key drivers of execution and understand how they fit together; 2) Strategic clarity at all levels; 3) Do the right things; 4) Build a culture for execution; and 5) You need good data to execute.
Five drivers of performance (Sabourin, 2015).	Managers who are successful in the application of their objectives, use five drivers of performance. Only by the integration of five drivers of performance can they have a complete and successful execution of the strategies.	1) Clarify and align the objectives; 2) Obtain a commitment by the development of real convictions; 3) Translate your objectives into concrete projects with your employees; 4) Face the exigencies with immediate actions; and

Model/ Author	Theme/Context	Key Processes or Model Steps
		5) Execute your objectives with the integrity of your values.
To conduct a successful implementation - Five recommendations for leaders (Speculand, 2014).	"Strategy is about making the right choices; implementation is about taking the right actions" . Successful implementation depends on people taking the right actions. It follows then that leaders must ensure their employees are taking the right actions.	1) Focus on both creating and implementing strategy while paying equal attention to both; 2) Oversee and stay committed to the implementation by constantly involving and sharing information, communicating with employees and continuously checking the status; 3) Adapt and amend the strategy and implementation as required. Whatever was agreed to in the boardroom rarely happens in the implementation, so adjustments must be made; 4) Create the right conditions for the implementation to ensure you have set up a culture that supports the execution of the strategy; and 5) Follow up to achieve a successful implementation, "follow up" is the number one best practice for leaders to focus on.
The 4 Disciplines of Execution (4DX) (McChesney *et al.*, 2012).	The "4DX" concept is based on the principles of focus, leverage, engagement and accountability. It requires the involvement of senior leaders but at the same time gives team leaders at lower levels the freedom to define their own goals that will contribute the most to the overall go–l - leaders only veto but never dictate.	1) Principle of Focus: Focus on the Wildly Important Goal (WIG); 2) Principle of leverage: Act on the lead measures (as opposed to lag measures); 3) Principle of Engagement: Keep a compelling scoreboard; and 4) Principle of Accountability: Create a cadence of accountability.
Five characteristics and competencies are referred to "s "The Five Bridges" (Lepsinger, 2010)**.**	If an organisation can't execute, nothing else matters, not even the smartest strategy, the most innovative business model, the game-changing technology and for many companies there is a clear gap between intent and execution. The five bridges enable people to navigate the execution gap. These bridges differentiate the	1) The ability to manage change; 2) Having a structure that supports execution; 3) Involving employees in decision-making; 4) There should be alignment between the actions of the leaders and the company values; and 5) There should be companywide coordination and cooperation.

Model/ Author	Theme/Context	Key Processes or Model Steps
	companies that consistently get things done and those that do not. The five bridges enable people to traverse the execution gap.	
SEF (Morgan & Levitt, 2007)**.**	Executives lack a systematic approach to identifying and implementing the right selection of actions needed to deliver on their promised strategies. Executives can strengthen the probability that their organisation will transform strategies into actions that will generate the desired results. They identify six imperatives that leaders must continually align to ensure that they are defining the right strategic projects, and implementing those projects right.	1) Ideation - how to clarify and communicate the company's identity; 2) Vision - tactics for translating the identity, purpose and long-range intentions into clear goals; 3) Nature - a framework for aligning the organisation's culture and strategy. 4) Engagement–t - to ensure that strategic projects receive continuous reviews for ongoing relevance and adequate resources; 5) Synthes–s - methods for aligning project work to ensure all scarce resources are dynamically deployed to maximise strategic benefit; and 6) Transition - How to move the results of projects into mainstream operation.
Eight areas of obstacles or challenges to strategy execution (Hrebiniak, 2005)**.**	There are eight areas of obstacles or challenges to strategy execution. To put it positively, there are eight areas of opportunity and handling them well will guarantee execution success.	1) Develop a model to guide execution decisions or action; 2) Understanding how the creation of strategy affects the execution of strategy; 3) Managing change effectively, including culture change; 4) Understanding power or influence and using it for execution success; 5) Developing organisational structures that foster information sharing, coordination and clear accountability; 6) Developing effective controls and feedback mechanisms; 7) Knowing how to create an execution-supportive culture; and 8) Exercising execution-biased leadership.

Model/ Author	Theme/Context	Key Processes or Model Steps
The Eight 'Ss of successful strategy execution (Higgins, 2005)	The 8 'S's model is a revision of the original McKinsey 7 'S's model developed by James Higgins in 2005. The most significant change comes in the deletion of skills from the McKinsey model and the addition of resources in its place. Furthermore, Strategic Performance has been added to the model to help focus the strategy execution effort.	1) Strategy is the organisation's plan for building and maintaining a competitive advantage over its competitors; 2) Structure is how a company is organised by departments and teams; 3) Systems and processes are the daily activities and procedures that staff need to get the job done; 4) Style is the style of leadership adopted; 5) Staff as the employees and their general capabilities; 6) Resources management must ensure that an organisation has access to sufficient resources for successful strategy execution. Resources include people, money and technology and other management systems; 7) Shared values are the core values of the organisation that reflect on general work ethic; and 8) Strategic performance, to provide focus as to what is required or what is to be achieved and closure once attaining the set objectives.
BBS (Kaplan & Norton, 2001)	One of the most common and popular tools for implementing the strategy is the BBS which consists of a comprehensive set of measures, perspectives and objectives aimed at translating strategy into operational objectives (Kaplan & Norton, 2001). The philosophy of BBS is that the long-term performance of an organisation can be ensured by focusing on both the financial outcome measures and the intangible performance drivers. The goal of a BBS is to experience Strategy Execution as a continuous business process by breaking strategy	1) Internal Business Perspective focuses on what the organisation must excel at to ensure operational excellence; 2) Innovation and Learning Perspective focuses on what can we continue to improve to create value; 3) Financial Perspective focused on financial value to shareholders; and 4) Customer Perspective focuses on experience and feedback from customers.

Model/ Author	Theme/Context	Key Processes or Model Steps
	down into specific and measurable chunks. The BBS relies on four processes for managing strategy: • Translating the vision; • Communicating and linking; • Business planning; and • Feedback and learning.	
Five approaches to an elusive phenomenon (Bourgeois & Brodwin, 1984).	The five models represent increasing attention to bringing implementation forward in the strategic management process. The first three models assume implementation after the fact. The number of people responsible for the formulation is low, while the rest of the organisation is somehow manipulated into implementation. The Cultural and Coercive Model deals with how a large amount of time invested in consensual decision-making pays off with almost instant implementation. Since its inception, the model has been widely used by academics and practitioners in the past but is rarely used in its current form due to its narrow and reactive focus and lack of agility.	1) Commander Mod–l - how do I formulate the optimum strategy?; 2) Change Mod–l - I have a strategy in mind, now how do I implement it?; 3) Collaborative Mod–l - How do I involve top management to get commitment to strategies from the start?; 4) Cultural Mod–l - How do I involve the whole organisation in implementation?; and 5) Coercive Mod–l - How do I encourage managers to come forward as champions of sound strategies?
McKinsey 7S model (Waterman and Philips, 1984)	The McKinsey 7S Framework is a management model developed by business consultants Waterman and Peters to be used as an analysis tool to assess and monitor changes in the internal situation of an organisation (Mintzberg & Waters, 1985). The model implies that the seven internal elements (structure,	1) Strategy is the organisation's plan for building and maintaining a competitive advantage over its competitors; 2) Structure is how a company is organised by departments and teams; 3) Systems are the daily activities and procedures that staff need to get the job done;

Model/ Author	Theme/Context	Key Processes or Model Steps
	strategy, systems, skills, style, staff and shared values) of an organisation need to be in alignment to ensure success. The model categorises the seven elements as either hard or soft issues. The three hard elements (strategy, structures and systems) are relatively easy to identify and can be directly influenced by management. The four soft elements, on the other hand, can be harder to describe, less tangible and more influenced by the organisation's culture but are just as important as the hard elements if the organisation is to be successful.	4) Shared values are the core values of the organisation that reflect on general work ethic; 5) Style is the style of leadership adopted; 6) Staff as the employees and their general capabilities; and 7) Skills are the actual skills and competencies of the employees.

Looking at the summary in Table 2.13, several models have been proposed to address execution challenges, focusing on culture, change management, leadership and/or skills. While Strategy execution has always been extremely challenging all the research, continue to provide disjointed lists on strategy execution problems, many of the models discussed in the table above only highlight the basic constraints and may miss some fine-grained areas in which gaps in strategy conception or execution can arise.

Most of the models recommend a process-driven approach to address issues but lack the detail to provide insights on whether a strategy has a chance of success or not. For example, the 8 strategic Model is simple and basic and while it does not cover all the ins and outs of the strategy execution process, it does offer an essential and modest SEF. The BBS is a more sophisticated and complex execution framework and although the BBS provides a clear picture to indicate company performance and makes goals achievable, implementation can be expensive and time-consuming(Kaplan & Norton, 2008). Other drawbacks might include a huge dependency on data availability as well as poor support or buy-in from employees. Whilst there have been many more models in some form or the other since the views of Alexanders (1985), to address the common themes of communication, resource alignment, and change management, it seems that leaders still do not have applied models to guide their actions during implementation and thus the problems still exist.

2.13 STRATEGY IMPLEMENTATION AND EXECUTION CHALLENGES IN THE PUBLIC SECTOR (F)

Evidence relating to the public sector is still inadequate and, equally, the corresponding gap between strategy and implementation is a base for concern with several analysts believing that effective performance could be 20% lower in the public sector when compared to the private sector (Strategic Direction, 2018). Additionally, there is further research needed that takes the explicitly unique traits that bring on conflicts when employing strategic management in practice in the public sector (Höglund *et al.*, 2018). Key questions and notions are not deliberated in the literature, for example, analysis of the role and influence the pivotal stakeholders play (both direct and indirect) between strategy and the performance of these organisations (Favaro, 2015).

The most comprehensive of strategies or ground-breaking business models are destined for failure if met with poor execution, especially when failing to meet social needs (Strategic Direction, 2018). Discovering solutions to most public-sector challenges necessitates the participation of more stakeholders from both in and out of government than in the past and through this process, they have to reconcile their responsibilities with their resources and set

strategic priorities (Boland *et al.*, 2018). However, in all too many cases, strategic planning discounts the stakeholders needed for both diagnosing challenges as well as delivering outcomes (Boland *et al.*, 2018). This is due to the strategic management process in the public sector being intertwined with politics and frequently requires a manager to deal with politics (Hartley *et al.*, 2015). Hence, the alignment of stakeholder requirements is unremarkably not about discovering the "perfect" or "optimal" solutions but rather making clear what the trade-offs are in certain decisions and approaches in addition to calibrating possible alignment scenarios (Alford & Greve, 2017). Therefore, organisations cannot optimise strategic intent on their own, as some of the literature assumed, but they must incessantly work more with other stakeholders in a wider democratic process for the achievement of forward impetus (Alford & Greve, 2017).

Even though there are some similarities to the challenges faced by both private and public sectors, discussed in Table 2.13 above, there are some challenges that are quite different to the public sector due to the uniqueness of their stakeholder requirements (Botten, 2012; Alford & Greve, 2017). All organisations have stakeholders, but public sector organisations are more prone to political processes and conflicting demands than other organisations (Alford & Greve, 2017). Table 2.14 summarises some of the significant differences between the private and public sector organisations.

Table 2. 14: Strategy implementation and execution challenges in the public (Author's own, 2021)

Key Differences	Authors
Wider involvement is required with all stakeholders, for example government, shareholders, employees, suppliers and customers in deciding strategy or embarking on a path of action that might often result in conflicting priorities. Compliance with inflexible practices and legislation among the larger number of stakeholder groups. Changes in the political cycle. When the administrations change, interruption to strategy projects often occur, leading to inevitable changes in objectives. Instability due to changes in political objectives and policies including constraints in funding. Cultural differences are a norm within the public sector and this can also add to the lack of motivation and communication difficulties that commonly exist. Limited resources, capabilities and conflicting priorities. Public sector organisations are often non-profitable and are dependent on funding from national government.	(Botten, 2012). (Hartley *et al.*, 2015); (Alford & Greve, 2017); (Strategic Direction, 2018); (Boland *et al.*, 2018)**.**

In practice, organisations cannot satisfy all stakeholder requirements. This is due to the limitation of resources; thus, there will be an element of trade-off between competing strategic objectives (Boland *et al.*, 2018)**.**

2.13.1 Stakeholder requirements

Freeman (1984) defines a stakeholder in *Stakeholder Theory* as any group or person who can influence or is influenced by the attainment of the organisation's objectives. Stakeholders are people, customers, suppliers, taxpayers and shareholders that have an interest in the organisation and their intentions are diverse– - this could be a source of possible disagreement in the achievement of an organisation's strategy (Freeman 1984; CIMA, 2021). This is supported by Williams and Lewis (2008), who argue that stakeholders define a strategy and public sector organisations have a diverse set of conflicting stakeholders who can influence or impact this.

Public and private organisations vary in terms of their strategic objectives due to public organisations not being established to generate profit but rather to create public worth; their funding is granted by the national government (Nutt, 2006; Alford & Greve, 2017). There is always a tendency to commit to too many things to appease stakeholders because different stakeholder groups will have different interests and levels of influence concerning the organisation and the decisions that it makes. This is why organisations need to assess stakeholder requirements and their impact on resources in support of an adopted strategy (Bryson *et al.*, 2017).

2.13.2 Resource availability

The old strategy maxim an organisation cannot be all things to all people is based on an intrinsic prerequisite of trade-offs among resource obligations (Mintzberg, 2009). This implies that no resources mean no strategy (Fairbanks & Buchko, 2018). In a period when trust and confidence in the public sector are at a significant low and public resources become ever more scarce, governments are faced with immense responsibility to achieve strategic goals (Said *et al.*, 2016). Resources are vital elements of strategic capabilities required to implement and execute an organisation's strategy; however, there seems to be a lack of situational analysis or frameworks assessing the state of resources before embarking on elaborate strategies.

Literature has pointed to the resource audit 5Ms framework that can be used to aid a structured review of resources and capabilities. Although not yet an academic framework, it provides a series of categories from which the entire organisation's resources can be reviewed or assessed (Pitcher, 2018). Various iterations of the model were produced commencing with the 5Ms to the more recent 9Ms (Table 2.15).

Table 2. 15: The 9Ms resource audit check list (Pitcher, 2018)

No	Resource	Examples
1	Money	Cash Flow, budgets and funding.
2	Make-Up	Culture, organisational structure and public sentiment
3	Management information	Ability to generate and share timely information.
4	Manpower(workforce)	Resource quantity and capability.
5	Management	Skills and experience of senior managers.
6	Methods	Processes and activities in the organisation's value chain.
7	Machinery	Tools, software and infrastructure.
8	Materials	Raw materials required for the production of goods.
9	Marketing	Markets, segments, position and product life cycle.

A considerable success factor for any public entity is to detect and construct strategic competencies to generate maximum yield for key stakeholders. Concentrating on internal resources and capabilities, the RBV and dynamic capability strategies can afford a more long-term, permanent competitive advantage than the traditional market approach. However, this does not mean that the external environment component from Porter's Five Forces must be taken away but rather complemented.

Given the scarcity of resources in the public sector, there should be more evidence of the use of RBV, thus allowing departments to build their strategies around their core competence. However, the literature on the use of the RBV theory in public organisations is somewhat lacking. In their research on the RBV in strategic management of public organisations, Szymaniec-Mlicka (2014) promotes the RBV approach in an organisation as an effective strategy; meaning that public organisations would be obliged to view their resources and proficiencies as conditional to a situation, thereafter incorporating those resources for a competitive advantage. They further argue that implementing the logic of the RBV in the management of public organisations in a turbulent environment is deemed the right strategy, however, there are still no clear results confirming this assumption (Szymaniec-Mlicka, 2014).

In their publication *Mapping the landscape of strategy tools: A review on strategy tools published in leading journals within the past 25 years,* Vuorinen *et al.* (2018) list Time-Driven ABC as the planning of resource capability. In other words, what resources will be required to achieve strategic objectives. Time-Driven ABC is a toolkit designed to assist managers to forecast the required resource capability from strategic goals (Kaplan & Anderson, 2004). This is a simpler method than traditional ABC/ABM models developed by Kaplan and Cooper in the 1980s, which allocated resources to activities in support of strategic objectives (cost objectives) using the CAM-I framework (Cokin, 1996).

There are no further studies demonstrating the value of ABM or Time-Driven ABC using the CAM-I framework (Appendix F) in support of strategy implementation and execution. One of the reasons, in the past, could include a huge dependency on data availability as well as poor support from employees. However, with the dawn of the 4IR in addition to the emergence of big data solutions with cheaper computing, there is an opportunity to explore this framework further. ABM on its own will not diminish non-performance of strategy but it will empower management with a better understanding of the gaps in divisional performance by providing information and the relevant diagnostics of areas that require improvement in support of the business processes and internal business perspective in the BBS (Sandison *et al.*, 2003).

2.13.3 Execution models - public sector

While the literature on strategy implementation and execution models has seen an increase, most of the literature addresses challenges in the private sector. In the public sector, little is known about these styles/models or their consequences on performance. Early strategy implementation literature suggests that there are a few possible approaches to implementation with rational at one end of the spectrum and incremental at the other (Miles & Snow, 1978; Bourgeois & Brodwin, 1984). These models demonstrate the range of implementing styles that could potentially exist in organisations but differ both in the variables that they consider as well as the terms that they use. Bourgeois and Brodwin's models (1984) are examples of implementation styles that follow a commander, change, collaborative, cultural and coercive approach. However, there is little agreement on which of these styles leads to improved performance as none of the styles of implementation (rational/incremental, amongst others) by themselves are likely to lead to better performance (Rhys *et al.*, 2011). There is no standard approach; however, practices that combine and alternate rational, political and participatory reasoning as well as horizontal and vertical decision-making processes might be best suited for public entities (Favoreu *et al.*, 2016). Clearly, an implementation and execution-style can make a difference in public services, however the best style is lacking (Rhys *et al.*, 2011)

2.14 SYNTHESIS OF THE LITERATURE REVIEW

While there have been significant developments in the field of Strategic Management since the 1960s, most of the literature is still dominant on strategy formulation (Elbanna & Fadol, 2016). The positioning school lead to the birth of two dominant strategies in the 1980s and 1990s, namely Porter's Five Forces and Barney's RBV theory (Martin, 2015). However, the literature on the use of the RBV theory in public organisations is somewhat lacking (Szymaniec-Mlicka, 2014).

While strategy formulation is an integral part of the strategic management process, it is through the execution phase that the success of a strategy is determined (Favaro, 2015). While there has been an increase in literature on execution, very important issues relating to execution are still persistent today (Johnson, 2004; Srivastava, 2017). Many contemporary authors have suggested that implementation and execution are often used incorrectly, as the same, however, they are indeed two different concepts albeit dependent on each other (CIMA, 2021).

When looking at the public sector, an increase in literature and the use of strategy management in this sector since the mid-80s has been noted; yet again, most of the literature focuses on formulation and not on execution (Bryson *et al.*, 2017). Coincidentally, this has given rise to public sector organisations formulating some of the best strategies; however, strategies continue to fail due to poor execution.

Some of the reasons attributed to public sector failures are the lack of research on the distinction between public and private sectors mainly attributed to stakeholder influence on the objectives of these organisations (Botten, 2012; Höglund *et al.*, 2018). The literature has also emphasised that some of the other reasons for strategic failures are centred around two challenges, change management and lack of resources.

While there are many tools available to aid the strategic management process, many of them focus on formulation and the ones available for execution are limited or basic. The limited preceding research can only be considered a commencement of a more profound understanding of the ideal execution framework for the public sector. In conclusion, the gap in theory is related to the limited research done in the field of strategy execution, in particular inthe public sector.

2.15 CHAPTER SUMMARY

This chapter reviewed the current models and strategy execution theories to detect the existing limitations in the body of knowledge. The literature revealed the key difference between strategy implementation and execution; acknowledged the key barriers in the strategy execution process and highlighted the key differences in stakeholder objectives between the private and public sectors. The review of the literature allowed the empirical investigation of the underlying factors to be discussed in the next chapter. The next chapter also motivates the justification of the study constructs used in the conceptual framework and the hypotheses developed.

CHAPTER 3: FORMULATION OF THE HYPOTHESES AND THE CONSTRUCTION OF A CONCEPTUAL FRAMEWORK

This chapter will justify the study constructs adopted in developing the conceptual framework. It will also discuss the hypotheses related to the study to address the research objectives.

3.1 INTRODUCTION

The research question for the study was formulated as follows: *How can a suitable strategy execution model for the public sector in an emerging economy be constructed?* This chapter further contributes to meeting the theoretical objectives of the study, as stated in Chapter 1:

TO_1: To review the current models and strategy execution theories and identify the existing limitations in the body of knowledge.

TO_2: To develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed.

The empirical objectives of the study are formulated as follows:

EO_1: To determine the antecedents of strategy execution through a SEMM research design.

EO_2: To assess the overall face validity of the proposed framework with subject matter experts to co-create the final model.

3.2 THEORETICAL OBJECTIVE 1 (TO_1)

The literature reviewed in Chapter 2 revealed that there are many models available to aid the strategic management process. However, many of them focus on formulation and the ones available for execution are limited or basic. The major reasons for strategic failures are centred around two challenges change management and the lack of adequate resources. In addition, contemporary authors have suggested that implementation and execution are often used incorrectly, as the same. However, they are indeed two different concepts, albeit dependent on each other (CIMA, 2021) and the lack of clear distinction thereof could lead to strategic failures. Lastly, public-sector challenges are somewhat different to that of the private sector due to influential stakeholder requirements, stemming from factors (policy, social and political), leading to additional and sometimes conflicting priorities on limited resources (Botten, 2012; Hartley *et al.,* 2015).

3.3 THEORETICAL OBJECTIVE 2 (TO_2)

According to Trafford and Leshem (2008), a conceptual framework provides a theoretical outline of your envisioned research and structure within this process. According to Saunders

et al. (2019), in developing the conceptual framework, the researcher must base their pronouncements on which concepts to measure, informed by the research questions and hypotheses in the study. This was achieved by exploring the literature to identify the pertinent themes and the associated constructs. This led to the identification of three main themes (Theme 1-Stakeholders, Theme 2-Resources and Theme 3-Strategy). Resource availability was identified as major challenge to execution under Theme 2. Similarly preparing an organisation for execution (change management) was also identified as a major challenge to execution under Theme 3. In addition, the relationship between strategic implementation and execution needed exploration under Theme 3. Lastly the influence stakeholder requirements, stemming from factors (policy, social and political), leading to additional and sometimes conflicting priorities on limited resources needed exploration under Theme 1.

This will be unpacked and discussed under the empirical objectives with the presentation of the conceptual model thereafter.

3.4 EMPIRICAL OBJECTIVES - EO$_1$

A hypothesis has a minimum of two variables that explain the cause-and-effect associated with a preconceived future outcome, which can be tested as being positive or negative. On the contrary, a value proposition is a statement that explains the advantages that can be anticipated from an action (Dudovskiy, 2018).

A) Determine the significance of stakeholder objectives on resource availability in the public sector		
Independent Factor	**Dependent Factor**	**References**
Stakeholder Requirements (objectives) 1) Shareholder (revenue collection) 2) Suppliers (Economic Transformation) 3) Employees 4) Customers/Taxpayers 5) Government Legislation	Resource Availability	Ehlers and Lazenby (2007); Hrebiniak (2008); NPC, 2012); De Flander (2012); Childress (2013); Pustkowski *et al.* (2014); Hodgkinson and Hughes (2014); Lowy (2015); Alford and Greve (2017); The Economist (2018); Harvard Business Review (2018); Strategic Direction (2018); Fairbanks and Buchko (2018); Mitchell *et al.* (2018); Höglund *et al.* (2018); Boland *et al.* (2018); MTSF (2019)

Freeman (1984) defines a stakeholder in the Stakeholder Theory as 'any group or person such as people, customers, suppliers, taxpayers, shareholders, etc., who can influence or is impacted by the accomplishment of the organisation's objectives. They can be a base of possible conflict for the achievement of an organisation's strategy.

Public and private organisations differ in terms of their strategic objectives due to public organisations not being established to generate profit, but rather to generate stakeholder value, while in the private sector the most important stakeholders are the shareholders and the mere existence of these organisations are to create shareholder value (Nutt, 2006). In the public sector, wider involvement is required with all stakeholders. For example, the government is the shareholder and the enforcer of legislation, as well as the employee, supplier, and customer in deciding the strategy or embarking on a path of action that might often result in too many or conflicting priorities (Botten, 2012). Government leaders are political appointees and possess a narrow window of time for action, as opposed to private sector leaders, as a result of a high turnover among government leaders (Boland *et al.*, 2018). These are influenced by changes in leadership during election cycles, a diverse set of stakeholders and diverse political demands that are unique and do not always meet business imperatives (Andrews *et al.*, 2017; Mitchell *et al.*, 2018).

While there are many types of stakeholders, some of which fall under the internal or external stakeholder categories, the literature suggests that five stakeholders (shareholder, customers, employees, suppliers, and government) (CIMA, 2021) have the greatest impact and are the most commonly used in the public sectors.

In profit-centred organisations, a bigger need for services or products will lead to a rise in revenues and hence increase the ability of the firm to extend its budget. However, this varies in the public sector as all demands must be supplied or serviced from a predetermined limited budget and thus possibly impact resource availability and in turn impact the success of the strategy (Botten, 2012, MTSF, 2019).

Adherence to supplier regulations require organisations to instil policies and procedures to ensure compliance against published legislation. These processes require additional resources and in many instances lead to elongated processes leading to long and expensive turnaround times for the procuring of resources (Alford & Greve, 2017,; Boland et al., 2018, MTSF, 2019, CIMA, 2021)

Employees a, critical internal stakeholder in many government entities make up the majority of the cost structures. Employees have competing priorities with other stakeholders in terms higher salaries, better working conditions, the need for training and development and to have the most relevant tools of the trade (Mitchell et al., 2018; Höglund et al., 2018, MTSF, 2019, CIMA, 2021).

The citizens/taxpayers as customers of public entities are among the key stakeholders for government organisations. Conflicting customers' requirements in terms of service delivery or customer service will constantly put strain on limited resources available to public entities NPC, 2012, Boland *et al.*, 2018, MTCF, 2019, CIMA, 2021).

Most public entities are responsible and accountable for the implementation of government Legislation for example the Income Tax Act, 1962. New legislation gazetted by government require public entities to prioritise and implement new legislation often to the detriment of other competing priorities (NPC, 2012, Botten, 2012, Boland *et al.*, 2018, MTCF, 2019, CIMA, 2021).

It is, therefore, hypothesised that:

H_1 There is a significant relationship between Revenue collection (shareholder) requirements and Resource availability.

H_2 There is a significant relationship between Supplier requirements and Resource availability.

H_3 There is a significant relationship between Employee requirements and Resource availability.

H₄ There is a significant relationship between Customers/taxpayer requirements and Resource availability.

H₅ There is a significant relationship between Government requirement and Resource availability.

B) Determine the significance of resource availability on strategy implementation, on preparing the organisation process and on strategy execution in the public sector.		
Independent Factor	**Dependent Factors**	**References**
Resource Availability	• Preparing an organisation for the execution process • Strategy Implementation • Strategy Execution	Ehlers and Lazenby (2007); Hrebiniak (2008), De Flander (2012), Childress (2013), Pustkowski *et al.* (2014), Hodgkinson and Hughes (2014), Lowy (2015), Alford and Greve (2017), The Economist (2018); Harvard Business Review (2018), Strategic Direction (2018), Fairbanks and Buchko (2018), Mitchell *et al.* (2018), Pitcher (2018)

The gaps in the literature have highlighted implementation and change management as two key processes which are often neglected or conflated within the strategic execution process and these ultimately lead to strategic failures (Favaro, 2015; CIMA, 2021). Contemporary authors have suggested that implementation and execution are often used incorrectly as the same; however, they are two different concepts - dependent on each other (CIMA, 2021).

Literature in the preceding chapter has emphasised the availability of resources as key a constraint hindering effective implementation, change management and execution (Mitchell *et al.*, 2018). This is supported by the recommendations from the OECD (2015), that strategic programmes be resourced with the right capacity and capability.

To test the significance of resources to strategy, it is important to determine the types of resources and access their impact on resource availability. The 9Ms resource audit (cf. Table 2.15) (CIMA, 2021) is a common framework that can be used to aid a structured review of resources and capabilities and while not strictly an academic framework, it provides a series of resource categories to be reviewed (Pitcher, 2018). For this study, government entities are service orientated and are rarely in competition with other companies, mainly due to being monopolies in the sector. For these reasons, markets and materials will not be considered for this study.

Research in this field is limited to that of the private sector and cannot be generalised to be the same in the public sector. It is, therefore, hypothesised that:

H₆ There is a significant relationship between Resource availability as well as Strategy implementation.

H₇ There is a significant relationship between Resource availability and preparing the organisation process for execution.

H₈ There is a significant relationship between Resource availability and Strategy execution.

C) Examine the impact of strategy implementation on preparing the organisation process and on strategy execution in the public sector.		
Independent Factor	**Dependent Factor**	**References**
Strategy implementation	• Preparing an organisation for execution • Strategy execution	Ehlers and Lazenby (2007); Bryson *et al.* (2009); Hrebiniak (2008), De Flander (2012), Childress (2013), Pustkowski *et al.* (2014), Hodgkinson and Hughes (2014), Lowy (2015)**,** Alford and Greve (2017), Andrews *et al.* (2017) The Economist (2018); Harvard Business Review (2018), Strategic Direction (2018), Fairbanks and Buchko (2018), Mitchell *et al.* (2018)

Implementation is the course of moving an idea from conception to reality is often referred to as the developing process rather than the design process. Implementation is defined as getting the organisation ready for execution and is associated with getting the organisation ready to effectively execute the strategy and includes acquiring resources and skills, promoting a strategic culture, change management and communication (Boland *et al.*, 2018; CIMA, 2021). Government leaders are not always personally invested in the strategic-implementation and execution process and often delegate responsibility to lower-level management. This lack of preparation and commitment at the top filters down, leading to slightly engaged staff members who are not optimally devoted to executing the organisation's strategy (Boland *et al.*, 2018).

"It is striking how much confusion there is between strategy, implementation and execution" (Favaro, 2015:1). Implementation commences with profoundly thought-out choices to outline the formations and actions, which would be required to convert strategy into reality and this process carefully realigns the organisation, its people and its systems, to the overarching strategy (Mitchell *et al.*, 2018). Execution is defined as the decisions and activities undertaken to turn your implemented strategy into success. Moreover, to achieve 'execution excellence' is to realise the best possible results a strategy and its implementation will allow (Favaro, 2015).

Executives state that 40% of their strategy potential value breaks down in execution mainly due to the lack of alignment of its key resources (people process and structure which are key steps in the implementation process) (Mankins, 2017). Implementation is concerned with getting the organisation ready to effectively execute the strategy and includes acquiring resources and skills, setting up systems and determining performance measures (CIMA, 2021). It is, therefore, hypothesised that:

H$_9$ There is a significant relationship between Implementation and Preparing the organisation for execution.

H$_{10}$ There is a significant relationship between Strategic implementation and execution.

D) Examine the impact of preparing the organisation process on strategy execution in the public sector		
Independent Factor	**Dependent Factor**	**References**
Preparing an organisation for execution	Strategy execution	Lowy (2015)**,** Alford and Greve (2017), The Economist (2018); Harvard Business Review (2018); Strategic Direction (2018); Fairbanks and Buchko (2018)**;** Mitchell *et al.* (2018); Favaro, (2015); Mankins (2017)

Better communication among stakeholders, better developer and implementer co-operation, as well as better alignment between HR policy and strategy are listed as key improvement activities required to bridge the gap between development, implementation and execution (EIU, 2017). The often missed or neglected critical process in the link between implementation and execution lies in the change management process (preparing an organisation for execution) required for execution and includes activities such as promoting a strategic culture, change management and communication (Boland *et al.*, 2018). Many companies still follow a 'Plan-then-Do' approach to a strategy where organisations create the best strategy and implementation but often forget about important steps in readiness for execution, such as getting the organisation ready for execution (Mankins, 2017). For example, it is difficult to execute a strategy when the strategy itself isn't well understood or performance related to it is not communicated (Favaro, 2015). Managers cannot effect change leading to the strategy not being communicated effectively to lower levels. This absence of engagement at the top filters down, resulting in marginally engaged staff members who are not optimally committed to developing and implementing the organisation's strategy (Fairbanks & Buchko, 2018). Ambiguous communication and the inability to manage change effectively are highlighted by many authors as key barriers in the execution process. It is therefore hypothesised that:

H$_{11}$ There is a significant relationship between Preparing an organisation process and Strategic execution.

The variables and the hypotheses developed for the study as discussed above have been summarised and illustrated in the conceptual framework (Figure 3.1) below to address TO$_2$ (to develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed). The proposed conceptual model is presented as a preliminary framework, based on the existing literature and scholarly work relating to the topic.

The empirical phase of the study further contributed to the final construction of the model as presented at the end of the study.
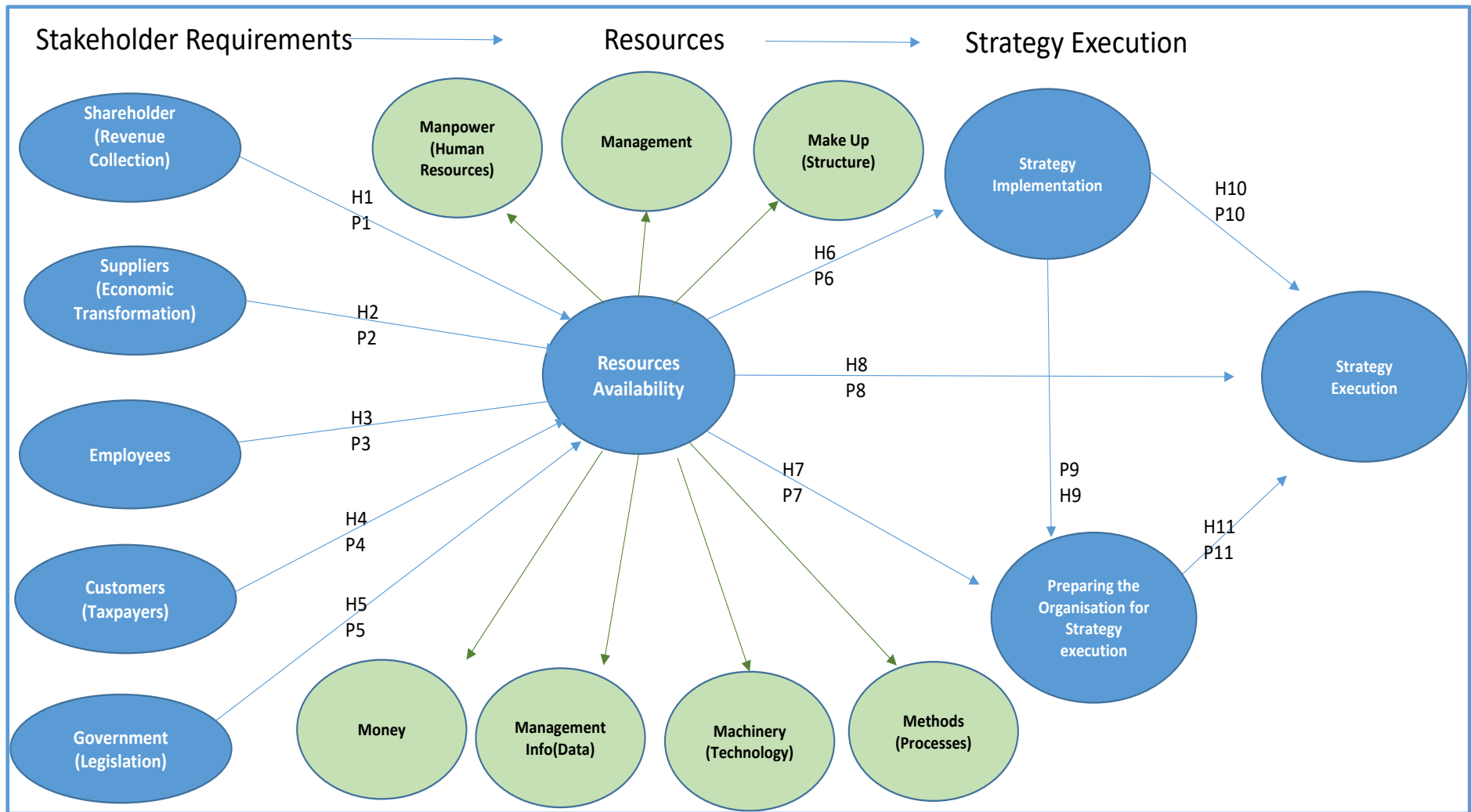
Figure 3. 1: Preliminary conceptual strategy execution conceptual model (Authors' own, 2022)

3.5 DEVELOPMENT OF THE MEASURING INSTRUMENT

The questionnaire was developed based on the constructs identified in the research questions and objectives guided by the literature review as illustrated in figure 3.1. As this literature is limited, this was a newly developed instrument and not adapted from any previous study. The main themes of the research (all included in an initial 76-item questionnaire) were Stakeholder requirements, Resource availability and Strategy execution and will be unpacked below.

3.5.1 Theme 1 – Stakeholder requirements

This theme consisted of five constructs with 22 items, namely Shareholders (revenue collection), Suppliers, Employees, Customers and Government. Whilst there are many types of stakeholders, the literature suggests the five identified stakeholders used in this study have the greatest impact and are the most used in the public sectors (CIMA, 2021).

3.5.2 Theme 2 – Resource Availability

This theme consisted of seven constructs with 37 items, namely Shareholder manpower, Management, Make-up, Money, Machinery, Management information and Methods. To test the significance of resources to strategy, it is important to determine the types of resources and assess their impact on resource availability. The 9Ms resource audit (CIMA, 2021) is a common framework that can be used to aid a structured review of resources and capabilities. While not strictly an academic framework, it provides a series of resource categories (Pitcher, 2018). For this study, government entities are service orientated and are rarely in competition with other companies, thus markets and materials will not be considered for this study.

3.5.3 Theme 3 – Strategy Execution

This theme consisted of three constructs with 17 items, namely Strategy implementation, Preparing the organisation for strategy execution and Strategy execution. More recent authors have suggested that implementation and preparing an organisation for execution are key antecedents of the execution process and are often incorrectly conflated with execution to the detriment of the strategic process (Pitcher, 2018). Consequently, this study will explore the significance of preparing an organisation and implementation on strategy execution.

3.6 CHAPTER SUMMARY

This chapter examined and rationalised the various constructs in the proposed conceptual framework, as well as validated the development of the hypotheses. The next chapter highlights the various aspects of the proposed research methodologies that facilitated the empirical testing of the proposed hypotheses.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGIES

In this chapter, the author intends to display the research design. The chapter will also discuss the methodologies assumed for the study.

4.1 INTRODUCTION

The preliminary conceptual framework offers the basis for the empirical phase of the research. The phases of the SEMM are described in this chapter, commencing with the adopted research justification of the preferred philosophy. This is followed by the research strategy, the research method, the research design adopted, and the justification of the choices made. Thereafter, the research instruments used to accumulate data, the reasoning for the chosen instruments and the data analysis approaches are discussed. Finally, the chapter will close the ethical issues considered in the research.

There are several descriptions of research frameworks, including the Descriptors of Research Design by Cooper and Schindler (2011) and the Research Onion by Saunders *et al.* (2019), amongst others. The Research Onion, as illustrated in Figure 4.1, was deemed suitable for illustration purposes of this study due to its usefulness and adaptability in a variety of contexts to almost any type of research methodology (Bryman & Bell, 2015).
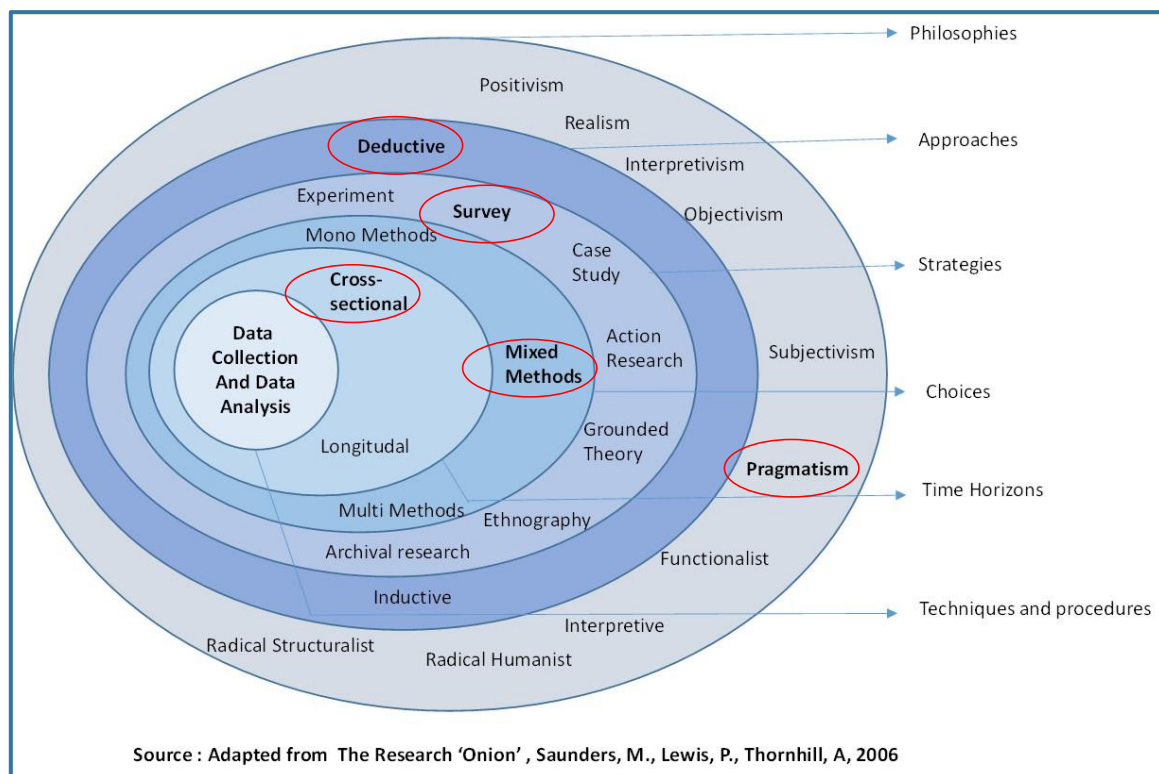
Figure 4. 1: The Research Onion (Saunders *et al.*, 2019)

4.2 RESEARCH PHILOSOPHY

A research philosophy can be identified as a set of beliefs and assumptions that will help the study in the development of knowledge of a distinct topic. The being of several phenomena that are true or believed to be true revolves around the notion of research philosophies and it is through this process that a study simplifies the strategies to be used in a research process (Saunders *et al.*; 2019). The very purpose of research is to develop new knowledge and choosing the right philosophy holds much significance in planning and carrying out research (Bryman & Bell, 2015). These include assumptions about human knowledge centred around how we obtain knowledge and come to understand things (epistemological assumptions) regarding the realities encountered in research (ontological assumptions) (Saunders *et al.*, 2019).

While research philosophies may differ in the goals of research, they are not necessarily at odds with each other (Bryman & Bell, 2015). The three branches of philosophy (ontology, epistemology, and axiology) are compared in Table 4.1 below.

Table 4. 1: Branches of philosophy (Bryman & Bell, 2015)

Philosophy	Contrasting Points
Ontology	A philosophy that deals with the study of the nature of reality or being and is concerned about the assumptions that people make about how the world works. Simply put, it can be argued that ontology differentiates between reality and how you perceive reality.
Epistemology	A branch of philosophy that describes the nature of knowledge and what determines acceptable knowledge in a discipline or field. The key determination is what is acceptable and the associated facts about the field of your research. Epistemology is mostly used for scientific research purposes.
Axiology	A strand of philosophy that studies judgments about the value and includes values in the fields of ethics and aesthetics. The values of one's self play a crucial role in all stages of the research process (such as values), and are the guiding light for all our actions and influence the collection and analysis of your research.

There are four main research philosophies (positivism, realism, interpretivism and pragmatism). These are briefly discussed below (Bryman & Bell, 2015; Saunders *et al.*, 2019).

4.2.1 Positivism

Positivism only considers factual knowledge as reliable with a general principle that reality can be experimented with verified and expanded and the social entity is not considered (Saunders *et al.*, 2019). Research questions and hypotheses are derived and can further be tested following an autonomous approach in which study observations are not prejudiced by human

values and beliefs (Bryman & Bell, 2015). In positivism, the work of a researcher is limited to data collection and interpretation.

4.2.2 Realism

Realism is similar to positivism, whereby the researcher must follow a scientific path rather than believing in what is being professed (Bryman & Bell, 2015). While social reality and the researcher are not dependent on each other, realism states that scientific methods are improper and every theory can be revised; it argues that you cannot find reality without continuous research (Saunders *et al.*, 2019).

4.2.3 Interpretivism

Interpretivism philosophy is based on the study of the social world with the view that human beliefs and values have a bearing on the work of the researcher in rendering how people participate in social and cultural life; in other words, it helps people understand their own and others' actions (Saunders *et al.*, 2019). Human interest is considered by employing interviews and observations. Interpretivism philosophy is applied when consequences are based on situations (Bryman & Bell, 2015).

4.2.4 Pragmatism

Pragmatism is concerned with the fact that no situation in this world can be resolved by following one single path and there are multiple ways of solving a single problem (Bryman & Bell, 2015). A pragmatic approach argues that while constructivism and objectivism are the ideal ways to conduct research, this approach allows one to critique a topic from one or both viewpoints (Saunders *et al.*, 2019). Pragmatism reasons that the most important factor is the research question but there can be more than one approach, paving the way for mixed methods (Saunders et al, 2019).

A summary of the four research philosophies with their key dimensions is illustrated in Table 4.2. It contrasts key differences and dependencies.

Table 4. 2: Contrasting the research philosophies in management research (Adapted from Dudovskiy, 2018; Saunders *et al.*, 2019 and Bryman and Bell, 2015).

Contrast	Ontology	Epistemology	Axiology	Data Collection
Positivism	External, objective and independent of social actors	Only observable phenomena can provide credible data and facts. Focus on causality and law-like generalisations, reducing phenomena to simplest elements.	Research is undertaken in a value-free way; the researcher is independent of the data and maintains an objective stance.	Highly structured, large samples, measurement, quantitative, can also use qualitative.
Realism	Exists independently of human thoughts and beliefs or knowledge of their existence (realist) but is interpreted through social conditioning (critical realist).	Observable phenomena provide credible data and facts. Insufficient data means inaccuracies in sensations (direct realism). Alternatively, phenomena create sensations, which are open to misinterpretation (critical realism). Focus on explaining within a context or context.	Research is value-laden; the researcher is biased by worldviews, cultural experiences, and upbringings. These affect research findings.	Methods chosen must fit the subject matter, quantitative or qualitative.
Interpretivism	Socially constructed, subjective, may change.	Subjective meanings and social phenomena. Focus is on the details of the situation, the reality behind these details, subjective meanings, and motivating actions.	Research is value bound, the researcher is part of what is being researched, cannot be separated and so will be subjective.	Small samples, in-depth investigations, qualitative.
Pragmatism	External, multiple, views are chosen to best enable answering the research question.	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question. Focus on practical applied research, integrating different perspectives to help interpret the data.	Values play a large role in interpreting results, and the researcher adopts both objective and subjective points of view.	Mixed or multiple method designs, quantitative and qualitative.

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4.2.5 The researcher's philosophical stance

Among the research philosophies recognised by Saunders *et al.* (2019), pragmatism was adopted for this study. This was done by giving due consideration to the arguments for the dimensions as described in Table 4.3.

Table 4. 3: Justification of philosophy Source: (Saunders *et al.*, 2019)

Dimension	Pragmatism
Ontology: Objectivism versus subjectivism	Reality is external and multiple, and this view is taken to provide the best answer to a research question.
Epistemology	Both observable (objective) and subjective phenomena can provide knowledge that is acceptable to the research question. Different perspectives will be combined to interpret data meaningfully.
Axiology	It is both objective and subjective because values may also influence the interpretation of data.
Data collection methods most often used	It proposes the best possible approach to the research and is practical to combine different methods (quantitative and qualitative methods).

Pragmatism is aligned with the fact that no situation in this world can be solved by following one single path as there are multiple ways of solving a single problem (Kuhn, 2012). While the pragmatism research philosophy is relatively new compared to other research philosophies, this viewpoint has become a competing alternative philosophy. Pragmatism rationalises that the most salient factor is the research question; however, there can be more than one approach, paving the way for mixed-methods (Bryman & Bell, 2015).

The study adopted a pragmatic stance and by so doing, was able to integrate different perspectives such as quantitative and qualitative to improve data interpretation. In this instance, the pragmatism research philosophy provided a balance between a positivist research philosophy and an interpretivist research philosophy; thus, the study identified solutions to the issues using theories and frameworks (Saunders *et al.*, 2019). A pragmatic approach argues that while constructivism and objectivism are the ideal ways to conduct research, this approach allows one to critique a topic from one or both viewpoints (Saunders *et al.*, 2019).

In addition, pragmatists recognise that there are various ways in which researchers can interpret the world due to several realities. Furthermore, the pragmatic approach to mixed-method research does not align itself with a single system as no single view can holistically map the entire picture due to several experiences (Saunders *et al.*, 2019). Pragmatism using mixed methods improves data interpretation, thus allowing for an amalgamation of quantitative

and qualitative techniques. Specifically, a SEMM design was adopted for this study to allow for the quantitative results to be explained in more detail in a qualitative phase (Creswell, 2018).

To integrate different perspectives for the improvision of data interpretation, the study adopted the use of combined quantitative and qualitative methods for data collection (Saunders *et al.*, 2019). Finally, the logic behind adopting the pragmatic view allowed the research to apply a deductive approach (using hypotheses and theory testing).

4.3 RESEARCH DESIGN

Bryman and Bell (2015), specify a research design as a comprehensive plan stating the sequence of events that a study will carry out to achieve the objectives of a research study. The basic objective of the research design was to create a blueprint of the methodology to guarantee that the maximum amount of information needed for the study was gathered, measured and analysed with a minimum amount of resources (Sekaran, 2003). The research design covered the problem statement, the objective of the research study and the methodology for gathering and analysing information (Saunders *et al.*, 2019). It provided the conceptual shape for the conduct of the research study in a planned sequence of activities.

4.3.1 Research approach

The deductive research approach provided the annotations that were needed to form the views in support of the outcomes of the research objectives through statistical testing. Through this approach, it was probable to explain underlying relations between concepts and variables, measure concepts quantitatively and simplify research findings to a certain extent by using hypotheses and theory testing, as well as the statistical analyses of anticipated results to an accepted level of likelihood (Bryman & Bell, 2015).

4.3.2 Research strategies

This layer of the Research Onion depicts how the work of the study was carried out when analysing the research objectives using certain research methods (Saunders *et al.*, 2019). It is also imperative to note that while every choice has its benefits and limitations, the rationale for the decision should be well justified (Sekaran, 2003).

While there are many research designs, a combination of a survey and semi-structured interviews were used as instruments in the research strategy. A survey is often associated with the deductive approach and is one of the finest and most economical research strategies – hence an extensive amount of rich and reliable data was gathered through this method to answer the who, what, where when and how of the research (Bryman & Bell, 2015).

Furthermore, surveys are best used in quantitative research and this instance produced data that could be examined empirically by analysing causative variables amongst people and their thoughts and behaviours using statistical surveys (Sekaran, 2003).

4.3.3 Research methods

Research designs are forms of inquiry within qualitative, quantitative and mixed methods approaches. Within these types of inquiries, the researcher has a choice of using a single method, multi-methods or mixed-methods (Bryman & Bell, 2015).

Quantitative research is defined as an approach to testing objectives and theories by exploring the link between variables and evaluating a phenomenon using figures and numbers that can be investigated through statistical methods (Saunders *et al.*, 2016; Creswell, 2018). Critics of this method argue that research using this method does not distinguish people and social institutes from the world of nature and that the dependence on instruments and techniques hinders the relationship between the study and everyday life (Bryman & Bell, 2015). While quantitative research emphasises the testing of theory, a qualitative approach focuses on generating theories through the employment of an inductive approach (Saunders *et al.*, 2019). In this approach, the focus is on how individuals understand society and data is obtained by gathering knowledge about an individual's world through feelings, values and attitudes (Bryman & Bell, 2015). Critics of qualitative research argue that while the qualitative approach is strong in descriptive narratives, it is statistically weak, and this may present challenges to the reliability of a study (Creswell, 2018).

Given criticisms and conflicting arguments on the use of either the qualitative or quantitative approach, mixed methods can compensate for the deficiencies in either of these two methods. The mixed-method design is best depicted as a style of inquiry that includes the collection of both quantitative and qualitative data followed by the amalgamation of the two forms of data by use of different designs that might include philosophical assumptions and theoretical frameworks (Creswell, 2018).
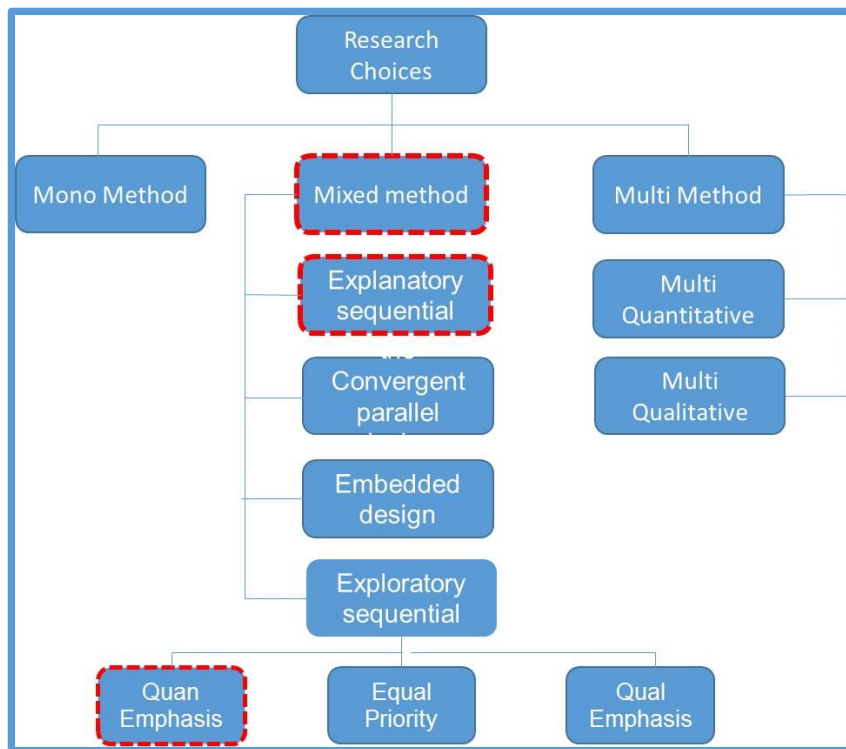
Figure 4. 2: Choice of method for this study (Adapted from Creswell, 2018)

Given the arguments made above, the study made use of a SEMM approach as the mixed research method was the most effective, as opposed to using the quantitative or qualitative approached in isolation (Creswell, 2018). This study fused both quantitative and qualitative research approaches to build on the strengths of the two and to reduce the flaws intrinsic to them. The use of the SEMM research design, as illustrated in Figure 4.3, demonstrates that the study went beyond simply collecting and analysing quantitative and qualitative but used both methods in tandem as a way of ensuring that the overall strength of the study was greater than simply using either of the research methods in isolation (Creswell, 2018).
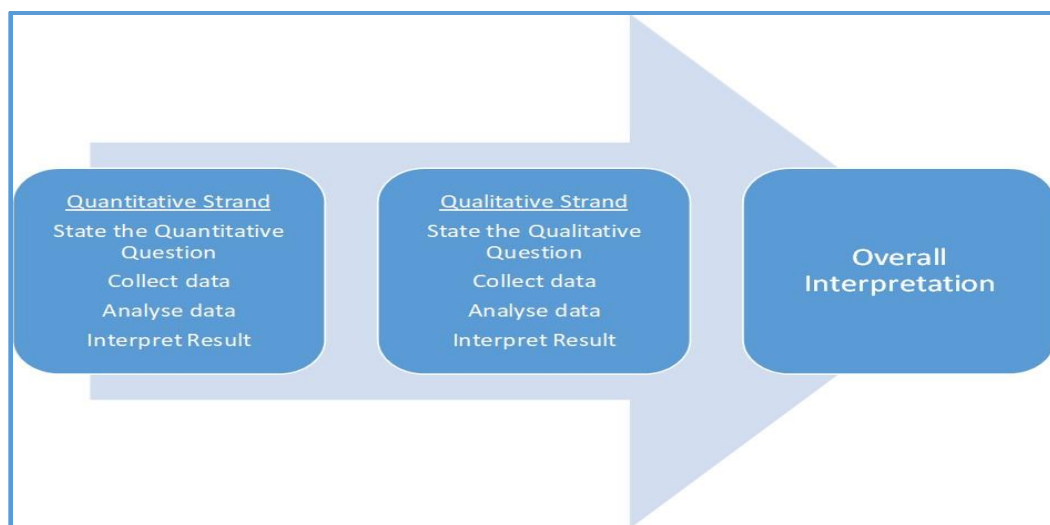
Figure 4. 3: Conceptual Methodology Model (Adapted from Creswell, 2018)

The implementation of the second qualitative phase was done to provide an in-depth explanation of the initial results. Due to this focus, the study placed the priority on the initial quantitative phase (QUAN→qual) and used the subsequent qualitative phase to help explain the quantitative results. Table 4.4 lists the key activities performed in the SEMM approach process.

Table 4. 4: Key steps and activities in the research process (Adapted from Creswell, 2018)

Step	Activity
Designed and implemented the quantitative strand	• The quantitative research questions were stated, and the approach was determined • The quantitative sample was identified. • Data was collected through a closed-ended instrument (questionnaire). • Analysed the quantitative data using descriptive statistics and facilitated the selection of participants for the second phase.

Used strategies to follow from the quantitative results	• Determined the results that needed to be explained, such as:
	  ▪ significant results;
	  ▪ no significant results;
	  ▪ outliers, or
	• Used these quantitative results to:
	  ▪ refine the qualitative questions;
	  ▪ determined which participants will be selected for the qualitative sample; and
	  ▪ designed qualitative data collection protocols.

Designed and implemented the qualitative strand	• Stated qualitative research questions that followed from the quantitative results and determined the qualitative approach. • Purposefully selected a qualitative sample that can help explain the quantitative results. • Obtained permissions from participants. • Collected open-ended data with protocols informed by the quantitative results. • Analysed the qualitative data using procedures of theme development and those specific to the qualitative approach to answer the qualitative and mixed-methods research questions.
Interpreted the connected results	• Summarised and interpreted the quantitative results. • Summarised and interpreted the qualitative results. • Integrated the results and discussed to what extent and in which ways the qualitative results helped to explain the quantitative results.

4.3.4 Research time horizon

A cross-sectional time frame was used for this study over an estimated period of 10 weeks, as opposed to the Longitudinal Time Horizon, which requires the collection of data over a longer period (Bryman & Bell, 2015). The cross-sectional survey design allowed for the use of a large sample to be gathered just once to answer the research question; thus, effectively making this design more practical to complete within the prescribed time and within budget as opposed to the longitude approach requiring data to be collected more than once and with the possibility over multi years thus taking more time.

4.3.5 Research methodologies: techniques and procedures

The concluding layer in the Research Onion relates to the specific research methodologies, that is, the techniques and procedures undertaken to identify and explain the choice of data collection methods – including how the data will be collected (Saunders *et al.*, 2019). This segment will also elaborate on the sampling techniques available for this study and the justification for the choice of the preferred technique.

4.4 PHASE 1 – QUANTITATIVE METHODOLOGY

The first part of the SEMM approach and methods of data analysis will be discussed in this section. This includes the population, sampling, methods of data collection and construction of the measuring instrument.

4.4.1 Quantitative population

A target population is made up of an entire group from which a study desires to generalise the outcomes of the study (Saunders *et al.*, 2019); or the universe of units from which the sample is selected from which a researcher wishes to generalise their findings (Bryman & Bell, 2015). The target population for this study, as defined in the title, was the management of SARS comprising of 2400 individuals.

4.4.2 Quantitative sampling

The choice of sampling technique (either probability or non-probability) was dependent on the likelihood and awareness of collecting data from the entire population to answer the research questions (Bryman & 2015). Worthy sampling safeguards that an accurate representative sample of the population is used in the study. However, the selection of the probability sampling technique depends on the research questions and objectives (Dudovskiy, 2018). There are two main sampling methods (probability and non-probability) with many associated techniques, as illustrated in Figure 4.4.
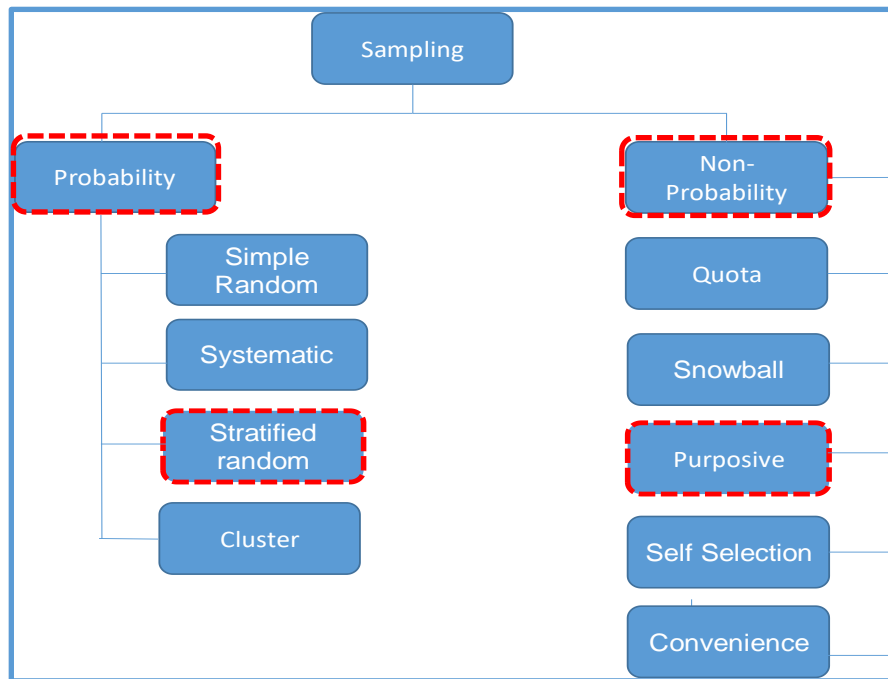
Figure 4. 4: Choice of Sampling for this research (Bryman & 2015)

For this study, the researcher chose probability sampling with stratified random techniques for the quantitative part of the study after considering the key advantages of them both. In addition, probability sampling is often associated with surveys, the primary data source for this research (Dudovskiy, 2018). Stratified random sampling, amongst others, was used to identify and highlight a specific subgroup within the population to ensure a higher statistical accuracy compared to simple random sampling (Bryman & Bell, 2019). The stratified random sampling approach ensured a productive method of sampling to focus only on specific strata from the existing population data and in this way, the preferred attributes of the strata could be found in the survey sample (Dudovskiy, 2018). The sample used for questionnaires was restricted to 380 managers and practitioners within the institute and included senior managers and domain managers responsible for aspects of the strategic management process.

4.4.3 Quantitative method of data collection

There are some recommendations for data gathering which are dependent on the research questions, objectives, and design of the study. Thus, it was imperative to first identify the collection methods clearly (Bryman & Bell, 2015). Amongst the different variations of questionnaires available (as illustrated in Figure 4.5 below), the quantitative part of the research utilised a structured self-administered questionnaire.
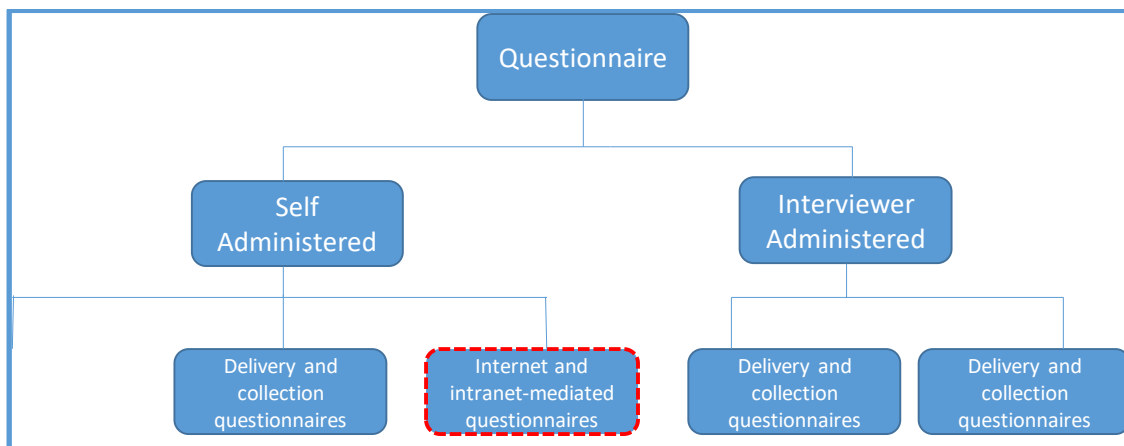
Figure 4. 5: Types of questionnaires (Saunders *et al.*, 2009)

Questionnaires work best with uniform questions that will be construed the same way by all respondents and can consequently be used for descriptive, exploratory or explanatory research (Bryman & 2015). While questionnaires may be utilised as the only data collection technique, it is usually better to combine them with other methods in a multiple-methods research design (Saunders *et al.*, 2019). A questionnaire in this study was used to obtain primary data on the research problem. The questionnaire had a clear layout to simplify the understanding and response of the statements with the help of a qualified statistician.

A pilot test with 31 respondents (SARS Management) was conducted to detect weaknesses, increase the validity of responses, and evaluate the design and processes of the questionnaire to avoid any major problems later in the research. The data from the pilot study was not used in the consolidation and analysis of the final results.

Managers were requested to give their ratings based on a scale measurement.

There are four main types or levels of scale measurement: nominal, ordinal, interval and ratio level scales, as contrasted in Table 4.12 (Zikmund & Babin, 2007). A 5-point Likert scale was used in the structured questionnaire. It is a form of ordinal scale with each level assigned a numerical score and each question provides a tally whereby respondents are expected to specify the degree to which they are in agreement or disagreement with a statement regarding a particular object (Zikmund & Babin, 2007). While the 7-point or higher scale is marginally more accurate than the 5-point it only beneficial if you have fewer response items (less than 10) with very large sample size (Sauro, 2010). In addition, the 5-point Likert scale is simple to understand, takes less time and effort and will be practical enough to use on all user devices.

The supposition was that each statement on the scale has equivalent attitudinal value, importance, or weight in terms of reflecting an attitude towards the issue in question. Managers

were requested to give their ratings on a 5-point Likert scale where 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree relating to aspects of Strategic Management.

4.4.4 Construction of the measuring instrument

Many authors recommend that a questionnaire should be short, simple, consistent, and unambiguous with clear indicators so that respondents will be encouraged to complete it. They also advise on the importance of trial testing the questionnaire though a pilot study to guarantee that it is a reliable data collection tool (Leedy & Ormod, 2010; Saunders *et al.,* 2019). The development of the questionnaire was based on constructs identified in the research questions and objectives guided through the literature study. Scholarly work and research are limited in this field of study; thus a new instrument was designed (Appendix A).

4.4.4.1 Section A

Section A consisted of demographic questions that included age, gender, monthly income, rank, year of experience and name of organisation. These were used for descriptive analysis.

4.4.4.2 Section B

Section B was the main part of the questionnaire and contained identified constructs. This section consisted of a series of statements under the themes of Stakeholders, Resources and Strategy with 5-point Likert scales to indicate levels of agreement on respondents' views of their respective organisations.

4.4.5 Quantitative method of data analysis

Quantitative data analysis is the process of using quantitative techniques to analyse numerical data collected to enable the testing of relationships between variables and presenting the findings in meaningful ways to readers (Bryman & Bell, 2015). Data for the main quantitative phase was derived from Survey Monkey, exported into Microsoft Excel then imported to SAS JMP version 15 and R4.02. Quality checks were done to screen for outliers and missing information or variations in the data. Numerical values were dispensed to each response under each response category to enable the easy processing of a Microsoft Excel/Access datasheet into the latest version of SAS JMP version 15 and R4.02 software.

Various statistical methods and techniques were used to scrutinise the data in the quantitative phase, including descriptive statistics, frequency distributions, measures of central tendency and dispersion, cross-tabulations, reliability analysis, and factor analysis, (Bryman & Bell,

2015). Descriptive statistics were computed for the demographic factors for all scale items in the questionnaire and displayed in the form of frequencies, percentages and means.

4.4.5.1 Quantitative data analysis

Data for the main quantitative phase was derived from Survey Monkey, exported into Microsoft Excel then imported to SAS JMP version 15 and R4.02 (Rosseel, 2012). Quality checks were done to screen for outliers and missing information or variations in the data. Descriptive statistics were computed for the demographic factors for all scale items in the questionnaire and presented in the form of frequencies, percentages and means.

According to Leedy and Ormrod (2015), validity is the extent to which a measurement instrument accurately measures the characteristic it is intended to measure and can take several different forms, which include constructing validity. Internal validity is often associated with whether your research methods or design will answer the research questions on how the study sample was selected, data was recorded and how the data was analysed while external validity refers to the researcher's ability to state with confidence that the same results will be generated from the same to a broader population (Leedy & Ormond, 2010; Creswell & Plano, 2011; du Plooy-Cilliers *et al.,* 2014).

For the quantitative phase of this study, external validly was ensured by pretesting the questionnaire and by using a sample of 31 possible respondents. Moreover, this study made use of a mixed-methods approach, in which the amalgamation of qualitative and quantitative studies enhanced external validity (Creswell, 2018). Several steps were taken to ensure respondent validation (internal validity) whereby the stratified sampled respondents were guaranteed anonymity and all identifiers were erased from the transcripts after coding for respondents' background information; this encouraged respondents to answer fully and truthfully (du Plooy-Cilliers *et al.*, 2014). To ensure content validity, an exhaustive literature study was conducted to guide the development of the instrument, and this was largely guided by previous empirical literature (du Plooy-Cilliers *et al.*, 2014).

Both an EFA and CFA were done in this study. The constructs of the questionnaire were not validated before and EFA was done to examine the validity of all the constructs (dimensions/factors) in the questionnaire, to determine if the individual items per scale, load per scale (or contribute) to the constructs (Williams *et al.*, 2012). CFA was done thereafter to confirm or reject the measurement theory as well as affirm if the number of factors and the loadings of measured variables on them conformed to what was expected based on theory (Zikmund & Babin, 2007).

4.4.5.2 Quantitative data analysis – Exploratory factor analysis (EFA)

EFA was done to explore the underlying theoretical structure; to test the scales on stakeholder requirements, resource availability, strategy implementation and execution for the first time in addition to determining if the individual questions load (or contribute) against the constructs as intended in the questionnaire (Williams *et al.*, 2012). Several EFA protocols were followed in the research, as described below (Williams *et al.*, 2012).

- ***To determine whether the data is suitable for factor analysis***

While the sample size of 271 for this study was deemed very good, Hair *et al.* (2014) and Williams *et al.* (2012) suggest various tests should be used to assess the suitability of data for factor analysis before the extraction of the factors. To establish the adequacy of the sample set and to determine whether it is viable to conduct factor analysis, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity was conducted for each of the constructs (Hair *et al.*, 2014). The KMO statistic varies between 0 and 1; with 0 signifying the absolute failure of the sample and 1 denoting the absolute adequacy of the sample. The KMO recommends a statistic of 0.5 as the bare minimum for the sample to be adequate.

- ***To determine how the factors will be extracted***

The purpose of rotation was to simplify the factor structure of a group of items, particularly, high item loadings on one factor (Williams *et al.*, 2012). The Principal Axis factoring with the oblique rotation extraction method was chosen for the correlation between the rotated factors (or constructs) (Field, 2005; Zikmund & Babin, 2007).

- ***To determine the number of factors using a criteria***

According to Hair *et al.* (2014), most studies typically use multiple criteria approaches in the factor extraction process. The Cumulative percentage above 60% of variance, the Kaiser Criterion (Eigenvalue > 1) rule and the scree plot were used to determine the number of factors. Eigenvalues signify the measure of how much variance is supported by each factor and rule, suggested by Kaiser in 1960, based on the number of factors with eigenvalues greater than 1 (Field, 2005).

- ***To select the rotational method***

Rotation increases high item loadings and minimises low item loadings, therefore generating a simplified explanation (Williams *et al.,* 2012). Of the two common techniques, oblique was chosen to allow for correlation between the rotated factors (or constructs), to explore the

correlation between constructs (Field, 2005). Further, the oblique Quartimin method of rotation was chosen to minimise the number of factors needed to explain each variable and to simplify the interpretation of the observed variables (Field, 2005).

- ***To determine what are the factors after considering the loadings***

Communality is associated with a communal variance (the variance that is shared with other items) as opposed to a unique variance that is exclusive to that item. Communality specifies the percentage of an item's variance that is shared with the other items. A value closer to one indicates a high percentage of 'common' variance thus indicating the item 'relates' to the other items as opposed to a communality near 0 implying the opposite (Field, 2005).

- ***Loadings and interpretation***

While other authors have proposed a popular cut-off loading value of 0.30, Howard (2016) proposes a value of .40 to be considered satisfactory with values of +.50 considered significant while a value of +.30 should be given minimum consideration. An item is deemed to have cross-loadings if it loads at .32 or higher on two or more factors (Howard, 2016). In understanding the rotated factor pattern, an item is said to load on a given factor if the factor loading is 0.40 or greater for that factor and less than 0.40 for the other (Howard, 2016).

Each item was examined to determine which were *a priori* to a factor and given a factor name. The key focus was on the interpretability of factor loading and ensuring a minimum of three loadings per construct was achieved. The items under each factor were sorted by size and factor loadings of less than 0.4 were suppressed to make interpretation easier (Field, 2005).

4.4.5.3 Quantitative data analysis – Confirmatory factor analysis (CFA)

CFA was performed to establish validity, reliability and model fit (Bryman & Bell, 2015). In this study, SEM was used to establish the fundamental causal relationships midst the key study constructs to explain the relationship between the variables using SAS JMP version 15 and R4.02 (Bryman & Bell, 2015). SEM is a collection of statistical techniques that allow a set of relationships between one or more independent variables, either continuous or discrete, to be examined (Saunders *et al.*, 2019).

SEM comprises two parts, the measurement, and structural components of the model. CFA is the measurement part of SEM and relates items to latent factors (good measures of the concepts) and assesses how well can concepts be measured and assess the overall fit of a model (Bryman & Bell, 2015). The structural component, or the path model, demonstrates how the variables of interest (often latent variables) are related (Saunders *et al.,* 2019).

All SEM techniques have two main traits in that firstly, they approximate numerous interconnected dependence relationships and secondly, the relationships may include unobserved occurrences for which measurement error is considered during the estimation (Bryman & Bell, 2015). SEM provides several advantages when compared to multiple regression – regression estimates do not take into consideration measurement error while SEM does, thus making multiple regression biased (Bryman & Bell, 2015). In addition, while similar in instances, it is more powerful than regression analysis as it assesses linear causal relationships among variables, while concurrently accounting for measurement errors (Saunders *et al.*, 2019).

Hypotheses were tested between model constructs to determine their influence on one another. For a path to be significant, the p-value should be less than .05. A construct was deemed significant as a predictor of another latent construct if the p-value was less than 5% and was deemed to have a positive impact if the estimated coefficient (β) was positive (greater than 0) (Saunders *et al.*, 2019).

4.4.5.4 Confirmatory factor analysis (CFA) – validation

Validity is the ability of an instrument to measure what it was supposed to measure for a latent construct. Three types of validity are therefore mandatory for each measurement model. Firstly, the assessment of the model (construct validity) was presented, followed by convergent validity with discriminant validity last. Convergent validity would be achieved when all items in a measurement model were statistically significant and were measured using Average Variance Extracted (AVE) and construct reliability (CR) (Hair *et al.,* 2014). Convergent validity was achieved when AVE was greater than .5 ($AVE>.5$) and all construct reliabilities were greater than AVEs ($CR>AVE$) (Hair *et al.,* 2014). Discriminant validity indicated the measurement model of a construct was free from redundant items and the heterotrait-monotrait ratio of correlations (HTMT) was used to test discriminant validity. In other words, an HTMT value of below 0.90 indicated that discriminant validity has been established between two reflective constructs (Henseler *et al.,* 2015).

4.4.5.5 Confirmatory factor analysis (CFA) – construct validation

This validity was realised when the fit indexes for a construct achieved the required level and the measures of fit as suggested by Hair *et al.* (2014) in their respective category. The levels of acceptance are presented in Annexure A.

4.4.5.6 Quantitative data analysis- reliability

Reliability refers to the extent to which data collection techniques or analysis procedures will yield consistent findings in what they intended to measure (Saunders *et al.*, 2019). It is the extent to which a variable or a set thereof is consistent, and an instrument is said to be reliable when it is possible to achieve the same results after different attempts of measuring phenomenon (Bryman & Bell, 2015). Reliability is a measure of internal consistency and in this instance, the questionnaire was measured by evaluating the data collection exercise to determine if the data gathered was deemed dependable, consistent, and adequate for statistical analysis (Bryman & Bell, 2015). Simply put, reliability is about the credibility of the research and demands consistency to stand up to external scrutiny (du Plooy-Cilliers *et al.*, 2014).

There are several methods used to calculate internal consistency but the most frequently used is α (Saunders *et al.*, 2009). Thus, α was used to test for the internal reliability of the pilot and final questionnaire. Fulfilment of this necessary condition guaranteed a reliable statistical analysis. The typical acceptable level of internal reliability is 0.80 and given this, Zikmund *et al.* (2010) propose that scales with α coefficient that ranges between 0.80 and 0.95, between 0.70 and 0.80, between 0.60 and 0.70 and below 0.60 are considered to have very good reliability, good reliability, fair reliability, and poor reliability, respectively.

4.4.6 Phase 2 – Qualitative methodology

The second phase of the SEMM approach is the qualitative research methodology. It is discussed in this section.

4.4.6.1 Qualitative method of data collection

Saunders *et al.* (2019) state that a purposeful discussion between two or more people defines an interview and can either be of a standardised or non-standardised nature. Interviews can be used to aid in gathering rich, comprehensive and reliable data that is relevant to your research questions and objectives (Dudovskiy, 2018). Amongst the different variations of interviews available (as illustrated in Figure 4.5 below), online, in-depth personal interviews were used for the second sequential data collection process. Qualitative data was collected through semi-structured interviews and recorded online using MS Teams™.
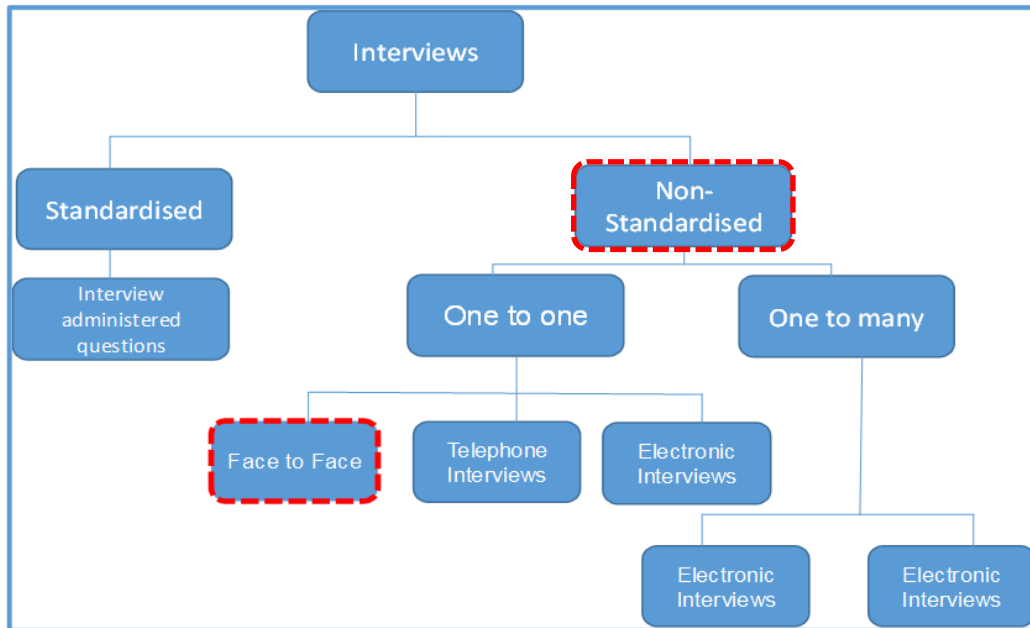
Figure 4. 4: Types of questionnaires and interviews (Saunders *et al*., 2019)

Purposive sampling was used for the collection of qualitative data (online semi-structured interviews). This form of sampling was chosen as the study was not seeking to pick participants on a random basis – instead, 20 executives with strategic management experience were chosen from the HR database to ensure participants were relevant to the research questions (Bryman & Bell, 2015). Other than considering the recommended samples above, the choice of a sample of 15 participants was informed by the study being more quantitatively oriented and the purpose of semi-structured interviews was used to validate the quantitative results; hence, the sample size is deemed adequate.

The preferred qualitative method for this study, online semi-structured interviews, addressed a list of themes as well as questions included but did (to a degree) vary from interview to interview. This flexibility allowed for additional questions that required more clarity and context during the interview. The interviews were recorded online and transcribed via a software package called MS Teams™.

Editing was required as there were instances when a word could not be caught clearly, or words were used in a different context. Furthermore, notes were kept on any thoughts or observations during the interviews for clarity purposes and were used later in the study. This safeguarded the against any bias. All the names of persons and organisations were substituted with aliases to maintain anonymity; the excerpts quoted in the text of this study echoed this. The recordings were not included in the thesis as an annexure to protect the individuals who participated in the study.

In qualitative research, reliability tends to be challenging, however, the criterion of reliability in any research can be satisfied by explicitly documenting the research procedures (Bryman & Bell, 2015). To ensure the trustworthiness and credibility of the qualitative data, the study documented and justified the methodological approach through:

- ensuring that those contributing to the research were identified and described correctly;
- conducting pre-interviews to determine whether the proposed interview questions were suitable for obtaining data in support of the research objectives and questions; and
- the inclusion of member checking into the findings, to gain feedback on the data, interpretations and conclusions from the interview participants.

4.4.6.2 Qualitative method of data analysis

The use of readily available computer-aided qualitative data analysis software (CAQDAS) as ATLAS.ti was used to analyse the qualitative data. CAQDAS offered several advantages concerning the analytical approaches and aided in the continuity of both transparency and methodological rigour. There are many types of analysis used in qualitative studies such as thematic (TA), discourse and content analysis (Saunders *et al.*, 2019).

TA, one of the most used analysis tools, was used to categorise the information into themes or patterns. In this study, the researcher identified themes based on ideas, concepts and phrases used in the responses provided (Taylor-Powell & Renner, 2003). These were organised into coherent categories that summarised the text (responses for each question).

- ***Getting to know the data***

The first step involved getting a good overview of the data by reading through the text and noting important points. This involved transcribing audio, reading the text and taking initial notes and generally looking through the data to get familiar with it.

- ***Coding***

The next step was coding the data. This meant emphasising segments of the text and referencing those codes, labelling and organising to describe their content and identifying themes to enable a similar analysis to numerical data the complex texts measurable (Saunders *et al.*, 2019). Deductive coding was used for the development of a codebook to highlight sections of the text and reference codes to describe the content and identify themes (Saunders *et al.*, 2019).

- Generate, review, **and** define **the** theme

The next step was to identify patterns and themes. The study compared the themes with the data to identify any missing data or to explore ways to make the themes work better and establish patterns and connections both between and within categories. Thereafter, the study created thematic nodes based on research propositions and emerging findings as the analysis progressed. The final step in this process involved giving names to the themes which were relevant and easy to understand.

- **Write up**

The write-up - describing the data collection, interviews, as well as discussion - was the final stage in the thematic analysis. The word frequency function was used to bring out the most frequent words that provided key hints on the emerging observation in a particular node. Word trees were used to identify powerful words and phrases, with the tree showing how they were used. Each node was analysed to develop findings for each dimension, research proposition or insight using several analysis methods. The study also applied content analysis on all the themes organised with an emphasis on consensus, contradictions and opposing views. Narrated findings were developed for each dimension and each research proposition. Additional insights and further interviews were used to strengthen conclusions and recommendations.

4.5 CREDIBILITY OF RESEARCH FINDINGS

This section described the process of collecting reliable data. This includes the data's trustworthiness, credibility, transferability, dependability, and confirmability.

4.5.1 Trustworthiness

Trustworthiness in the qualitative part of a study aims to ensure that the study is credible, transferable, dependable, and confirmable, according to Lincoln and Guba (1985). Simply put, the study must convince the reader that the findings of the research are worth paying attention to and taking into account.

4.5.2.1 Credibility

Credibility is an assessment of the correspondence of the research findings, to find a credible understanding of the varied types of data generated by the study (Lincoln & Guba, 1985). For this study, triangulation was used to ensure that the information collected from semi-structured interviews was consistent with the data from the questionnaire and records obtained from SARS, such as strategic plans, marketing material, plans and procedures.

4.5.2.2 Transferability

Transferability is the extent to which the results of this study can be applied or transferred outside the confines of the project (Lincoln & Guba, 1985). Various academics are prone to generate outcomes that are not alike nor can be automatically transferred. However, the assumption is that comparable studies can be transposed to other organisations and areas away from the confines of this study.

4.5.2.3 Dependability

Dependability is an appraisal of the quality of the combined processes of data collection, data analysis and theory creation (Lincoln & Guba, 1985). Within this study, the triangulation method made certain that the data collection method was sound. The dependability of the results was executed during the coding of the data. The data was examined by way of a qualitative coding process to exclude coder bias.

4.5.2.4 Confirmability

Confirmability is the degree to which results are backed by the data collected (Lincoln & Guba, 1985). It is also indicative of the researcher's impartiality or the amount to which the conclusions of a study are influenced by the respondents and not through researcher bias, motivation, or interest. An audit trail was used by the researcher to record the particulars of the process of data collection, data analysis and interpretation of the data. Topics were grouped in their uniqueness and key points of interest were recorded to provide a rationale for merged points, themes, and codes.

4.6 RESEARCH ETHICS

Ethical concerns are a significant factor in all research as they affect organisations, participants, along with the research community itself and as such, the behaviour of researchers should be principled (Saunders *et al.*, 2019). Several ethical considerations affect the respondents in research, such as permission, collection of data, the handling of delicate information, offering enticements, avoiding harm, handling of confidential information, anonymity, avoiding dishonesty and adherence to the POPIA (du Plooy-Cilliers *et al.*, 2014).

Permission was obtained from the relevant organisation's research committee to proceed with the study, collect data via a questionnaire and set up appointments for the conducting of interviews. Ethical clearance was sought from UNISA before commencing the study. The informed consent (Appendix D) form detailed the nature and intention of the research and stated that involvement in the study was unpaid, answers would be treated in confidence, secrecy would be guaranteed, and respondents would be free to withdraw from partaking at

any stage without any penalties or costs. It also specified that there will be no financial or direct rewards that will occur as a result of partaking in the research. Ethical clearance (Appendix C) was received from UNISA's School of Business Leadership (SBL) with certificate number 2021_SBL_DBL_030_FA.

4.7 DUE DILIGENCE

Due diligence requires that care be exercised in the handling of the research to eliminate prejudice as well as to ensure that no violation has been committed in the research processes (Saunders *et al.*, 2019). Major possible sources of bias in this research were identified and the table below articulates some of the measures that were put in place to mitigate these.

Table 4. 5: Due diligence process

Bias	Comment
Literature review	A literature review was conducted to identify the gaps associated with this study. Major sources of literature were perused to engage with main issues, constructs, or variables. The review of literature assisted with the grasping of the constructs and variables, as well as the relationship that exists between them.
Methodology	The study uses standards from the literature reviewed on methodology in defining the target population, sample size, designing research instrument, administering the questionnaire, data analysis, data presentation and discussion of findings.
Data collection and analysis procedure	The study follows the requirements and standards of the SBL Ethical Committee in collecting data. The researcher gained permission from the institute to carry out research and attained a clearance certificate. The researcher obtained an agreement from research aids (field persons, editor and statistician) in the form of reading and signing the confidentiality agreement form. The researcher attained consent from respondents in the field before they completed the questionnaire by reading the information sheet and signing the consent form.

4.8 CHAPTER SUMMARY

The research methodology employed for this study was discussed in this chapter, commencing with the choice of the research philosophy followed by the research strategy, research methods, research design, and data collection instruments. The rationale for the choices was also justified in the detailed discussion. Given the SEMM research, both quantitative and qualitative data collection methods/techniques and analysis were also discussed and justified. In conclusion, ethical considerations that were taken into account in this study were discussed.

CHAPTER 5: VALIDATION OF THE STRATEGY EXECUTION INSTRUMENT

This chapter aims to present the data analysis and research results of the quantitative phase (survey questionnaire) of the SEMM research design.

5.1 INTRODUCTION

The main objective of this study was to explore the development of a suitable strategy execution model for the public sector in an emerging economy. The specific objectives, as illustrated in Figure 5.3 below, are as follows:

- To determine the significance of Stakeholder requirements on resource availability;
- Resource availability and it's effect on:
    - Strategy implementation;
    - preparing the organisation for execution; and
    - Strategic execution.
- Preparing an organisation for Strategic execution on strategic execution;
- Preparing an organisation for execution on implementation; and
- Strategic implementation on Strategic execution.

As highlighted in the previous chapters, there is limited available research in this field and the specific objectives have not been studied or explored in the public sector. Thus, the preliminary results of this exploratory study will lay the groundwork for future analysis.

5.2 RESEARCH APPROACH

Statistical resting was utilised in the first part of the SEMM approach. This was done to i) support the outcomes of the research objectives that account for the causal relationships between concepts and variables, ii) measure concepts quantitatively, as well as iii) generalise research findings through the use of hypotheses and theory testing to determine the expected results to an accepted level of probability (Bryman & Bell, 2015).

5.3 METHODOLOGY

For the quantitative phase, a request for participation and completion of the questionnaire was sent out to a sample of 380 managers. Thereafter, an interpretation of responses was done. The detailed processes followed were discussed and covered in Chapter 4.

Managers were requested to give their ratings on a 5-point Likert scale ranging from 1 to 5 (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree) on issues of strategic management. Data for the quantitative phase was derived from Survey Monkey,

exported into Microsoft Excel then imported to SAS JMP version 15 and R4.02 (Rosseel, 2012). Quality checks were done to screen for outliers and missing information or variation in the data. Descriptive statistics were computed for the demographic factors using all scale items in the questionnaire and were displayed in the form of frequencies, percentages and means.

EFA was used as a first step in the validation process, followed by CFA to confirm the factor structure. However, it was imperative to ascertain the constructs or factors with EFA before the factors were confirmed with CFA (Williams *et al.*, 2012). EFA was done to test the scales on the three identified themes (Stakeholder requirements, Resource availability, Strategy implementation and execution) for the first time to determine if the individual question loads (or contributes) against the constructs as envisioned in the questionnaire. SEM was used to explore the relationship among the variables. Hypotheses were tested between model constructs to determine their influence on one another.

5.3.1 Sample characteristics

After the data cleaning process, 271 of the 380 questionnaires were suitable for statistical analysis in the study, resulting in a response rate of 71%. Managers were asked to indicate their socio-demographic characteristics, which included gender, age, position, and number of years in the field of Strategic Management.
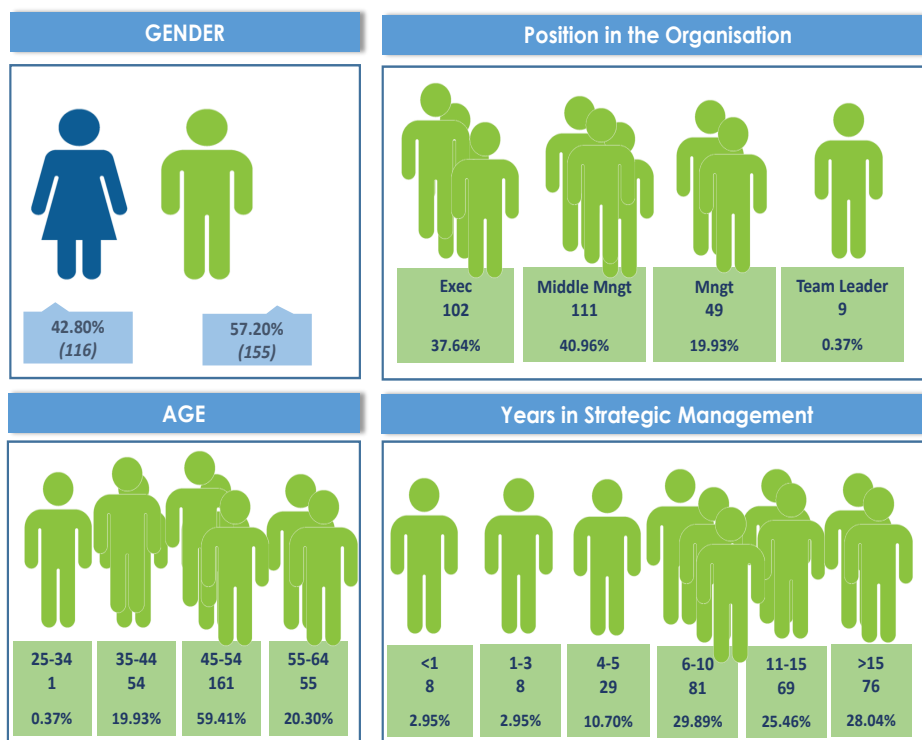
Figure 5. 1: Infographic of demographic characteristics

Of the 271 respondents, the following demographic characteristics were observed:

- A total of 57% (n=155) of the respondents were men while 43% (n=116) were women, indicating an almost equal ratio;
- The highest proportion of management participants was in the age group 45 – 54 years (59.41% (n=161) followed by the age group 55-64 (20.30%, n=55), suggesting most of the colleagues involved in strategic management are older than 45 years - which is line with other public sectors; and
- More than 53% of the respondents had greater than 11 years of experience in strategic management with at least 28.04% having greater than 15 years suggesting a high level of institutional knowledge.

5.3.2 Scale development

Scale development refers to the methodology of developing a reliable as well as a valid measure of a construct to measure what the study is interested in (Saunders *et al.*, 2019). To reiterate the point made earlier, literature is limited in the field of study, and this was a newly developed instrument and not adapted from any previous study.

5.3.3 Item screening

A pilot test was conducted on 31 respondents (SARS Management) through Survey Monkey to detect weaknesses, increase validity and assess the design and processes of the questionnaire, from which 28 responses were received. The α test was applied to determine the internal reliability of the questionnaire. Ambiguous questions were rephrased, some questions were reorganised, and the questionnaire was adjusted to make all questions mandatory. Table 5.1 summaries the items that were rephrased with reasons for the changes. Concerning the final study, a request for participation and completion of the questionnaire was sent out to a sample of 380 managers.

Table 5.1: Changes in Questions from Pilot to Final Questionnaire

Code	Revised Questions in Final Questionarre	Questions from the Pilot	Reasons
B13	High salaries are very important to employees	High salaries and benefits are most important to employees	High Salaries and benefits were aplit into two questions B13 and 14 to remove requesting for two things at once
B14	A good benefits package is very important to employees	High salaries and benefits are most important to employees	High Salaries and benefits were aplit into two questions B13 and 14 to remove requesting for two things at once
B16	Employees require well maintained work environments	Added	Question was added based on feedback from the pilot group
B19	Taxpayers require the completion of their tax proceedings in line with the service charter	Taxpayers require the completion of their tax proceedings in a time-bound manner in line with the service charter	Question was simplified to remove ambiguity based on feedback from respondents
B20	Taxpayers expect easy-to-use platforms	Taxpayers expect the timeous resolution of their queries	Question was simplified to make it easier to understand based on feedback from respondents
B23	Changes to the Organisation's act will influence resources requirements	Conformance to Legal framework is resource intensive	Question was changed to add more clarity based on feedback from respondents
B24	Changes to the Organisation's act will influence resources requirements	Changes to the SARS act poses significant resources requirements to the organisation	Question was changed to add more clarity based on feedback from respondents
B53	The organisation has the ability generate Information timeoulsy	The organisation has the ability generate and share Information timeoulsy	Question was simplied to remove requesting for two things at once
B70	The organisation has an easy-to-understand version of the strategic plan.	The strategy is the business is discussed coherently and understood consistently by all its employees	Question was simplied to remove requesting for two things at once

5.3.4 Assessing the initial measurement model

The conceptual design for the initial model Figure 5.2 consisted of 15 constructs across the three identified themes of Stakeholder objectives, Resource availability and Strategy execution with a total of 76 items. Table 5.2 thereafter lists the number of questions per construct for the initial model.
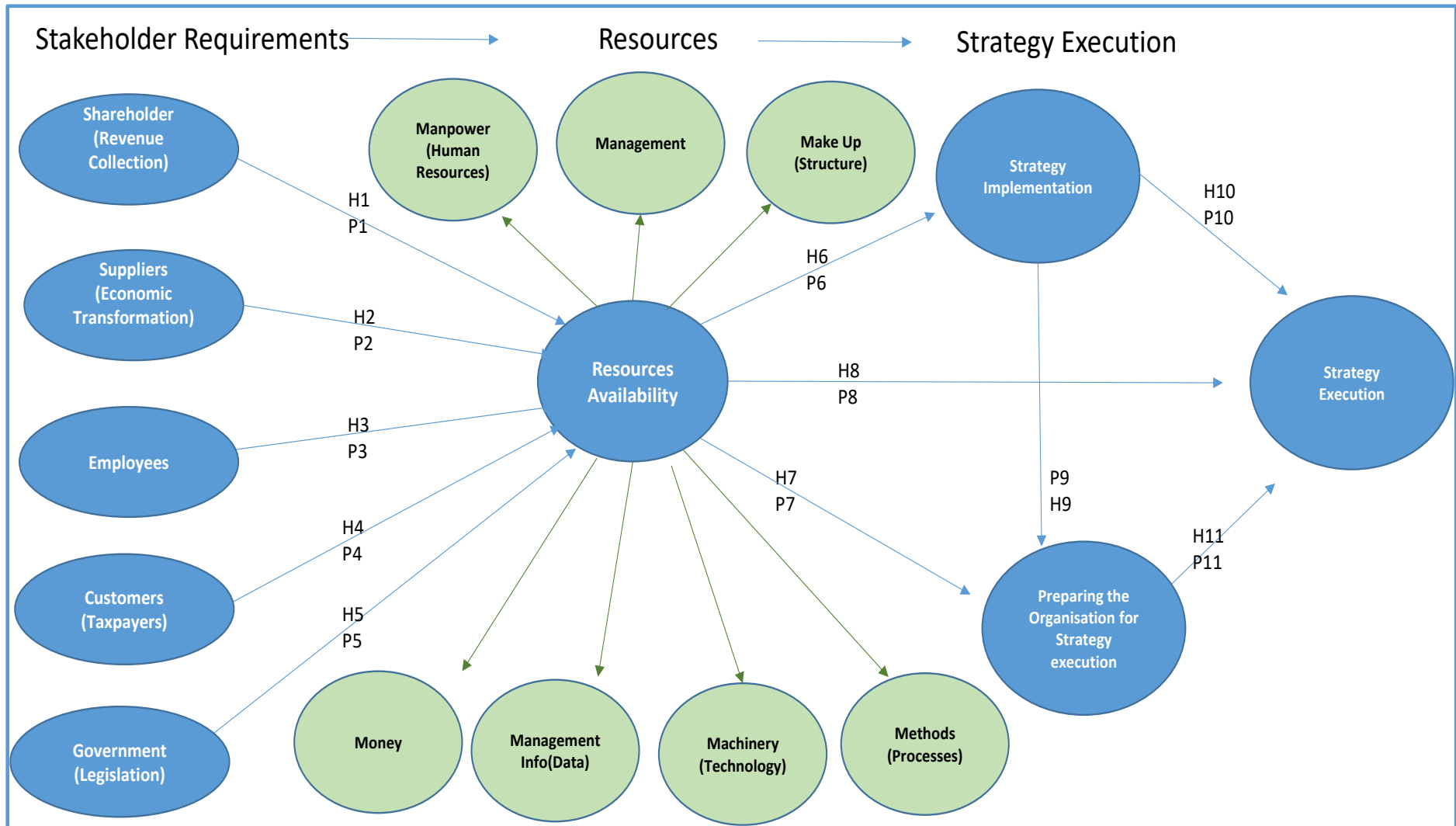
Figure 5. 2: Preliminary Conceptual Framework (Author's own, 2022)

Table 5. 2: Construct and items per theme

Theme	Contruct No	Contruct	Original No of Items
Stakeholders Requirements (1)	1	Revenue Collection- Shareholder	4
	2	Economic Transformation- Suppliers	4
	3	Employees	6
	4	Customers/Taxpayers	4
	5	Government Legislation	4
		Sub Total	*22*
Resources Availability (2)	6	Manpower	6
	7	Management	5
	8	Make-Up/Structure	5
	9	Money	4
	10	Machinery/Technology	6
	11	Management Information and Data	6
	12	Methods/Processes	5
		Sub Total	37
Strategy (3)	13	Strategy Implementation	6
	14	Preparing the Organisation Ready for Strategy Execution	6
	15	Strategy Execution	5
		Sub Total	17
Total			76

5.3.5 Assessing fit validity for the initial model with exploratory factor analysis (EFA)

A total of six steps were followed for each of the three themes to assess the validity of the constructs through EFA. The steps were: i) determine whether the data is suitable for factor analysis; ii) determine how the factors were extracted; iii) determine the number of factors using a criterion; iv) select the rotational method; v) determine what the factors are after considering the loadings, and vi) loadings and interpretation.

5.3.5.1 Validation of Theme 1, Stakeholder requirements constructs

The steps highlighted in the paragraph above were used to validate the five constructs under Theme 1. the steps that were used for each theme are described below.

- ***Determine whether the data is suitable for factor analysis***

The KMO value of 0.87 is above 0.5 thus indicating that it is viable to conduct EFA. The p-value of Bartletts' Test of Sphericity is 0.0001 which is smaller than 0.05, indicating significant correlations in the correlation matrix.

- ***Determine the number of factors using different criteria***

The output in Figure 5.3 shows that 59.28% of the cumulative variance is explained by five factors. Though particular percentages have been indicated to range as low as 60% (Williams *et al.*, 2012), no fixed thresholds exist. A total of five factors has eigen values larger than 1 and this meant that the items may be contained in the five factors.

Number	Eigenvalue	Percent	20 40 60 80	Cum Percent
1	6.8209	31.004		31.004
2	1.9610	8.914		39.918
3	1.5527	7.058		46.975
4	1.4327	6.512		53.487
5	1.2746	5.794		59.281
6	0.9324	4.238		63.519
7	0.9033	4.106		67.626
8	0.7415	3.370		70.996
9	0.6898	3.136		74.131
10	0.6593	2.997		77.128
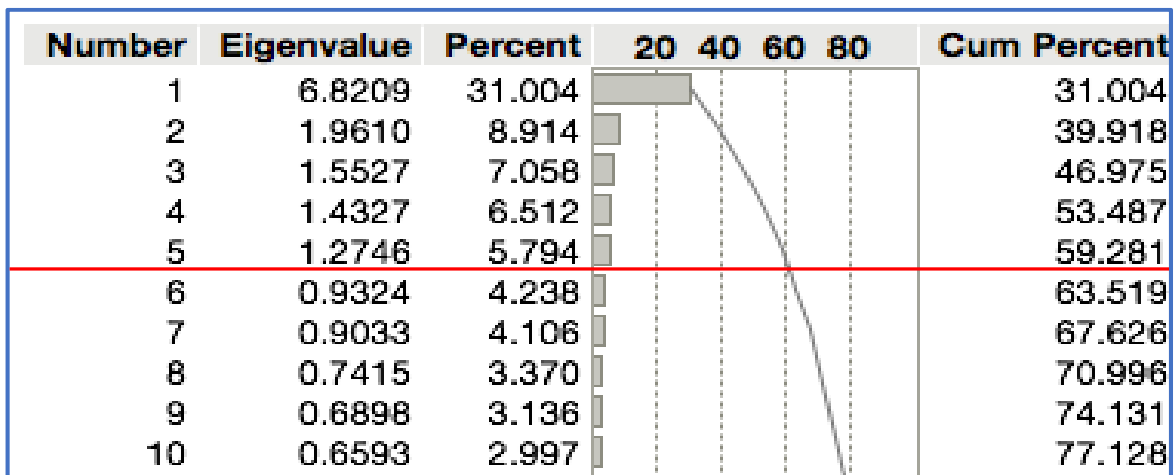
Figure 5. 3: Eigenvalue and cumulative percentage of variance - Stakeholders

In Figure 5.4, the examination of the scree plot shows a change from linearity resulting in five factors.
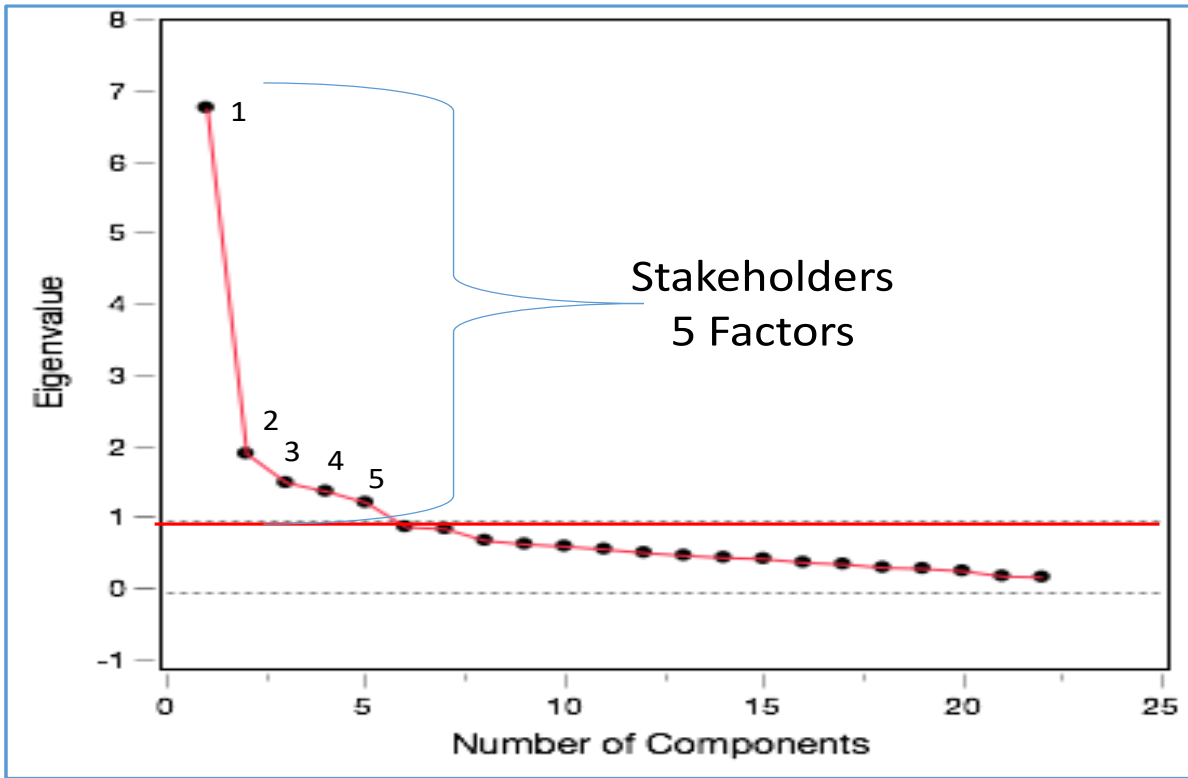
Figure 5. 4: Scree test criterion - Stakeholders

- ***Loadings, interpretation and naming of the factors***

The output in Table 5.3 shows the factor loadings and communality estimates for the five stakeholder extracts.

Table 5. 3: Rotated factor loading – Stakeholders

Statement	Original Contruct	Item/Description	Communality	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Revised Construct
B21	Taxpayers	It is important to provide clarity to Taxpayers	0.65964	0.760	0.100	0.000	-0.080	0.090	Taxpayers
B20	Taxpayers	Taxpayers expect easy-to-use platforms	0.60229	0.710	0.120	0.030	-0.040	0.010	
B22	Taxpayers	To create voluntary compliance, it is important to make tax collection as efficient as possible	0.48665	0.560	0.180	0.080	-0.050	0.040	
B19	Taxpayers	Taxpayers require the completion of their tax proceedings in line with the service charter	0.41178	0.540	0.060	0.040	0.140	-0.040	
B18	Employees	Employees require adequate training /development programs	0.43907	0.570	-0.120	0.100	0.180	0.070	
B6	Revenue Collection	It is important for the organisation to identify new revenue streams	0.70875	0.050	0.820	-0.050	0.050	-0.020	Revenue Collection
B5	Revenue Collection	It is important for the organisation to collect all revenues that are due	0.68066	0.070	0.800	-0.050	0.030	-0.010	
B7	Revenue Collection	The identification of new revenue streams will require new types of capabilities	0.35976	-0.050	0.520	0.170	0.000	0.090	
B11	Suppliers	Economic transformation provides the organisation with more options for goods and services	0.47912	0.120	-0.040	0.650	0.000	0.000	Suppliers
B10	Suppliers	Inclusive economic growth provides the organistion with more resource opportunities	0.47715	0.210	0.020	0.570	-0.090	0.070	
B9	Suppliers	Economic transformation is key to revenue growth	0.43747	0.140	0.120	0.570	-0.010	-0.110	
B12	Suppliers	Economic transformation provides the organisation with quicker turn around times	0.36473	-0.060	0.080	0.510	0.180	-0.010	
B8	Revenue Collection	Increased revenue targets will require additional resources	0.23774	-0.130	0.020	0.390	0.110	0.170	Not Considered
B14	Employees	A good benefits package is very important to employees	0.57618	0.020	0.100	0.140	0.660	-0.030	Employees
B13	Employees	High salaries are very important to employees	0.42295	-0.030	0.000	-0.010	0.640	0.060	
B16	Employees	Employees require well maintained work environments	0.46459	0.320	0.060	0.070	0.410	0.060	
B17	Employees	Employees require well maintained work environments	0.46379	0.370	0.030	0.040	0.410	0.050	
B15	Employees	Employees require agile work environments	0.40966	0.210	0.210	0.020	0.400	0.030	
B24	Government	Changes to the Organisation's act will influence resources requirements	0.52969	0.070	-0.020	0.040	0.040	0.680	Government
B26	Government	Changes in the Government legislation may lead to delays in other priorities	0.31794	-0.010	0.050	-0.160	0.000	0.590	
B25	Government	Changes to the Organisation's act may require new capabilities	0.45244	0.090	0.050	0.210	-0.170	0.560	
B23	Government	Changes to the Organisation's act will influence resources requirements	0.30741	-0.020	-0.050	0.100	0.160	0.460	

The loading of an item indicates the extent to which an individual item 'loads' onto a factor. As explained earlier, a value near 1 indicates that an item loads highly on a specific factor and a loading of 0.40 and larger can be considered meaningful. The output in Table 5.2 above shows the factor loadings for the five extracted factors. For example, Factor 1 (Taxpayers) contained Statements B (18-22) and Factor 2 (Revenue Collection) Statements B6, B5 and B7. Item 8 was removed from Factor 2 due to a poor loading factor (below 0.4).

5.3.5.2 Validation of Theme 2 - Resources availability constructs

The steps highlighted in the paragraph above were used to validate the five constructs under Theme 2. the steps that were used for each theme are described below.

- ***Determine whether the data is suitable for factor analysis***

The KMO value of 0.90 is above 0.5, indicating that it was viable to conduct EFA. The p-value of Bartletts' Test of Sphericity is 0.0001. P-values lower than 0.05 indicate significant correlations in the correlation matrix.

- ***Determine the number of factors using a criterion***

The output in Figure 5.5 shows that 63.18% of the cumulative variance is explained by eight factors. The items could be contained in these eight factors, as they have eigen values larger than 1.

Number	Eigenvalue	Percent	20 40 60 80	Cum Percent
1	12.3087	33.267		33.267
2	2.5903	7.001		40.268
3	1.8624	5.033		45.301
4	1.7196	4.648		49.949
5	1.4848	4.013		53.962
6	1.2104	3.271		57.233
7	1.1529	3.116		60.349
8	1.0474	2.831		63.180
9	0.9941	2.687		65.867
10	0.9246	2.499		68.366
11	0.8470	2.289		70.655
12	0.8023	2.168		72.823
13	0.7893	2.133		74.956
14	0.7221	1.952		76.908
15	0.6618	1.789		78.697
16	0.6053	1.636		80.333
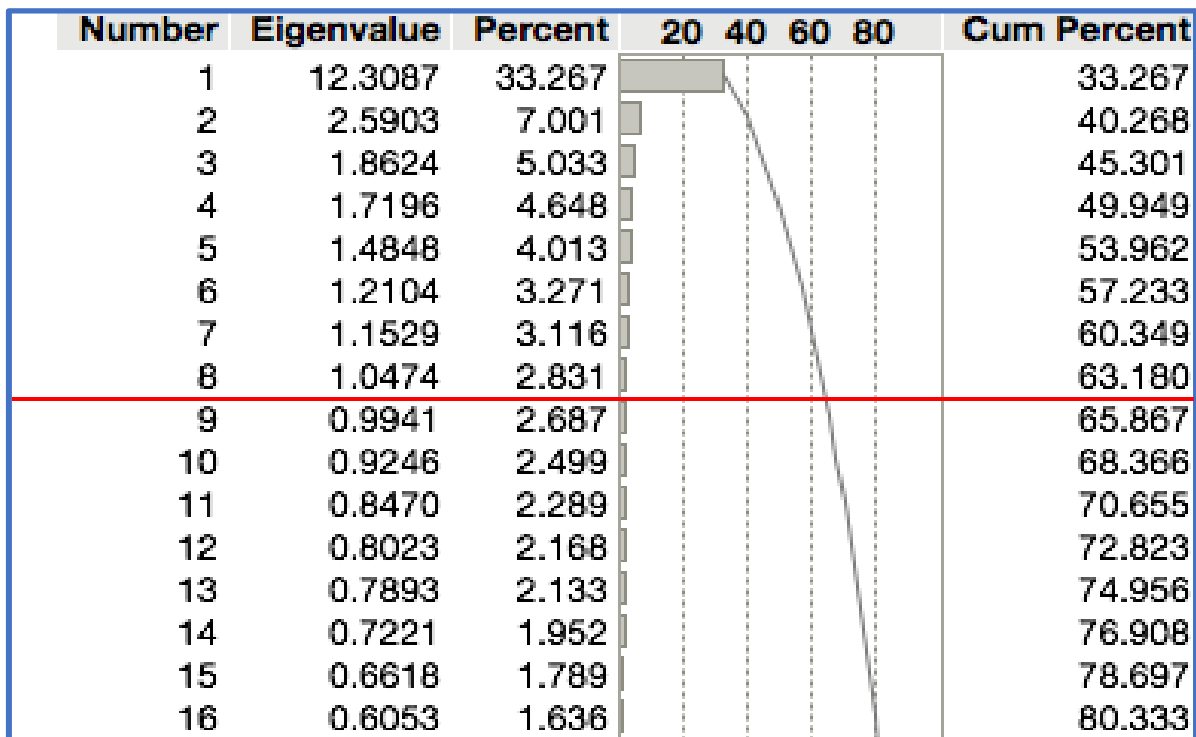
Figure 5. 5: Eigenvalue and cumulative percentage of variance - Resources

In Figure 5.6, the examination of the scree plot shows a change from linearity resulting in seven factors.
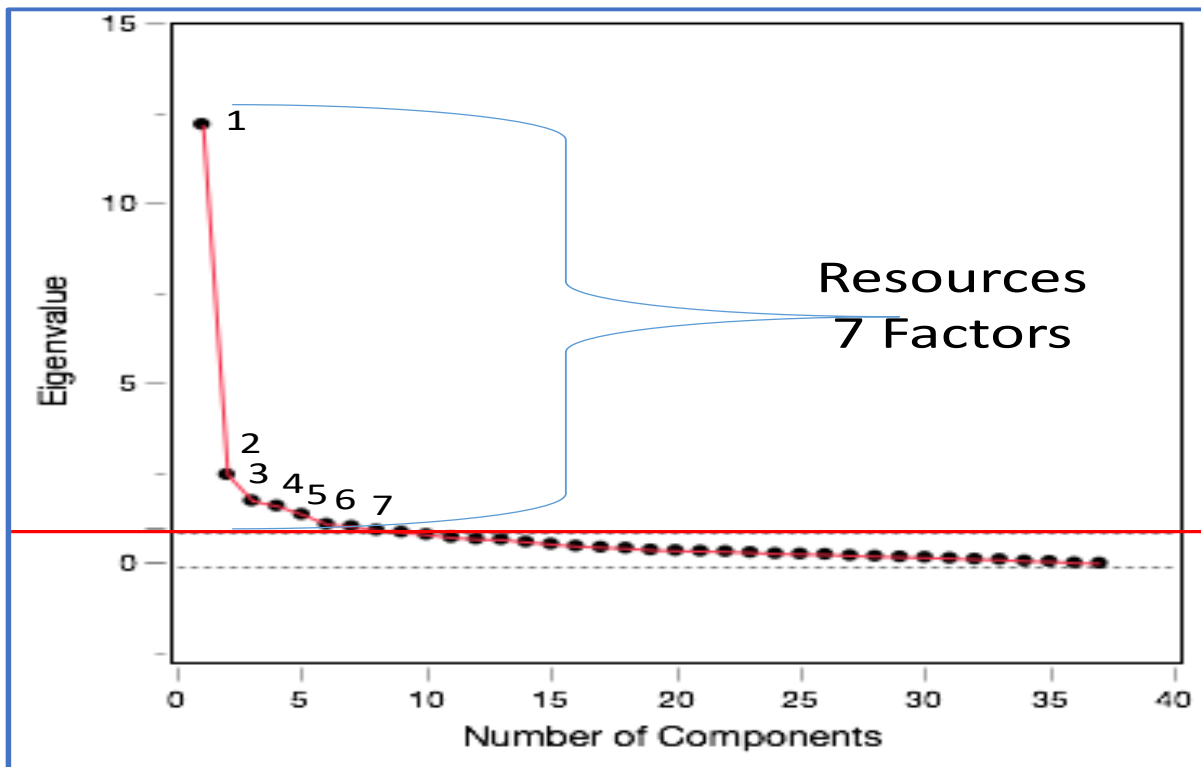
Figure 5. 6: Scree test criterion – Resources

- Loadings, interpretation, and naming of the resource factors

The output in Table 5.4 shows the factor loadings and communality estimates for the five stakeholder extracts.

Table 5. 4: Rotated factor loading – Resources

Code	Category	Statement								Make-up
B34	Management	The organisation has the right management team	0.6996	0.884	0.004	0.015	-0.113	-0.127	
B33	Management	The organisation has the right management structure required for the organisation	0.6133	0.809	0.080	0.002	-0.146	-0.124	
B35	Management	The organisation management team has the skills required for the job	0.6108	0.778	0.018	0.012	0.010	-0.043	
B30	Manpower	The organisation has high levels of staff motivation/morale	0.5144	0.717	0.048	-0.025	0.007	-0.038	
B38	Make-Up/Structure	The organisation has the right structure/make-up	0.5651	0.669	-0.075	0.244	-0.055	-0.032	
B40	Make-Up/Structure	The organisation structure is conducive to agility that may be required	0.6130	0.661	0.007	0.098	0.053	0.141	
B39	Make-Up/Structure	The organisation culture is alligned to the structure	0.5789	0.596	-0.070	0.228	-0.050	0.184	Make-up
B41	Make-Up/Structure	The organisation structure promotes speedy responses to decision making	0.4970	0.549	-0.061	0.104	0.126	0.191	
B32	Manpower	The organisation has a good record of retaining staff	0.3233	0.521	-0.024	-0.071	0.028	0.178	
B42	Make-Up/Structure	The organisation structure promotes employee growth	0.4226	0.467	0.003	0.184	0.012	0.172	
B28	Manpower	The organisation has the right skills to perform our activities	0.3074	0.452	0.074	-0.033	0.214	-0.188	
B37	Management	The organisation's has management incentives in line with long term retention interest	0.4151	0.449	-0.009	0.173	0.098	0.157	
B29	Manpower	The organisation has the right training programmes to develop our staff for new/future needs	0.3538	0.424	0.221	-0.048	0.117	0.070	

Item	Contruct	Item/Description	Communality	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Revised Construct
B54	Mngt Information	The organisation has the ability to share Information timeoulsy	0.6720	-0.026	0.781	0.087	0.096	-0.096	
B53	Mngt Information	The organisation has the ability generate Information timeoulsy	0.7007	-0.057	0.772	0.165	0.101	-0.097	
B55	Mngt Information	Managers have the information to manage their business	0.4161	0.159	0.546	0.022	0.071	-0.055	Management Information
B57	Mngt Information	Management has the ability to analyse information for decision making	0.3866	0.301	0.456	-0.127	-0.013	0.105	
B58	Mngt Information	The Organisation has a data driven culture	0.4319	0.161	0.448	0.131	0.019	0.148	

Item	Contruct	Item/Description	Communality	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Revised Construct
B48	Machinery/Technology	The organisation refreshes its assets frequently in line with industry standards	0.6388	0.048	0.072	0.749	0.030	-0.051	
B47	Machinery/Technology	The organisation is adequately capacitated in terms of hardware(Computers and Servers)	0.5145	0.056	0.111	0.622	0.098	-0.231	
B50	Machinery/Technology	The organisation has studies on the replacement cost of our assets	0.4759	-0.017	-0.053	0.595	0.094	0.235	Machinery/Technology
B49	Machinery/Technology	The organisation has a diverse sets of tools(Software) to carry out current and new activities	0.5353	-0.009	0.398	0.531	-0.010	-0.124	
B51	Machinery/Technology	The organisation has good utilisation of it's assets	0.3508	0.168	0.124	0.404	-0.073	0.137	

Item	Contruct	Item/Description	Communality	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Revised Construct
B43	Money	The organisation has sufficient current funding	0.5943	-0.051	-0.031	-0.107	0.813	-0.010	
B44	Money	The organisation has the ability to source additional funds	0.4015	-0.036	0.083	-0.003	0.617	0.074	Money
B52	Machinery/Technology	The organisation has good utilisation of it's assets	0.4845	-0.110	0.119	0.196	0.590	-0.147	

Item	Contruct	Item/Description	Communality	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Revised Construct
B60	Methods/Processe	The organisation performs critical reviews of activities for operations of the future	0.6004	0.226	0.088	0.181	0.087	0.536	
B62	Methods/Processe	The organisation has a clear understanding of the effectiveness of our activities	0.6311	0.309	0.261	-0.041	0.150	0.482	**Methods/Processes**
B63	Methods/Processe	The organisation has a clear understanding of the effectiveness of human vs automated activities	0.5551	0.252	0.169	0.136	0.107	0.451	

The output in Table 5.4 shows the factor loadings for the five extracted factors. For example, Factor 1 (Make-up) contains Statement B (34, 33, 35, 30, 38, 40, 39, 41, 32, 42, 28, 37, 29).

• Item 52 "The organisation has enough money to replace or refresh ageing assets" was realigned from Machinery and Technology to Factor 4 (Money) due to the loading of the factors.

• The 7M resource model (manpower, management, make-up, money, machinery, management information and methods) led to the convergence of manpower, management and structure and make-up to be perceived as one resource under Factor 1.

• In total, eight Items (three from Factor 1, one from Factor 2, one from Factor 4 and four from Factor 5) were removed from Factor 2 due to a poor loading factor (below 0.4).

• Statements 59 and 61 were removed from the Methods construct and deleted from the model due to poor loading values.

5.3.**5.3** Validation of Theme 3 - The Strategy *constructs*

The steps highlighted in the paragraph above were used to validate the five constructs under Theme 3. the steps that were used for each theme are described below.

• ***Determine whether the data is suitable for factor analysis***

The KMO value of 0.93 is above 0.5 indicating that it was viable to conduct EFA. The p-value of Bartletts' Test of Sphericity is 0.0001, which is smaller than 0.05 - representing significant correlations in the correlation matrix.

• ***Determine the number of factors using a criterion***

The output in Figure 5.7 shows that two factors best explain 56.60% of the cumulative variance. The two factors have Eigen values larger than 1, meaning the items may be

contained in them. The ideal output is 60%, however, it should be noted this is an exploratory model as indicated in the introduction.

Number	Eigenvalue	Percent	20 40 60 80	Cum Percent
1	7.9091	49.432		49.432
2	1.1471	7.169		56.601
3	0.9132	5.707		62.309
4	0.7356	4.598		66.906
5	0.6918	4.324		71.230
6	0.6595	4.122		75.352
7	0.6026	3.766		79.118
8	0.5414	3.384		82.502
9	0.4955	3.097		85.599
10	0.4812	3.008		88.607
11	0.4358	2.724		91.330
12	0.3509	2.193		93.524
13	0.3336	2.085		95.608
14	0.2771	1.732		97.340
15	0.2225	1.391		98.731
16	0.2030	1.269		100.000

Figure 5. 7: Eigenvalue and cumulative percentage of variance- Strategy

In Figure 5.8, the examination of the scree plot and eigenvalues formed a change from linearity coinciding with a 2-factor result. Thus, data should be analysed for two factors as indicated in this scree test.
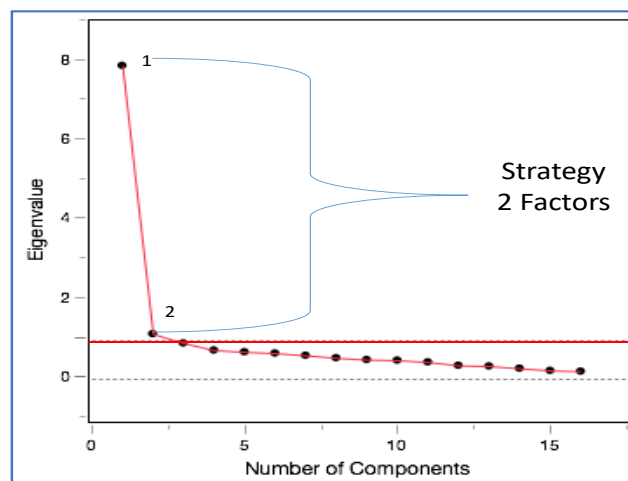
Figure 5. 8: Scree test criterion - Strategy

- ***Loadings, interpretation, and naming of the factors***

The output in Table 5.5 displays the factor loadings and communality estimates for the five stakeholder extracts.

Table 5. 5: Rotated factor loading – Strategy

| Item	Original Contruct	Item/Description	Communality	Factor 1	Factor 2	Revised Construct
B73	Preparing the Organisation	The organisation has the flexibility in the culture to change with new strategic demands	0.6449	0.939	-0.192	
B72	Preparing the Organisation	The culture is enabled to achieve the stated Strategic Objectives	0.6418	0.784	0.023	
B79	Strategy Execution	There is a discipline of continuous improvement linked to the execution process	0.6295	0.754	0.051	
B78	Strategy Execution	The decision making processes assure that decisions throughout the organization are aligned to the strategy	0.6496	0.741	0.084	
B74	Preparing the Organisation	The organisation has a robust intergrated change management programme	0.4914	0.651	0.064	**Strategy Execution**
B77	Strategy Execution	The Organisation's strategy-based performance management plan is linked to individual development plans	0.3656	0.618	-0.017	
B70	Preparing the Organisation	The organisation has an easy-to-understand version of the strategic plan.	0.4506	0.609	0.079	
B75	Strategy Execution	Employees understand how their work relates to the value-creating activities of the organization	0.4305	0.562	0.118	
B76	Strategy Execution	The organisation has a framework/model that guides the execution process	0.4929	0.546	0.191	

Item	Original Contruct	Item/Description	Communality	Factor 1	Factor 2	Revised Construct
B66	Strategy Implementation	The organisation has executive sponsorship of the resource allocations plans to drive results	0.6820	-0.093	0.894	Strategy Implementation
B67	Strategy Implementation	The organisation has executive sponsorship of prioritization criteria to drive results	0.6888	-0.033	0.855	
B68	Strategy Implementation	The organisation budget is linked to its Strategy	0.4461	0.079	0.606	
B65	Strategy Implementation	The organisation's strategic workforce planning is intergrated into our strategic planning process	0.5024	0.191	0.553	
B64	Strategy Implementation	The organisation's has a clear understanding its strategic priorities	0.3544	0.135	0.487	
B69	Strategy Implementation	The Organisation's value chain /business model defines the core business drivers	0.3963	0.263	0.407	

The factor loadings for the two extracted factors' output have been displayed in Table 5.5. For example, Factor 1 (strategy execution) contained Statement B (73, 72, 79, 78, 74, 77, 70, 75, 76). The outcome of the factor rotation on the strategy constructs led to the following findings and adjustments:

- The merging of Strategy execution and Preparing the organisation for strategy into a single factor.
- Statement 71 had a poor loading value (below.40) and was deleted from the model.

5.3.6 Revised constructs after exploratory factor analysis (EFA)

EFA was applied to the responses of 74 items in 15 constructs, as illustrated in Table 5.2 above. Table 5.6 illustrates the changes after the EFA process.

Table 5. 6: Revised number of constructs and items

Theme	Orginal Contruct No	Original No of Items	Old Contruct	New Contruct	Revised Construct No	Revised No of Items
Stakeholders	1	4	Revenue Collection- Shareholder	Revenue Collection- Shareholder	1	3
Requirements (1)	2	4	Economic Transformation- Suppliers	Economic Transformation- Suppliers	2	4
	3	6	Employees	Employees	3	5
	4	4	Customers/Taxpayers	Customers/Taxpayers	4	5
	5	4	Government Legislation	Government Legislation	5	4
		22	*Sub Total*	*Sub Total*		*21*
Resources	6	6	Manpower			
Availability (2)	7	5	Management	Make-Up	6	13
	8	5	Make-Up/Structure			
	9	4	Money	Money	7	4
	10	6	Machinery/Technology	Machinery/Technology	8	5
	11	6	Management Information and Data	Management Information and Data	9	5
	12	5	Methods/Processes	Methods/Processes	10	3
		37	*Sub Total*	*Sub Total*		*30*
Strategy (3)	13	6	Strategy Implementation	Strategy Implementation	11	6
	14	6	Preparing the Organisation for Strategy Execution	Strategy Execution	12	10
	15	5	Strategy Execution			
		17	*Sub Total*	*Sub Total*		*16*
Total		**76**				**67**

5.3.7 Summary of findings and interpretation

All five constructs for Stakeholders were retained. The 7M resource model led to the convergence of Manpower, Management and Structure into a single construct. This was renamed as Make-Up resulting in the downward revision of seven constructs into five. Only two constructs were retained within the strategy domain after the merging of Strategy execution and preparing the organisation for strategy into a singular Strategy execution construct. Figure 5.9 below illustrates the revised conceptual model after the validation process.
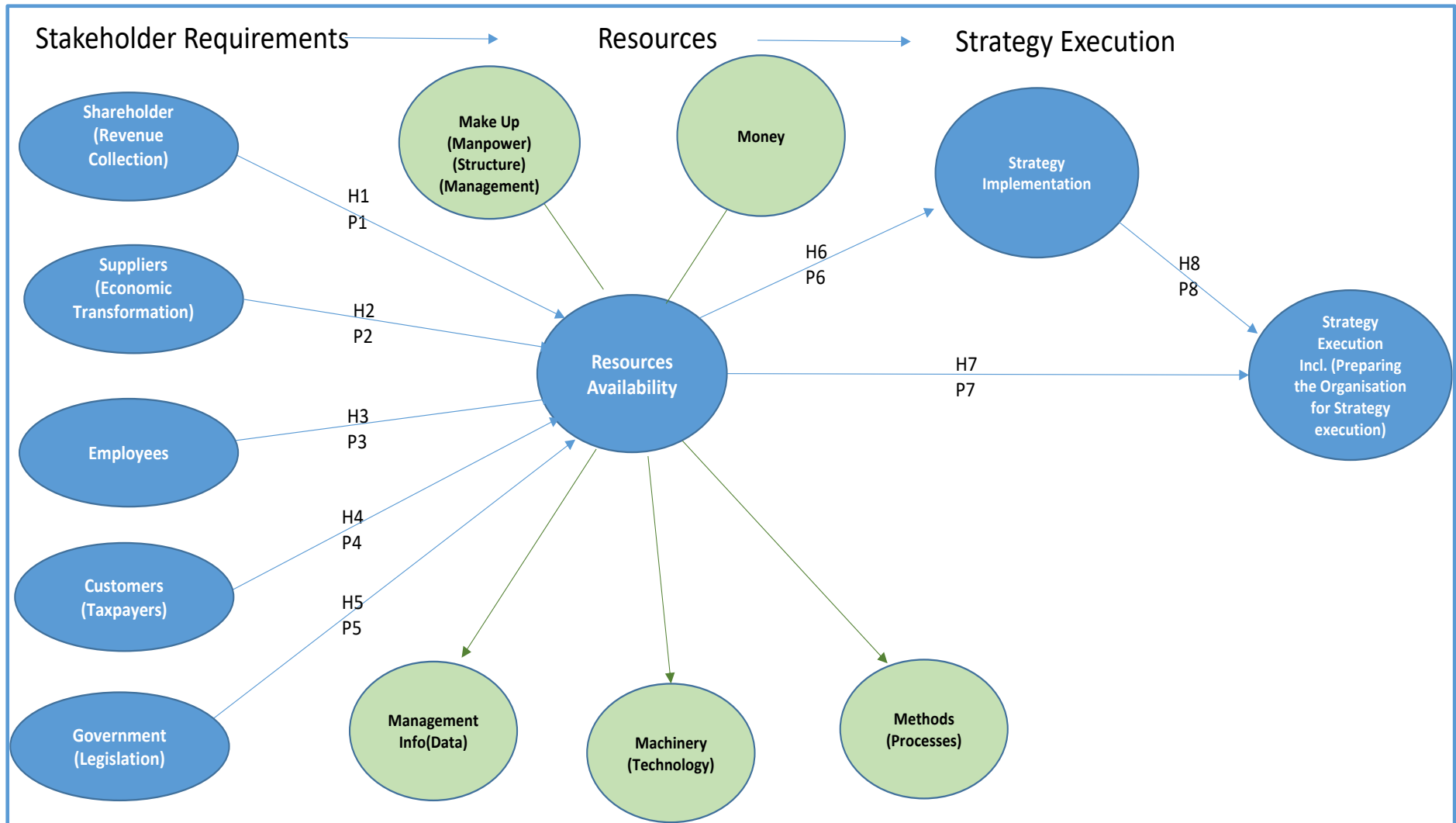
Figure 5. 9: Revised conceptual framework after EFA

5.3.8 Reliability of the constructs

The detailed processes followed were discussed and covered in the methodology chapter. The internal consistency of responses was assessed using the α coefficient and the level of reliability per construct is illustrated in Table 5.7.

The results indicate that all the measurement scales used in the study had good to very good reliability. The overall α coefficient for the constructs Stakeholders, Resources and Strategy Execution were 0.78, 0.91 and 0.85, respectively, which can be interpreted as good reliability. All the constructs had reliabilities of more than .80 except for the constructs Suppliers, Employees and Machinery, with a reliability of .74, .76 and .79, respectively.

Zikmund *et al.* (2010) noted that a computed α of 0.80 indicates very good reliability. Moreover, this test affirms the questionnaire to be a reliable data collection tool in this research. Furthermore, the data is appropriate for further analysis.

Table 5. 7: Reliability of the constructs

Construct	No. of Items	Cronbach's Alpha	Level of Reliability
Stakeholders			
Shareholder(Revenue Collection)	3	0.78	Good
Suppliers	4	0.74	Good
Employees	5	0.76	Very Good
Customers/Taxpayers	5	0.82	Very Good
Government	4	0.70	Good
Resources			
Make-Up/Structure	13	0.91	Very Good
Money	4	0.72	Very Good
Machinery/Technology	5	0.79	Good
Management Information and Data	5	0.81	Very Good
Methods/Processes	3	0.82	Very Good
Strategy			
Strategy Implementation	6	0.85	Very Good
Strategy Execution	10	0.91	Very Good
Total	**0**		

5.3.9 Construct descriptive statistics

The composite constructs scores were calculated for each respondent by taking the average of the reliable items per construct for each person. Scores closer to 1 indicated a high level of disagreement, closer to 5 a high level of agreement whilst scores closer to 3 indicated a degree of neutrality.

5.3.9.1 Construct descriptive statistics for Theme 1 – Stakeholder requirements

This section indicates the levels of agreement under Theme 1 for the 21 revised items in the five revised constructs.

- **Descriptive statistics on Shareholders (Revenue collection)**

Table 5.8 illustrates the level of agreement for the three items under the Shareholder construct.

Table 5. 8: The level of agreement on Shareholder (Revenue collection) items

Revenue Collection	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
It is important for the organisation to collect all revenues that are due	B5	1.86%	0.37%	0.00%	7.06%	90.33%
It is important for the organisation to identify new revenue streams	B6	2.23%	0.00%	0.74%	10.04%	86.62%
The identification of new revenue streams will require new types of capabilities	B7	1.49%	3.72%	3.72%	37.92%	52.79%

Approximately 90% of respondents strongly agreed that is important to collect all revenue due. Similarly, more than 87% strongly agreed on the need to identify new revenue streams. Looking at the summary results (M = 4.66), which indicate a high level of agreement, more than 90% of the respondents from the analysis agreed on the statements relating to revenue.

- **Descriptive statistics on Stakeholders (Suppliers)**

Table 5.9 illustrates the level of agreement for the three items under the Supplier construct.

Table 5. 9: The level of agreement among Stakeholders (Suppliers)

Suppliers	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
Economic transformation is key to revenue growth	B9	0.37%	0.74%	4.46%	37.92%	55.76%
Inclusive economic growth provides the organistion with more resource opportunities	B10	0.37%	0.74%	3.35%	54.28%	40.52%
Economic transformation provides the organisation with more options for goods and services	B11	0.37%	1.49%	6.69%	52.42%	38.29%
Economic transformation provides the organisation with quicker turn around times	B12	2.23%	17.10%	26.02%	35.32%	18.59%

More than 95 of respondents stated that economic transformation is key to revenue growth.

Similarly, more than 90% of respondents agreed that economic transformation provides the organisation with more options for goods and services and inclusive economic growth provides the organisation with more resource opportunities. Whilst there was a 53% agreement that economic transformation provides the organisation with quicker turnaround time, 26% were neutral and about 20% disagreed in their responses - hinting at a degree of uncertainty regarding this statement. Looking at the summary results, (M = 4.36) there was a high level of agreement on the statements of Suppliers.

- ***Descriptive statistics on Stakeholders (Employees)***

Table 5.10 illustrates the level of agreement for the six items under the Supplier construct.

Table 5. 10: The level of agreement on Stakeholder (Employees) items

Employees	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
High salaries are very important to employees	B13	0.37%	6.69%	13.01%	51.30%	28.62%
A good benefits package is very important to employees	B14	0.74%	0.74%	2.23%	40.89%	55.02%
Employees require agile work environments	B15	0.74%	0.74%	1.86%	34.20%	62.08%
Employees require well maintained work environments	B16	0.37%	0.74%	2.23%	37.55%	58.74%
Employees require promising career paths	B17	0.37%	1.49%	1.12%	25.28%	71.38%
Employees require adequate training /development programs	B18	0.37%	0.37%	0.74%	37.92%	60.22%

About 80% of respondents agreed that higher salaries are important to employees. Similarly, more than 90% agreed on the statements that a good benefits package, agile work environments, well-maintained work environments, promising career paths and adequate training programs are all important employee value requirements.

Looking at the summary results (M = 4.58) the analysis showed a high level of agreement on the statements of employee value propositions, considering employees are often majorly resource-dependent in most public sector organisations. Any disagreement on these will expose an organisation to enormous risks.

- ***Descriptive statistics on Stakeholders (Customers/Taxpayers)***

Table 5.11 illustrates the level of agreement for the four items under the Customer construct.

Table 5. 1: The level of agreement on Stakeholder (Customers/Taxpayers) items

Customers(Taxpayers)	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
Taxpayers require the completion of their tax proceedings in line with the service charter	B19	0.37%	0.37%	1.12%	22.68%	75.09%
Taxpayers expect easy-to-use platforms	B20	0.37%	0.00%	0.00%	17.84%	81.41%
It is important to provide clarity to Taxpayers	B21	0.37%	0.00%	0.00%	15.61%	83.64%
To create voluntary compliance, it is important to make tax collection as efficient as possible	B22	0.37%	0.37%	0.74%	18.59%	79.55%

More than 95% of respondents agreed that Taxpayers require the completion of their tax proceedings in line with the service charter. Similarly, more than 95% agreed on the need for easy-to-use platforms, clarity to taxpayers and making tax collection as efficient as possible. Looking at the summary results (M = 4.77), there was a high level of agreement on the statements on taxpayers or the requirement from taxpayers.

- ***Descriptive statistics on Stakeholder (Government)***

Table 5.12 illustrates the level of agreement for the four items under the Government construct.

Table 5. 2: The level of agreement on Stakeholder (Government legislation) items

Government	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
Conformance to Legal framework is resource intensive	B23	1.49%	14.87%	18.59%	41.64%	23.05%
Changes to the Organisation's act will influence resources requirements	B24	0.00%	0.00%	26.02%	59.11%	14.50%
Changes to the Organisation's act may require new capabilities	B25	0.37%	3.35%	15.61%	63.94%	16.36%
Changes in the Government legislation may lead to delays in other priorities	B26	1.86%	16.36%	22.68%	48.70%	10.04%

About 75% of respondents agreed that Conformance to legal framework is resource-intensive while 15% disagreed. Similarly, about 75% agreed that Changes to the organisation's act will influence resource requirements with 26% adopting a neutral stance. More than 80% agreed that Changes to the organisation's act will influence resource requirements. More than 58% agreed that Changes in the government legislation might lead to delays in other priorities while 22% remained neutral and 18% disagreed (on this statement). Looking at the summary results

(M = 3.71), there was a degree of agreement on the impact that government legislation has on the organisation.

5.3.9.2 Construct Descriptive Statistics for Theme 2 – Resource Availability

This section indicates the levels of agreement under Theme 2 for the 30 revised items in the five revised constructs.

- ### *Descriptive Statistics on Resources (Make-Up)*

Table 5.13 illustrates the level of agreement for the 13 items under the Make-Up construct.

Table 5. 13 The level of agreement on Resources (Make-Up) items

Resources(Make-Up) Item/Description	Code	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The organisation has the right skills to perform our activities	B28	5.62%	37.08%	18.35%	32.58%	5.99%
The organisation has the right training programmes to develop our staff for new/future needs	B29	8.99%	43.07%	13.86%	27.34%	5.99%
The organisation has high levels of staff motivation/morale	B30	11.24%	40.82%	25.47%	19.10%	2.62%
The organisation has a good record of retaining staff	B32	6.37%	30.71%	17.60%	37.08%	7.49%
The organisation has the right management structure required for the organisation	B33	7.12%	30.34%	26.97%	28.09%	6.74%
The organisation has the right management team	B34	4.49%	25.47%	30.71%	32.96%	5.62%
The organisation's management team has the skills required for the job	B35	3.75%	21.35%	29.21%	39.70%	4.87%
The organisation has management incentives in line with long term retention interest	B37	13.86%	51.31%	19.85%	11.99%	1.87%
The organisation has the right make-up/structure	B38	6.74%	32.21%	29.59%	28.09%	2.62%
The organisation culture is aligned to the structure	B39	8.24%	34.83%	26.97%	25.47%	3.37%
The organisation structure is conducive to agility that may be required	B40	9.74%	32.21%	24.34%	29.59%	3.00%
The organisation structure promotes speedy responses to decision making	B41	11.99%	38.58%	20.60%	23.97%	3.75%
The organisation structure promotes employee growth	B42	9.74%	44.57%	24.72%	17.98%	1.87%

Only 38.5% of respondents agreed that the organisation has the right skills to perform its activities, with 18% adopting a neutral stance and 43% disagreeing. More than 52% disagreed that the organisation has the right training programmes to develop its staff for new/future needs. More than 52% disagreed that the organisation has high levels of staff motivation/morale, with 25% adopting a neutral stance. Furthermore, 65% of respondents disagreed that the organisation has management incentives in line with long-term retention.

More than 54% disagreed that the organisational structure promotes employee growth. Another 65% of respondents agreed that the organisation has a good record of attracting staff.

The summary of results ($M = 2.79$) indicated a degree of neutrality with the analysis, showing that most respondents were either in disagreement or neutral on the statements on Make-up pointing to a possible lack in capacity, capability, and development. Considering that people resources make up a significant portion of total resources in most public entities, any dissonance in this construct will expose organisations to huge risks.

- ***Descriptive Statistics on Resources (Money)***

Table 5.14 illustrates the level of agreement for the three items under the Money construct.

Table 5. 14: The level of agreement on Resources (Money) items

Resources(Money) Item/Description	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
The organisation has sufficient current funding	**B43**	11.61%	37.83%	24.34%	22.85%	2.62%
The organisation has the ability to source additional funds	**B44**	4.49%	18.35%	27.34%	41.95%	7.12%
The organisation has enough money to replace/refresh ageing assets	**B52**	7.12%	31.46%	29.59%	25.84%	5.24%

About 50% of respondents disagreed that the organisation has sufficient current funding with just over 25% in agreement with the statement. More than 49% agreed that the organisation can source additional funds, with 27% adopting a neutral stance and 22.85% disagreeing. A further 38% of subjects disagreed with the statement that the organisation has enough money to replace ageing assets. Looking at the summary results ($M = 2.94$), which is closer to neutral, there seemed to be a belief amongst respondents that despite the funding challenges, the organisation can source additional funds.

- ***Descriptive Statistics on Resources (Machinery/Technology)***

Table 5.15 illustrates the level of agreement for the five items under the Machinery/Technology construct.

Table 5. 3: The level of agreement on Resources (Machinery/Technology) items

Resources(Machinery/Technology) Item/Description	Code	Level of Agreement				
		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The organisation is adequately capacitated in terms of hardware(Computers and Servers)	B47	7.87%	28.46%	17.60%	40.07%	5.62%
The organisation refreshes its assets frequently in line with industry standards	B48	8.99%	38.58%	15.73%	31.46%	4.12%
The organisation has a diverse sets of tools(Software) to carry out current/ new activities	B49	4.12%	20.97%	16.10%	51.69%	6.74%
The organisation has studies on the replacement cost of our assets	B50	3.00%	18.73%	48.31%	26.97%	1.87%
The organisation has good utilisation of it's assets	B51	0.75%	23.97%	23.22%	47.19%	4.12%

More than 55% of respondents agreed that the organisation has a diverse set of tools (software) to carry out current/new activities. More than 50% of respondents agreed that the organisation has good utilisation of its assets whilst more than 45% agreed that the organisation is adequately catered for in terms of computers or servers, with 35% in disagreement. Close to 50% disagreed that the organisation refreshes its assets frequently in line with industry standards (M = 2.82). More than 48% were neutral on whether the organisation has studies on the replacement cost of its assets.

Looking at the summary results (M = 3.08), the analysis showed that most respondents were somewhat neutral in the statement on technology. This points to areas of improvement considering the importance of technology in leveraging future strategies.

- ***Descriptive Statistics on Resources (Management Information and Data)***

Table 5.16 illustrates the level of agreement for the five items under the Management information construct.

Table 5. 16: The level of agreement on Resources (Management Information & Data) items

Resources(Management Information & Data) Item/Description	Code	Level of Agreement				
		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The organisation has the ability generate Information timeoulsy	B53	4.49%	16.10%	16.85%	51.31%	10.86%
The organisation has the ability to share Information timeoulsy	B54	3.00%	14.23%	17.98%	53.93%	10.49%
Managers have the information to manage their business	B55	3.00%	13.86%	17.98%	56.55%	8.24%
Management has the ability to analyse information for decision making	B57	1.87%	17.98%	16.10%	55.43%	8.24%
The Organisation has a data driven culture	B58	3.75%	17.60%	16.85%	52.43%	8.99%

A notable 60% of respondents agreed that the organisation can generate information timeously with a similar response on the timely sharing of information. Managers seemingly have information to manage their business and the ability to analyse information for decision-making. The organisation has a good data-driven culture. Looking at the summary results (M = 3.52), the analysis showed that most respondents agreed on the Management of Information and Data and thus presented several opportunities for leveraging data for several business imperatives and strategies of the future.

- *Descriptive Statistics on Resources (Methods and Processes)*

Table 5.17 illustrates the level of agreement for the three items under the Management information construct.

Table 5. 4: The level of agreement on Resources (Methods and Processes) items

Resources(Methods &Processes)	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Item/Description		1	2	3	4	5
The organisation performs critical reviews of activities for operations of the future	B60	2.25%	19.10%	23.97%	48.31%	5.24%
The organisation has a clear understanding of the effectiveness of our activities	B62	2.25%	20.60%	21.35%	50.19%	4.87%
The organisation has a clear understanding of the effectiveness of human vs automated activities	B63	3.75%	26.59%	19.85%	44.57%	4.12%

More than 50% of respondents agreed that the organisation performs critical reviews for operations of the future and the organisation has a clear understanding of the effectiveness of activities, including those human and automated. Looking at the summary results (M = 3.28), the analysis above showed that most respondents were either in agreement or neutral on the statements relating to methods and processes. However, it is pivotal for an organisation to put these into meaningful plans for execution.

5.3.9.3 Construct Descriptive Statistics for Theme 3 – Strategy

This section indicates the levels of agreement under Theme 3 for the 16 revised items in the two revised constructs.

- *Descriptive Statistics on (Strategy) Implementation*

Table 5.18 illustrates the level of agreement for the six items under the Strategy implementation construct.

Table 5. 5: The level of agreement on Strategy (Implementation) items

Strategy(Implementation) Item/Description	Code	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
The organisation's has a clear understanding it's strategic priorities	B64	1.13%	3.01%	4.14%	60.53%	30.83%
The organisation's strategic workforce planning is integrated into it's strategic planning process	B65	2.26%	18.42%	20.68%	47.37%	10.90%
The organisation has executive sponsorship of the resource allocations plans to drive results	B66	1.50%	18.42%	28.57%	42.86%	7.89%
The organisation has executive sponsorship of prioritization criteria to drive results	B67	2.26%	18.05%	25.56%	45.11%	7.89%
The organisation budget is linked to its Strategy	B68	3.38%	26.32%	18.80%	43.98%	7.14%
The Organisation's value chain /business model defines the core business drivers	B69	1.13%	8.65%	14.66%	63.53%	11.28%

More than 90% of respondents agreed that the organisation has a clear understanding of its strategic priorities, with more than 74% in consensus that the organisational business model defines the core business drivers. Subsequently, close to 60% agreed that work force planning is integrated into the planning process.

Considering the summary results (M = 3.56), the analysis above showed that more respondents agreed on strategic implementation with just over 50% concurring on the statements that the organisation has executive sponsorship of resource allocation and also has executive sponsorship to drive prioritisation criteria and linking the budget to its strategy. These are critical activities required for successful strategy execution and significant improvement might be required.

- *Descriptive Statistics on Strategy (Execution)*

Table 5.19 illustrates the level of agreement for the 10 items under the Strategy execution construct.

Table 5. 6: The level of agreement on Strategy (Execution) items

Strategy(Execution) Item/Description	Code	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The strategy of the business is discussed coherently with all its employees	B70	2.65%	23.86%	16.29%	42.80%	13.26%
The organisation has an easy-to-understand version of the strategic plan.	B71	1.13%	7.14%	12.41%	58.65%	20.30%
The culture is enabled to achieve the stated Strategic Objectives	B72	3.76%	22.56%	24.81%	40.60%	7.14%
The organisation has the flexibility in the culture to change with new strategic demands	B73	3.77%	27.55%	26.04%	36.23%	5.28%
The organisation has a robust integrated change management programme	B74	15.47%	38.11%	24.15%	18.87%	2.26%
Employees understand how their work relates to the value-creating activities of the organization	B75	3.02%	19.25%	19.62%	50.94%	6.42%
The organisation has a framework or model that guides the execution process	B76	1.89%	13.58%	21.89%	55.85%	5.66%
The Organisation's strategy-based performance management plan is linked to individual development plans	B77	4.53%	23.77%	21.89%	40.38%	8.30%
The decision making processes assures that decisions throughout the organization are aligned to the strategy	B78	3.40%	22.26%	24.15%	43.02%	6.04%
There is a discipline of continuous improvement linked to the execution process	B79	2.64%	22.26%	24.15%	43.77%	6.04%

More than 55% of the study participants agreed that the strategy of the business is discussed coherently with all its employees. Similarly, more than 50% agreed on the link between their work and the value-creating activities whilst more than 60% agreed that the organisation and the organisation have a model to guide the execution process.

The study participants were somewhat split in their views on individual performance plans that are linked to the organisation's performance plans. There is a discipline of continuous improvement linked to the execution process and individual performance plans are linked to the organisation's performance plans. There was a similar split response on the statements of culture and change management.

Looking at the summary results (M = 3.26), the analysis above showed that more respondents (51%) agreed with the statements on strategy execution. However, the other 50% were either neutral or in disagreement denoting a scope for improvement in culture, change management, continuous improvement, performance contracting and performance management.

5.3.9.4 Descriptive statistics summary

Looking at the summary results in Table 5.20 regarding the Resource construct, Money and Make-up are potential problem areas that would require urgent attention whilst the others require improvement. There is a good degree of agreement on Stakeholder constructs while those under Strategy remain to be enhanced.

Table 5. 7: Summary of descriptive analysis

Contruct	Mean	Comment
Stakeholders	4.35	Good
Customers	4.78	Good
Revenue	4.67	Good
Employees	4.47	Good
Suppliers	4.15	Good
Government	3.71	Can Improve
Resources	3.12	Can Improve
Management Info	3.51	Can Improve
Methods/Processes	3.29	Can Improve
Machinery/Technology	3.12	Can Improve
Money	2.95	Problem areas
Make-Up	2.83	Problem areas
Strategy	3.41	Can Improve
Implementation	3.56	Can Improve
Execution	3.27	Can Improve

5.3.10 Structural Equation Modelling (SEM)

As discussed in Chapter 3, SEM comprises two parts, the measurement, and structural components of the model, with CFA being the measurement part. It relates items to latent factors (good measures of the concepts) and assesses how well we can measure concepts and the overall fit of a model (Hair *et al.*, 2014). The additional element is the structural component, or the path model, which illustrates how the variables of interest (often latent variables) are related (Saunders *et al.*, 2019). The maximum likelihood estimation (MLM) within *SEM lavaan: An R Package for Structural Equation Modelling* was used for the SEM (Satorra & Bentler, 2001; Rosseel, 2012). After the EFA was done to test the validity of all the constructs (dimensions/factors) in the questionnaire, the factors were confirmed by determining the relationships between the constructs with CFA.

5.3.10.1 Validity

Hair *et al.* (2014) argue that the measure of a presumed measurement for a latent construct by an instrument is validity. Each measurement model requires three types of validity. The assessment of the model (construct validity) is presented first, followed by convergent validity and lastly the discriminant validity (Hair *et al.*, 2014). Convergent validity is achieved only when all items in a measurement model are statistically significant and were measured using AVE and CR. To achieve convergent validity, all AVE must be greater than .5, that is, $AVE>.5$ and all construct reliabilities must be greater than AVEs, that is, $CR>AVE$. Discriminant validity indicates the measurement model of a construct is free from redundant items (Hair *et al.*, 2014). The HTMT will be used to test discriminant validity; for example, an HTMT value of below 0.90, indicates that discriminant validity has been established between two reflective constructs (Henseler *et al.*, 2015).

- ***Construct validity***

This validity is achieved when the measure of the model fit for a construct achieves the required level and the measures of fit as suggested by Hair *et al.* (2014) in their respective category. The levels of acceptance are presented in Table 5.21.

Table 5. 8: Measures of model fit (Adapted from Hair *et al.*, 2014)

Indicator	Measure	Threshold	Estimate	Interpretation
a	Chi-square test	non-significant chi-square with p-values more than 0.05	0.0001	Indicate not a good fit
b	Cmin/df (Chi-square Minimum Discrepancies)	<3	1.145	Excellent
c	CFI (Comparative Fit Index)	>0.9	0.915	Good
d	TLI (Tucker Lewis Index)	>0.9	0.910	Good
e	SRMR (standardised root mean squared residual)	<0.08	0.058	Excellent
f	RMSEA (root mean square error of approximation)	<0.06	0.036	Excellent

- Chi-square tests non-significant chi-square with p-values more than 0.05. According to Hair et al. (2014), if the sample size obtained for the study is greater than 200, one can ignore the absolute fit index of minimum discrepancy chi-square. In this instance,

as a result of the sample size of 271 respondents, the absolute fit index of minimum discrepancy chi-square will be ignored.

- Cmin/df less than 5 Lower Cmin/df values indicate better fit). In this instance, the estimate of **1.145 indicates a good fit.**
- CFI values - should range between 0 to 1 with higher values indicating better fit with a CFI value of greater than 0.9 considered good. In this instance, the estimate of **0.915 indicates a good fit.**
- TLI values between 0 to 1 with values closer to 1 indicating a good fit. In this instance, the estimate of **0.910 indicates a good fit.**
- RMSEA less than 0.06 (Lower RMSEA values indicate better fit). In this instance, the estimate of **0.036 indicates a good fit.**
  SRMR less than 0.08 Lower RMSEA values indicate better fit). In this instance, the estimate of **0.058 indicates a good fit**

All measures indicated a good to excellent model fit. Both CFI and TLI exceeded the threshold of .9 indicating a good fit. RMSEA is an absolute fit index, in that it measures how far a model is from a perfect one and in this instance, a gap of 0.037 indicates an excellent fit. Hair *et al.* (2014) introduced the SRMR as a goodness of fit (GFI) measure to avoid model misspecification and in this instance, the estimated measure of 0.059 indicates an excellent fit.

Figure 5.10 displays the factor loading for every single item in a measurement model to measure the latent constructs. The factor loading for a specific item is demonstrated near the arrow pointing to the respective item. All loadings were higher than 0.50.
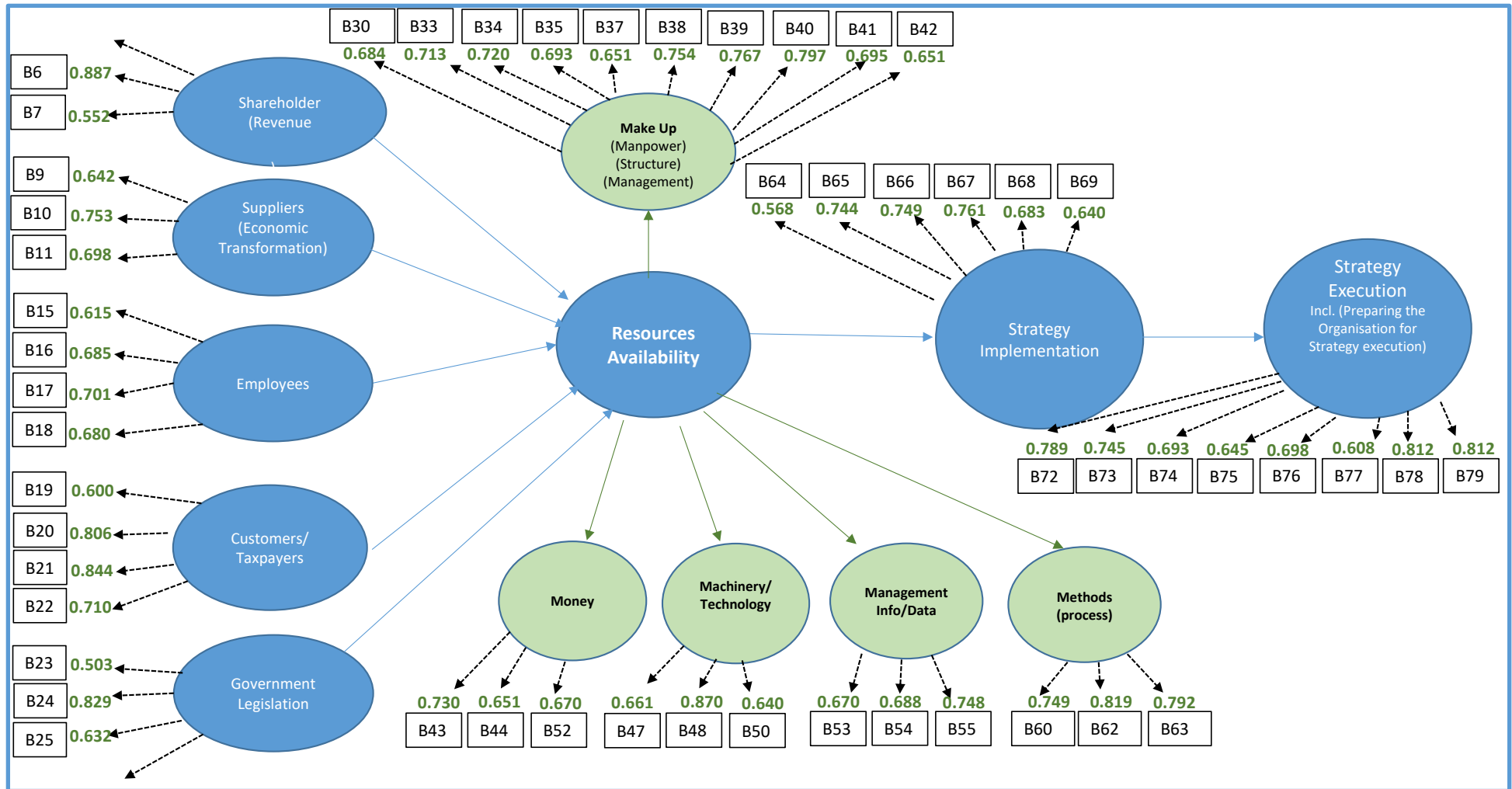
Figure 5. 10: Structural measurement model showing factor loadings

- *Composite Reliability/Convergent Validity*

Composite reliability was measured using critical ratios (CR) and AVE as shown in Table 5.22 below.

Table 5. 22: Composite reliability and AVE

Construct	Composite Reliability	AVE
Stakeholders		
Revenue	0.789	0.554
Suppliers	0.739	0.486
Employees	0.765	0.448
Customers	0.83	0.537
Government	0.696	0.369
Resources		
Make-Up	0.897	0.5130
Money	0.728	0.4700
Machinery	0.783	0.5500
Mngt Information	0.66	0.4900
Methods	0.835	0.6200
Strategy		
Implementation	0.832	0.4960
Execution	0.888	0.5290

Hair *et al.* (2014) state that AVE is considered acceptable at 0.5, however, if AVE is below 0.5 but CR is above 0.6 or 0.70 reliability is still deemed acceptable. Looking at Table 5.21 above, CR was greater than 0.60 for all constructs, thus convergent validity was achieved.

- *Discriminant Validity*

According to Hair *et al.* (2014), if the HTMT value is below 0.90, discriminant validity has been established between the two reflective constructs. Furthermore, The HTMT values in Tables 5.23, 5.24 and 5.25 are all below 0.90, thus discriminant validation has been achieved.

Table 5. 9: Discriminant validity – Stakeholder constructs

Construct	Revenue	Suppliers	Employees	Customers	Government
Revenue	1.0000				
Suppliers	0.4620	1.0000			
Employees	0.5940	0.6180	1.0000		
Customers	0.6220	0.6380	0.7780	1.0000	
Government	0.2760	0.3050	0.4130	0.3340	1.0000

Table 5. 10: Discriminant validity – Resource constructs

Construct	Make-Up	Money	Machinery	Mngt Information	Methods
Make-Up	1.0000				
Money	0.1910	1.0000			
Machinery	0.5680	0.3940	1.0000		
Mngt Informat	0.4700	0.3890	0.4790	1.0000	
Methods	0.7380	0.2780	0.5680	0.4890	1.0000

Table 5. 11: Discriminant validity – Strategy constructs

Construct	Implementation	Execution
Implementation	1.0000	
Execution	0.8410	1.0000

5.3.10.2 SEM-structural model results

The previous paragraph affirmed that the model fits the data ideally, leading to the next step, the structural component, or the path model, which demonstrates how the variables of interest (often latent variables) are related (Saunders *et al.*, 2019). For a path to be significant, the p-value should be less than .05. A construct is deemed significant as a predictor of another latent construct if the p-value is less than 5% and is deemed to have a positive impact if the estimated coefficient (β) was positive (greater than 0). The results of the estimated model are shown in Table 5.26 and illustrated in Figure 5.11, thereafter.

Table 5. 12: Structural model results

	Estimate	Std.Err	z-Value	P(>|z|)	Std.lv	Std.all
Resources						
Revenue	0.0470	0.0790	0.5950	**0.5520**	0.0450	0.0450
Suppliers	0.1000	0.1310	0.7630	**0.4450**	0.0960	0.0960
Employees	0.0510	0.1220	0.4160	**0.6770**	0.0049	0.0490
Customers	0.0470	0.1118	0.4020	**0.6880**	0.0045	0.0450
Government	0.1300	0.1050	1.2340	**0.2170**	0.1250	0.1250
Strategy Execution						
Resources (c)	1.2260	0.3820	3.2110	**0.0001**	0.5730	0.5730
Strategy Implementation						
Resources (a)	1.8200	0.2860	6.3700	**0.0000**	0.8840	0.8840
Strategy Execution						
Strategy Implementation (b)	0.3590	0.1730	2.0740	**0.0380**	0.3460	0.3460
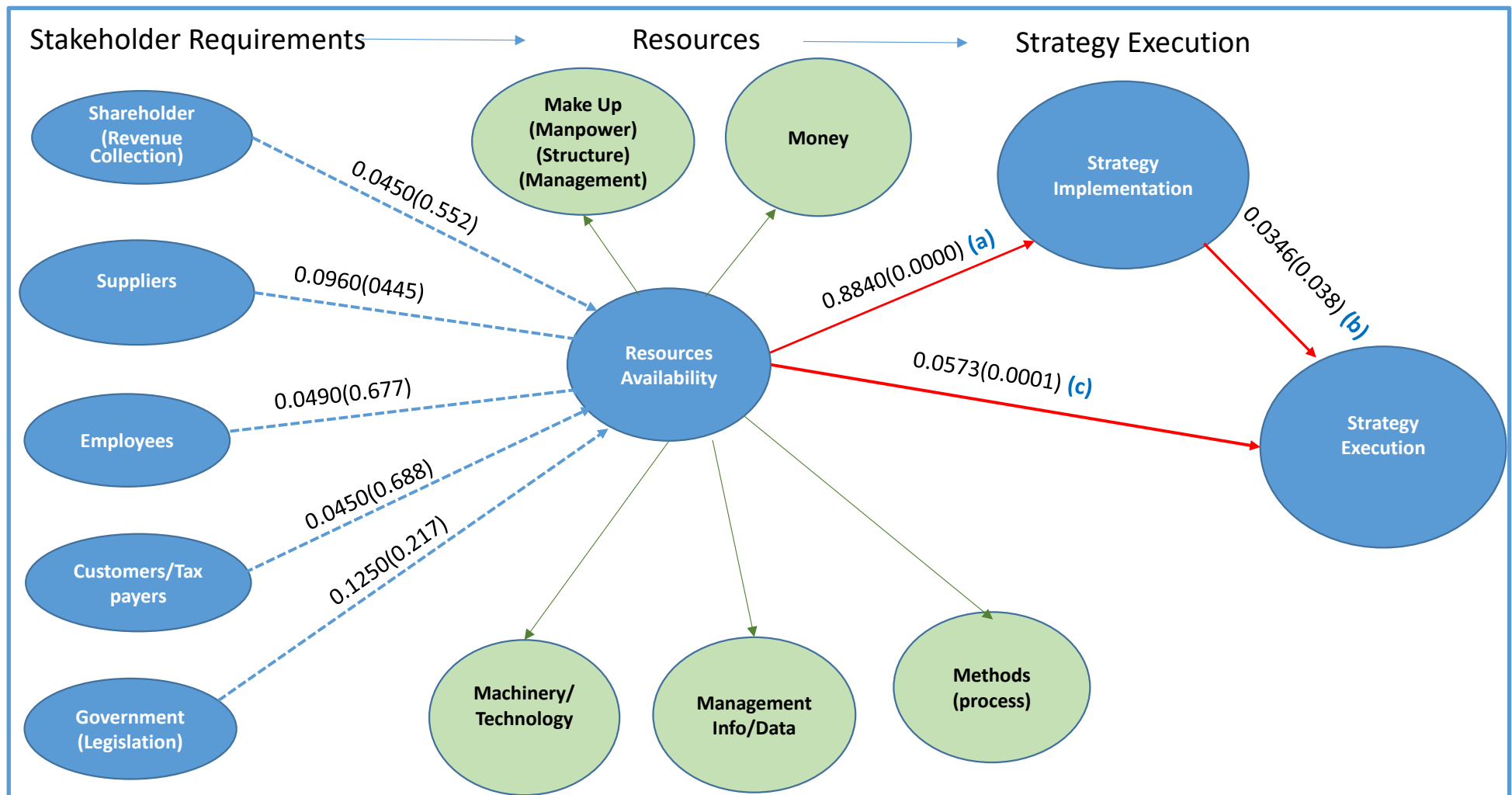
Figure 5. 11: Structural model showing p-value co-efficient

Looking at the Structural Model results in Table 5.25 and Figure 5.11 above:

- There are insignificant relationships between the Stakeholder constructs and Resource availability as the paths (p-values) are all greater than 0.05.
- There is a significant relationship between Resources and Strategy implementation as the path (p-value) of 0.0001 is less than .05;
- There is a significant relationship between Resources and Strategy execution as the path (p-value) of 0.001 is less than .05; and
- There is a significant relationship between the **mediating variable** (strategy implementation) and execution as the path (p-value) of 0.038 is less than .05.

A **mediating variable** describes the process through which two variables relate to the **mediator** as an intermediary between the two variables (Baron & Kenny, 1986). **Full mediation** is obtained when the total relationship between the independent and dependent variables is through the mediating variable, therefore if the mediating variable is removed, the relationship goes away. Alternatively, with **partial mediation,** there will still be a relationship between the independent and dependent variables albeit not as strong (Baron & Kenny, 1986).

In this case, strategy implementation is the mediating variable. The coefficient of the total relationship is 0.879, made up of a direct relationship between implementation and execution of 0.346 and an indirect relationship between resources of 0.573. Even with the removal of the mediator, there is still partial mediation (0.573) between resources and execution.

5.3.10.3 Conclusion on hypothesis testing

As explained earlier in the chapter, the construct Preparing the organisation for strategy execution was merged into the construct Strategy execution. Due to this change, several hypotheses were no longer required (as shown below). The results for the remaining hypotheses are listed in Table 5.27:

- There is a significant relationship between Resource availability and preparing the organisation for execution;
- There is a significant relationship between Strategy implementation and preparing the organisation for strategy execution; and
- There is a significant relationship between Preparing the organisation for execution and Strategy execution.

Table 5. 13: Hypotheses testing results

H$_1$	There is a significant relationship between Revenue collection requirement and Resource availability	Not Supported
H$_2$	There is a significant relationship between Suppliers (economic transformation) requirement and Resource availability	Not Supported
H$_3$	There is a significant relationship between Employees requirement and Resource availability	Not Supported
H$_4$	There is a significant relationship between Customers requirement and Resource availability	Not Supported
H$_5$	There is a significant relationship between Government legislation requirement and Resource availability	Not Supported
H$_6$	There is a significant relationship between Resource availability and Strategy implementation	Supported
H$_8$	There is a significant relationship between Resource availability and Strategy execution.	Supported
H$_{10}$	There is a significant relationship between Strategy implementation and Strategy execution	Supported

5.4 CHAPTER SUMMARY

This chapter reviewed the quantitative research results commencing with the EFA, descriptive analysis, SEM and concluded with the results of the hypotheses testing. The next chapter will discuss the findings of semi-structured interviews in the qualitative phase of the study.

CHAPTER 6: QUALITATIVE ASSESSMENT OF THE FACE VALIDITY OF THE MODEL

This chapter aims to explain the quantitative results in further depth through the interview process in the subsequent qualitative phase (QUAN→qual). To enhance trustworthiness and credibility, the proposed model was shared with respondents to obtain their views and interpretations of the findings to enhance the model.

6.1 INTRODUCTION

The subsequent or second phase of the SEMM study involved the collection of qualitative data to interpret, explain and provide more clarity of the results in the quantitative phase. As a quick reminder, data were collected and analysed through the execution of a survey for the quantitative phase; followed by semi-structured interviews with 15 individuals(point of saturation) as a medium for the qualitative data against a target of 20. The semi-structured interviews were directed to people who had previously participated in the study survey with experience in the field of Strategic Management.

The respondents were asked to describe, explain, or suggest reasons for the findings in the quantitative phase of the study under the themes of Stakeholder requirements, Resource availability and Strategy. During the interviews to obtain clarity on any ambiguous responses, the respondents were probed with clarity-seeking questions.

6.2 QUALITATIVE RESEARCH METHODOLOGY

A thematic analysis approach was followed to scrutinise the qualitative data. Interview transcripts were thematically analysed per Taylor-Powell and Renner's (2003) suggested guidelines for analysing qualitative data. They were analysed by i) getting to know the data, ii) focusing the analysis, iii) categorising information, iv) identifying patterns and connections within and between categories and v) interpretation of the data

The conceptual framework, list of research questions, hypotheses, and problem areas in addition to key variable perspectives brought to the study by the researcher were explored by employing deductive coding (Taylor-Powell & Renner, 2003; Miles *et al.*, 2014). Following this process, data was imported into ATLAS.TI, significant statements were extracted, and themes and content were identified from the data ranking them based on frequencies that were used to produce a report (Miles *et al.*, 2014). Figure 6.1 below illustrates the network of all themes with allocated codes.

6.3 QUALITATIVE RESEARCH FINDINGS

Four main themes were identified namely, Theme 1 (Demographic information), Theme 2 (Stakeholder requirements), Theme 3 (Resource availability) and Theme 3 (Strategy

execution) with a total of 20 codes made up of four, two, five and nine, respectively. The following paragraphs will discuss the findings for the four identified themes.

Figure 6. 1: Network of all themes with allocated codes

6.3.1 Theme 1 - Demographic information

Respondents were required to provide demographic information. This included their gender, age, organisational work experience and strategic management experience (Theme 1, Figure 6.2). Figure 6.3 thereafter illustrates the respondent's key demographic information.

Figure 6. 2: Theme 1 Demographic information
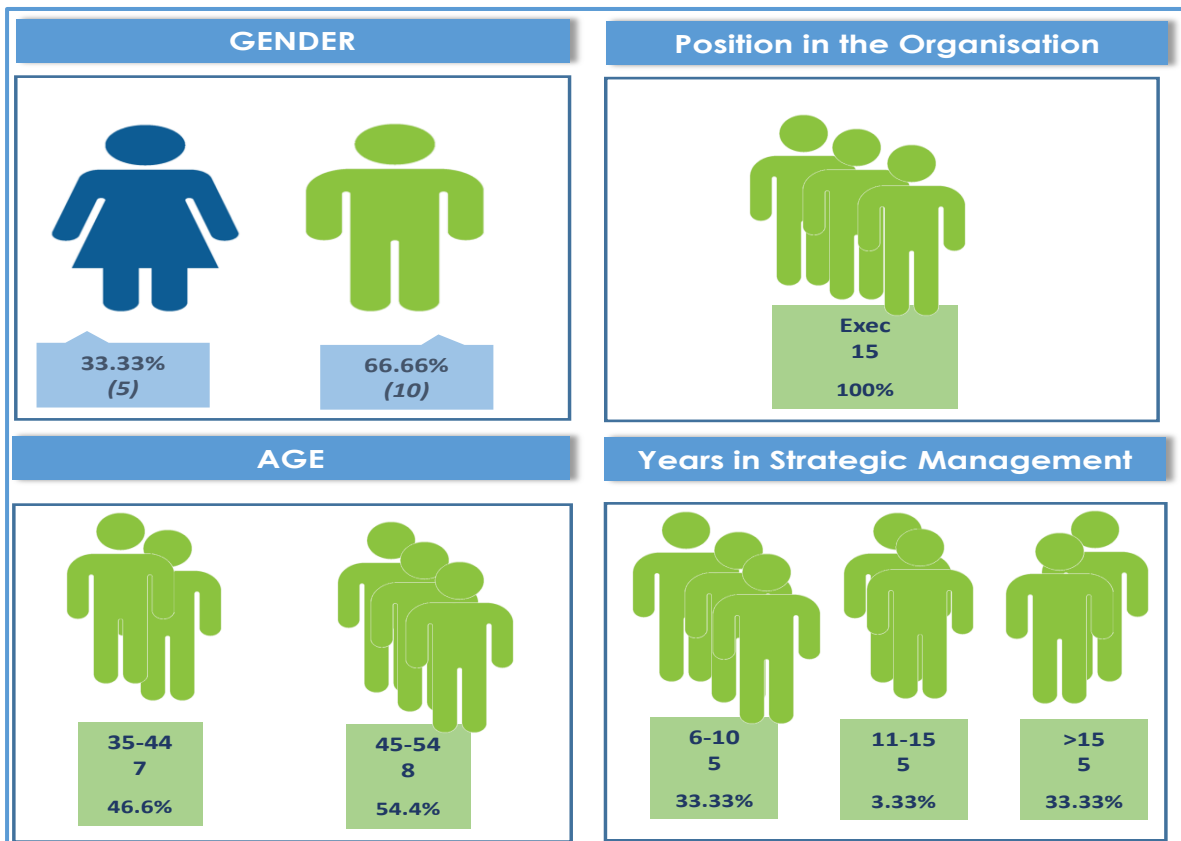
Figure 6. 3: Demographic information

The average age was 43 (the youngest being 39 years old and the oldest 54). Most of the participants were males (10) with five women. The average organisation work experience stood at approximately 14 years with most at 26 years' experience. On average, the participants had 15 years of strategic management experience.

6.3.2 Theme 2: Stakeholders' requirements

Descriptions relating to experiences of stakeholder requirements were categorised under this theme. The findings of the two codes under the Stakeholder theme, the difference between the public and private sectors and the impact of stakeholder requirements on resource availability will be discussed in this section.
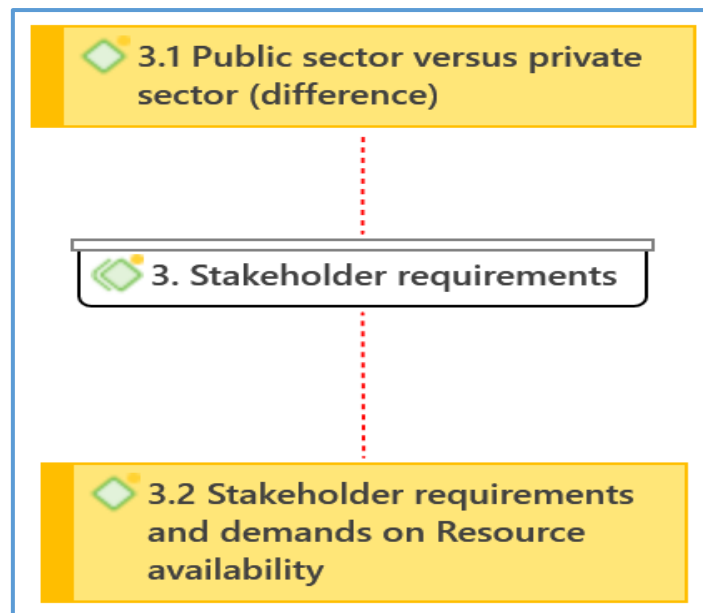
Figure 6. 4: Stakeholder themes

6.3.2.1 Stakeholder requirements Sub theme 1: - Public sector versus private sector (differences)

Respondents were asked for their perspectives on whether stakeholder demands on the private sector differ from the public sector. Table 6.1 summarises some of the selected verbatim responses on the differences in stakeholder requirements between the private and public sectors.

Table 6. 1: Selected responses on public sector versus private sector differences

Respondent(R)	Verbatim Remarks
R1	The public sector is about service delivery. It is about economic development. It is about infrastructure development whereas in the private sector it is about shareholder value. It is about bottom-line profit. The private sector can compete better in terms of buying the right skills at the right price, whereas the public sector must deal with many important deliverables with budget constraints in terms of affordability and in terms of getting the best resources for implementing these strategies as well.
R3	From an organisational level, I think they are different. The public sector ideally must drive service delivery for the country, but the private sector is driving profitability at the triple bottom

Respondent(R)	Verbatim Remarks
	line. Demands become somewhat the same, although at an organisational level they are different.
R5	I think they are somewhat similar. Because organisations exist for creating value for their relevant stakeholders and both would have competing priorities while both have demands that would have an impact on the stakeholders of the organisation. Public entities at times do not have the choice of their mandate and must deliver as per policy or legislation. While private entities might trade off options that will give them the highest profitability.
R13	Absolutely, in the public sector, we must balance many aspects, the unions, shareholders, party politics etc., have to deliver a service whether they pay or not. In the private sector all the decisions are around profits.

The data from the responses to the interviews argue that stakeholder demands in the public sector are different to those of the private sector. The data signifies that public sector organisations are funded by the public and are required to provide public services such as infrastructure development (R1). Similarly, the purpose of private sector organisations is ideally to make a profit (R3) while in the public sector, it is more about service delivery with many conflicting requirements and stakeholders to consider such as unions, shareholders, and politicians (R13). The views expressed by the respondents are comparable to the views of Botten (2012) and Alford and Greve (2017), who argue that some challenges are quite different to the public sector due to the uniqueness of their stakeholder requirements (CIMA, 2021) and that public organisations are not designed to generate profit but rather to produce public value (Nutt, 2006; Alford & Greve, 2017).

6.3.2.2 Stakeholders requirements Sub theme 2: - Stakeholder requirements and demands

Respondents were asked about their perspectives on the understanding of the stakeholder requirements or demands within the organisation. Table 6.2 below summarises some of the selected responses on stakeholder requirements and demands.

Table 6. 2: Selected responses on stakeholder requirements and demands

Respondent(R)	Verbatim Remarks
R2	My sense is that there will always be competing stakeholder requirements and demands that are placed on the organisations and its resources.
R4	In my opinion they have far-reaching influence. They can dictate what needs to be done to the detriment of other priorities. One might use their power to ensure that their requirements are prioritised. This might lead to other priorities not being delivered. Ideally, there should be a balance between all stakeholder requirements. Each stakeholder will expect their requirements to be met, for example employees would require certain benefits and privileges within the organisation.

Respondent(R)	Verbatim Remarks
R7	There are various key stakeholders' requirements in the organisation, for them to deliver on their mandate efficiently and effectively. There will be conflicting priorities. Obviously, stakeholders have their requirements. The shareholder wants you to collect revenue. Employees want higher money. Taxpayers want good service, and your government has legislation for you to comply with. You have competing resources to work on all these things. So yeah, I think we lack focused dedicated resources to support our priority requirements.
R10	Stakeholders are very important and especially the public sector is about providing service. Therefore, it is more about the service. You need to service the taxpayers and at the same time Treasury, is depending on us to generate more revenue. Customers being the taxpayer, demand a service from us, with quick turnaround time. Then have employees as well with their needs in terms of pay and training. In addition, suppliers need to be sourced and paid on time. These are all conflicting priorities that will put constraints on our resources.

The participants identified the following stakeholder requirements: employees (R4), revenue (higher money or collection), customers (taxpayers) and shareholders (R7). Most respondents pointed out that stakeholder requirements will lead to competing priorities and further constraints on an organisation's resources. Additionally, the responses further restated that stakeholder requirements in the public sector are far more complex than those of the private sector. These responses were aligned with the findings in the literature which suggests that different stakeholder groups will have different levels of interests and influence on the organisation's objectives. In addition, the decisions they make will have an impact on its resources in support of the strategy that is adopted (Bryson *et al.,* 2017).

6.3.3 Theme 3: Resources

The findings of five codes under the resources Theme 3 illustrated in Figure 6.4, will be discussed in this section. Resource availability refers to the information about what resource is required to meet strategic objectives.
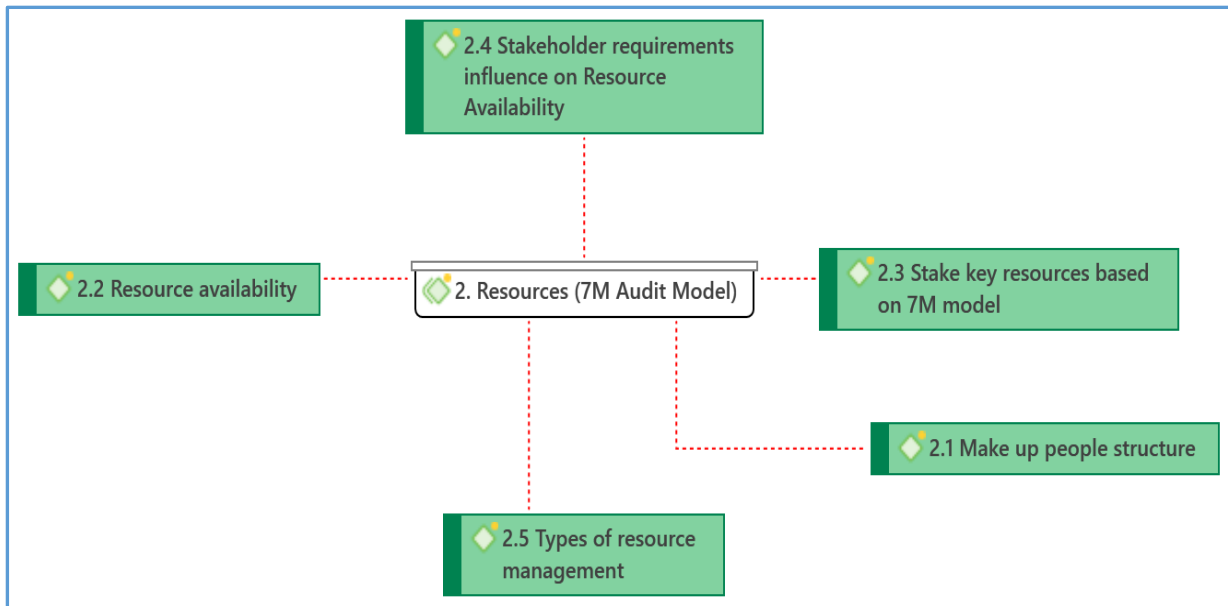
Figure 6. 5: Resource themes

6.3.3.1 Resources Sub theme 1: Perception of the concept of resource availability within an organisation

Respondents were asked for their perspectives on resource availability. Table 6.3 below summarises some of the selected verbatim responses on resource availability.

Table 6. 3: Selected responses on Resource availability

Respondent(R)	Verbatim Remarks
R1	It is the number of resources you have available in its different categories. For example, for production or performing other activities at any given time. If you are talking about production resources it is about resource availability in terms of people, technology, money etc. Without resources, everything is at risk.
R4	It is the resources, in terms of funding, money, capability, tools such as IT and systems we need. Resource availability is a serious consideration and without these tools everything we do is constrained. If these resources are not available - nothing gets done. For example, funding will impact people, process, and IT systems. Also in public sectors, resources availability is impacted by the competition for these resources from the private sector, which might force a degree of prioritisation because of the infinite resources.
R8	So, for me resources are firstly the money you need. You need resources to operate the budget. You then need skill sets. You then need processes which are indirectly enabling the indirect resources such as infrastructure and technology. So, for me for me those are the basic resources which we need to function.
R10	There are people, technology, data, money that is needed and as I said earlier the challenge is how we balance all those demands. Without resources we cannot do anything
R15	Availability. I think resources are the key drivers that leadership should manage closely and ensure that they are deployed effectively. There are the tangible assets such as the buildings, the infrastructure, the necessary data and technology that we do require which is

Respondent(R)	Verbatim Remarks
	important in the context of strategy implementation and execution. Critically, employees are an important resource and must be managed as such, interlinked to the knowledge side of institutional knowledge around the intangible assets.

The most common resources identified by most respondents were data, technology, money, funding (capital), production resources (raw materials) and people (R1, R4, R10, R15). Most respondents agreed that the availability of resources is a critical enabler to strategic success, and they emphasised that without resources, it is difficult to execute a mandate (R8, R10). Respondent 4 accentuated that "if resources are not available, nothing gets done" which aligned with the view that no resources mean no strategy and this is the nature of strategy (Fairbanks & Buchko, 2018). Likewise, many writers have reasoned that successful implementation and execution are only achievable through the support of adequate resources. In summary, the literature demonstrates a lack of resources as a major reason why strategies fail (Alford & Greve, 2017; Harvard Business Review, 2018; The Economist, 2018).

6.3.3.2 Resources Sub theme 2 – Different types of key resources in an organisation

Respondents were asked about their perspectives on the key resources required for the business to function effectively. Table 6.4 below summarises some of the selected responses on the key resources.

Table 6. 4: Selected responses on key resources

Respondent(R)	Verbatim Remarks
R3	I can think of staff or people, infrastructure, technology. Without resources in its different forms both tangible and intangible, an organisation cannot deliver against its objectives, similar to the view of Barney in the Resource Based View Theory (RBV). If resources are used intelligently, it can be used as a competitive advantage
R9	They are very important and necessary in terms of the needs of the organisation. I think they need to be looked at holistically rather than individually in terms of people, structure, money and technology resources.
R14	Resources are the most critical element in the execution of any activity. In SARS, we pay too much attention on people resources, I would imagine this is expected because it is our biggest component and this comes with the biggest issues in terms of labour issues, production, wellness etc. I also do not think we are giving enough attention to the other resources that could leveraged or used in collaboration such as data and technology.
R1	These are management information, resources, budget or money, data and technology are all important resources.

All respondents highlighted money, people, data, technology, and infrastructure as the main resources required by an organisation (R1-15). Respondent 3 stated that staff or people,

infrastructure and technology are key resources for delivery and Respondent 9 stressed the need for a holistic approach to resources instead of looking at them individually. Respondent 14 pointed out that there is excessive focus on people, thus not giving attention to other resources to the detriment of making a business model work. Respondent 3 further classified resources as both tangible and intangible resources with the view of leveraging these for a competitive advantage as per the views of RBV theory (Barney, 1991). Most of the resources cited by the respondents were aligned with the 7M resource audit model assessing the state of key resources (Pitcher, 2018).

6.3.3.3 Resources Sub theme 3– Make-up (people, structure, and management)

The results of the survey conducted concluded that Manpower, Management and Make-Up are to be perceived as one resource (Make-up). Respondents were asked for their perceptions of these. Table 6.5 summarises some of the selected responses on the Make-up construct.

Table 6. 5: Selected responses on the Make-up of people structure

Respondent(R)	Verbatim Remarks
R4	They are human-related - people management and people around a structure. Therefore, it is all about people and that is why it could be seen as one construct and how they relate to each other
R5	I think for me, it is about the skill and experience that bounds them together as one construct. They are possibly centred on people. Because people are part of a structure and people make up management.
R6	Wow, interesting! I think because people are a common denominator and all part and parcel of your day-to-day activities where one cannot operate without the other.
R10	They both touch a bit on skills and people and maybe they interpreted them as such to merge them together. But for me, when you talk of management it is the type of management you would attract to the organisation's, the different skills and maybe they are all people related.
R11	Typically, because they all centred around people and people are the shared theme therefore individuals might have found that they're very strongly integrated and therefore interpreted as one construct. People and management can be seen as one and a structure is around people.

The results of the survey concluded that Manpower, Management and Make-up were perceived as one resource or construct (Make-up). The majority of participants concurred that they are all people related (R4, R5, R6). Respondent 11 argued that Manpower and Management are made up of people and people also make up a structure. In summary, People, Management and Structure were seen as one construct due to their dependency on people.

6.3.3.4 Resources Sub theme 4- Make-Up (Manpower, management & structure vs other resources)

Respondents were asked for their perceptions on why people resources might seem to be more important than other resources. Table 6.6 summarises some of the selected responses on the differences between resources.

Table 6. 6: Selected responses on the differences between resources

Respondent(R)	Verbatim Remarks
R2	Perhaps this due to a legacy thought process, people in SARS are here for a long term and still associate with resources with an old mind-set. It also could be that 70% of our resources cost is centred around people.
R6	This is due to possibly old thinking where resources are seen in terms of people only and they do not see the others as complimentary resources. It also could be that more than 60% of our cost are in people. People are in the late fifties and their minds are wired a certain way (aging workforce) to give you an example i.e., I discussed block chain in my conversations, and I got no response on the subject. The aspect of change also come to play where technology instils fear in people in terms of job security. Going forward, the same with RPA (Robotic Process Automation).
R7	I mean given the fact that's what's 70% of our operational expenditure is, it is people based. I think that is where the focus still is. the lack of embracing or leveraging of these additional resources somewhat will constrains effective strategy and implementation and execution. We are not looking at resources as a collective of integrated set of constructs
R9	I am not surprised, we seem to have the wrong people in positions, who lack though leadership, who see things from a myopic point of view. We do not have a holistic approach in terms of strategic issues. I think we have too many people, yet some leaders believe that more resources will sort of our issues
R15	I guess SARS staff focuses on the traditional resources only and are not leveraging the importance of the other resources, not embracing the new agile opportunities.

Many of the respondents agreed that people are still affiliated to resources in the traditional view in terms of people and money and have not yet embraced or leveraged enabling resources such as data and technology. As noted above, most of the resources cost is centred around people (R2), while noting that the lack of embracing or leveraging of these additional resources will somewhat constrain effective strategy implementation and execution (R7).

6.3.3.5 Resources Sub theme 5– Stakeholder requirements have no influence on resource availability

Respondents were asked why there is no current influence on stakeholder requirements and resource availability within this organisation. Table 6.7 summarises some of the selected responses on why stakeholder requirements do not influence resource availability.

Table 6. 7: Selected responses Stakeholder requirements have no influence on resource availability

Respondent(R)	Verbatim Remarks
R1	This is a strange one, you would have thought that stakeholder requirements will have an impact. I guess it could be based on the differences between the public and the private sector organisational goals. In the public sector, certain activities need to be delivered irrespective of resource available availability. Because based on social commitment, so, I think this could be a reason.
R5	I am taken back by the conclusion and in my experience, as far as I know, any additional activities in terms of stakeholder requirements would have led to a requirement of additional resources. It might be also, that entities are given a grant irrespective of their performance. In public sector, employees do not necessary correlate these two. As opposed to a private sector where your performance in terms of profit determines your expenditure budget. An example would be in terms of Covid-19, Government departments were immune from loss of jobs payments. They got their money.
R6	That's true, I concur with that. Because there is no connection between funding and revenue collection in the public sector. Ideally the tax gap should be self-funded as we generate more revenue, the more revenue generated the more funding we should receive. If there was a correlation we will get more funding, the more revenue we collect. In a perfect world, there should be an impact between the two and it should be correlated, similar to the private sector. Also, people in the public sector are not orientated in profitability or the cause and effect of performance and budget.
R10	Now I don't agree with it. Stakeholder requirements would influence or determine your resource availability. Maybe taking your questionnaire, the questions were not that clear. Employees do not look at the bigger picture and demand higher salaries irrespective of the impact that's on revenue collection or irrespective of what that's going to have an impact in service delivery in terms of our infrastructure; our technology that we require for our taxpayers to comply or irrespective of all of the other factors that government requires us in terms of legislation, PFMA or probably, as you know, POPIA and all the other acts.
R12	That's interesting. Stakeholder requirements should impact resource availability in your organisation. I mean, how you are going to meet the stakeholder demands if you don't have the enough resources. Our people have been here a long time and maybe do not seem to link the cause and effect of demands and resources. As I said earlier, despite COVID-19 all govt department got paid irrespective. It has now become a norm because a treasury would allocate based on previous years; expenditure and you will run at a deficit because if you were in the private sector. There is no link between budget and revenue.
R15	I guess it could be based on the differences between the public and the private sector organisational goals. In the public sector, certain activities need to be delivered irrespective of resource available availability. In the public sector, certain activities need to be delivered irrespective of resource available availability because of social commitment.

The consensus from the respondents is that stakeholders do influence the decision-making process. Participants indicated that stakeholder requirements do have an impact on resource

availability, with Respondents 1 and 5 reasoning that lack of influence may be attributed to the stakeholder differences between private and public sector. Private sectors are driven by profitability, and this determines their funding plan. However, in the public sector, grants flow irrespective of performance (R12). Respondent 6 agreed on this point and emphasised that there is no connection between funding and revenue collection in the public sector. A further argument was that people in the public sector have worked in this sector for most of their working lives and are not necessarily exposed to the workings of profitability (R6). These opinions are similar to those of the literature findings - that public organisations have not been established to create profit but rather to provide public value and there is not always a link between performance and budget (Nutt, 2006; Alford & Greve, 2017).

6.3.4 Theme 4: Strategy execution

The findings of five codes under Theme 4, Strategy execution, will be discussed in this section. Figure 6.6 below shows the findings visually.
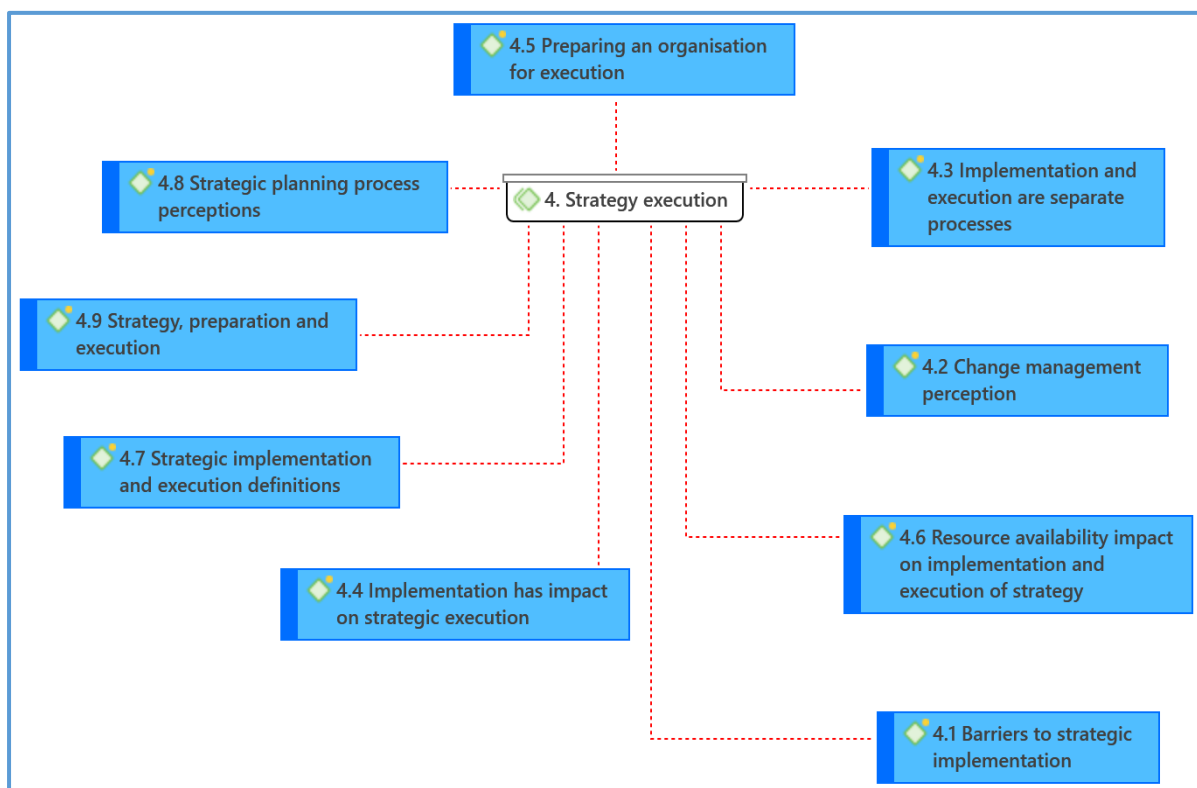
Figure 6. 6: Strategy execution themes

6.3.4.1 Strategy execution Sub theme 1– Strategy implementation and execution definitions (4.7)

Respondents were required to provide their perceptions of the definitions of strategy implementation and execution. Table 6.8 summarises some of the selected responses on the implementation and execution definitions.

Table 6. 8: Selected responses on Implementation and Execution as two separate processes

Respondent(R)	Verbatim Remarks
R1	In my opinion, I would say that there are two separate processes. Implementation, I would say follows the formulation process where you would ensure that all parties and are aligned to your strategy. For example, it will be putting elements of strategy into place. For example, in SARS it would be the unpacking of the strategy into the nine objectives. The execution process I would say is where you would take the strategy and the detail the activities i.e., who needs to do what, when and how?
R4	There is an overlap between Strategy Implementation and Strategic execution. My understanding is that is putting all activities into a scope and how we go about doing it and what are we going to do. Implementation is about putting the activities into motion. Execution is about defining the milestones and executing against plan. In conclusion, while they are two distinct processes there is an overlap.
R6	My perception is the level of aggregation makes a difference in between the two. Implementation is more at a macro level and execution in at a micro level. In my opinion it is two separate processes. Execution follows a strategy that has been implemented. In broad terms, implementation is when a strategy has been sign-off and communicated.
R11	I do agree that those two concepts are generally used interchangeably to mean the same thing and I must also confess myself that I have not necessarily sought to delink them. But in saying that, though you know, execution seemingly, in terms of the latest thinking around some of these things, it would suggest that it got some elements in it that seek to differentiate itself in terms of what it means. Implementation would follow formulation and execution would mean the elements of putting an implemented strategy into fruition.
R12	For me, the implementation part is where you have got plans, so you cannot have a strategic implementation without those. Strategic implementation is the process of turning those plans into action or the desired outcome that you want to see and execution is turning the implemented plan into action.
R13	So, in my view, there is a huge difference, you must have a plan of implementation. And then when you execute, it's now taking the action of that that you said you're going to do. Meaning the execution is the action-oriented focus

Most respondents agreed to the use of the terminology interchangeably. However, when prompted to state the difference between strategy implementation and execution, most were able to distinguish between both processes. Respondents 1 and 5 indicated that implementation and execution are indeed two separate processes in the strategic management cycle. Respondent 4 noted that while the two remain distinct processes, there is a degree of overlap between them that sometimes leads to the use of terminology incorrectly. Respondent 11 pointed out that some of the latest thinking has begun to differentiate between the two concepts. Implementation is about agreeing, sign-offing, and communicating a formulated plan whilst execution entails the activities that are needed to ensure the success of an implementation plan (R12). Most respondents were somewhat able to explain that

strategy execution refers to the activities required to turn an implemented strategic plan into success while implementation is turning a formulated plan into reality (Favaro, 2015; Cote, 2020).

6.3.4.2 Strategy execution Sub theme 2- Implementation and execution. Confirmation from literature review as different processes (4.3)

The literature review suggests that implementation and execution are separate processes in the strategic management cycle. Table 6.9 below summarises some of the selected responses on the differences between resources.

Table 6. 9: Selected responses on Implementation and Execution as different processes

Respondent(R)	Verbatim Remarks
R1	I concur that it's two separate processes
R15	I concur that it's two separate processes.
R6	Based on our recent discussion, I would agree that they are two separate processes. Should be handled as such.

The majority (all) concurred with the suggestions from the literature review that implementation and execution are indeed two separate processes in the strategic management cycle. Limited verbatim data were provided.

6.3.4.3 Strategy execution Sub theme 3– Barriers to strategic implementation (4.1)

Respondents were required to identify the challenges to the implementation and execution of strategy. Table 6.10 summarises some of the selected responses on the Barriers to strategic implementation.

Table 6. 10: Selected responses on barriers to Strategic implementation

Respondent(R)	Verbatim Remarks
R1	In my opinion, it could be a lack of resources, lack of leadership, a poorly developed strategy, lack of integration in business. Lack of change management. Too many change-management processes and especially lack of management buy in. In my opinion, I've seen too many projects fail recently when the strategy isn't properly explained or there isn't proper buy into what the purpose.
R4	From the outset, I would think it is the availability of resources, which would be in the form of money and funding. An example, with Covid-19, part of the execution failed because we did not have the resources to execute. Another example will be that leadership are not communicating the strategy. Culture is a great hindrance, because if you have staff who worked in the organisation for a long time, without proper change management, it will lead

Respondent(R)	Verbatim Remarks
	to a degree of resistance. With new leadership, buy-in becomes more difficult and extra effort and caution must be applied.
R5	A lack of accountability at a peer level. A personal one from me, is a lack of leadership. There is a lot of talk about change management but very little walking on this. For example, once a strategy is formulated it is expected of leaders to cascade this, but very little of this happens. Another one would be resources that hinders implementation or execution. And lastly, I think, is the culture, you know when culture is not supportive it poses significant risk towards the attainment of your strategic objectives.
R11	The challenge is always the capacity to execute, lack of resources and skills. In terms of capabilities, I don't think we spend enough time in sharpening or developing. Also training of staff and lack of clarity. Strategy is limited to a few at the higher levels. Lack of Communication. Lack of clarity in terms of who is supposed to be responsible? Who's supposed to be accountable? Who's supposed to be informed.
R14	I would say firstly, strategic clarity in terms of communication and change management. So, when I talk about strategic clarity and alignment, it would be specifically to ensure that everyone is aligned on what that strategy is going to be. So, in other words participation and involvement and engagement around that strategy. The communication of the eventual strategy and then obviously also the embedding those strategic objectives within the scorecards and measures within the organisation. Secondly, let's call it organisational, politics and the agendas thereof. The third would be the capability and skills within the organisation or resources and their ability to implement the strategic direction. Another barrier could be a financial

All participants were able to identify the barriers to strategic implementation, such as the lack of resources (R1, R4, R11, R14), the lack of leadership (R1, R4, R5), the lack of capacity to execute (R11), lack of communication (R11), as well as the lack of strategic clarity (R5, R11). These are aligned to the challenges (Lack of resources, Change management, Culture, Unclear strategies, Lack of leadership) summarised by various authors in Table 2.12 in Chapter 2 of the literature review (Kaplan & Norton, 2006; Hrebiniak, 2008; (De Flander, 2012; Dunlop *et al.*, 2013; Desroches *et al.*, 2014; Lowy, 2015; The Economist 2017; Fairbanks & Buchko; 2018; Harvard Business Review, 2018).

6.3.4.4 Strategy execution Sub theme 4 – Change management as an often-neglected step in the Strategic Management Process (4.2)

Participants were asked about their perceptions, and beliefs about the organisation, its change capability and its history with change and the neglect of change. Table 6.11 below summarises some of the selected responses on change management.

Table 6. 11: Selected responses on Change management

Respondent(R)	Verbatim Remarks
R1	I would agree. I would say yes, very little time is spent on change management. Change projects or new deliverables are implemented quickly based on strategic importance. You know everything needs to happen now and quickly. Change management or communication is somewhat lacking in the whole strategic management process and not enough attention is given to this activity. I think when it comes to planning and implementation projects as well, often it's a very high-level tick box sort of view in terms of change management.
R4	Change Management is very important and crucial. We must treat change management as an infused activity. Ensure that change management becomes part of every leader 'to do'. If not, it will be an activity that is neglected. Change Management and communication will ensure buy-in for the communication of the strategy as the best possible chance of succeeding because people expect to be consulted with any change in strategy in an organisation.
R5	I agree. It could be one of the barriers that can lead to the failure around strategic execution. There is a lot of discussion around change management and the importance of that. However very little attention is given to that. I would think that change management should be part and parcel of your daily job.
R14	I've always had a problem with the change management because we seem to think of change management as something that gets done outside management. We expect and think about change management as a set of activities that we need take to our employees through and help them to absorb change. In my view change management is an integral management function where managers, line managers should be driving and managing the change that is going to happen. In implementing change our change management capabilities are quite poor, but we seem to be quite resilient and fit change by virtue of the consistent change that we've gone through over the years.

The data suggest that change management is an often-neglected step in the strategic management process. Little time or focus is given to change management, and this is often a tick-box exercise (R1). Respondent 4 emphasised that considering that change management is essential, it ought to be an infused management activity. Respondent 4 also identified change management as one of the key barriers leading to strategic execution failures. In summary, the overall change management systems are very poor with very little attention given to these activities (R14). These views are consistent with the views of many writers who argue that the neglect or the inability to manage change effectively is one of the key reasons for execution failures (Kaplan and Norton, 2006; Hrebiniak, 2008; De Flander, 2012; Dunlop & Vincent, 2013; Desroches *et al.*, 2014**;** Lowy, 2015; Economist, 2017; Fairbanks & Buchko, 2018; Harvard Business Review, 2018).

6.3.4.5 Strategy execution Sub theme 5 – Preparing the organisation for execution and Execution seen as one process (4.5)

Participants were asked about their perception of why Preparing an organisation for execution and the process of Execution were perceived as one construct. Table 6.12 summarises some of the selected responses.

Table 6. 12: Selected responses on – Preparing the organisation for execution and Execution as one process

Respondent(R)	Verbatim Remarks
R5	I agree. For the very same reasons as above, change management is an often-conflated process within execution and probably treated as sub-activities. I would imagine, many companies have separate change management division to ensure that strategy is interpreted, analysed, implemented and there is a feedback loop.
R8	I am not surprised as change management is all talk and very little happens on it, perhaps people think it is one and same. Especially in SARS with the culture, change should be very important, change management should be part of your day-to-day functions but very little gets done in training managers on the aspects of change management.
R14	In my view, I don't believe in the concept of having a separate change management Division. If you think about what are the change management activities that currently are embedded in implementation. Typically, it's the workshops with people, there's these JAD sessions that we have in terms of design and there's lots of discussions and these typically involve all different types of managers from business. Basically, we do training interventions and maybe our managers are not institutionalised in the elements and importance of change management.

The survey found that preparing an organisation for execution and Execution in practice is perceived as one process (Execution) because change management is an often-conflated process and probably treated as a sub-activity of the execution process (R5). Very little is done on change management with no investment in training (R8). However, some did not agree with the notion that change management needs to be a separate division (R14). In essence, neglect of change management has resulted in these activities being treated as sub-processes in the Execution construct.

6.3.4.6 Strategy execution Sub theme 6 – Resource availability on Strategic execution (4.6)

Respondents were asked about their perceptions of the finding that resource availability has a significant impact on Strategy implementation and execution. Table 6.13 below summarises some of the selected responses on reasons for the findings.

Table 6. 13: Selected responses on Resource availability in Strategic execution

Respondent (R)	Verbatim Remarks
R2	Agreed, I would imagine so because resources are critical part of execution success in terms of capacity and capability.
R4	Very true. It all depends on the resources. Without resources, everything is significantly constrained.

All participants agreed with the quantitative findings that resource availability bears a considerable impact on the implementation and execution of strategy (R2, R4).

6.3.4.7 Strategy execution Sub theme 7– How planning, implementation and execution influence one another (4.9)

Respondents were asked about their perception of how planning, implementation and execution influence one another. Table 6.14 below summarises some of the selected responses.

Table 6. 14: Selected responses on perception on how planning, implementation and execution influence one another

Respondent(R)	Verbatim Remarks
R1	I would say that it's a systematic process. Formal planning leads to implementation and thereafter you have execution. So, you need a strategy, for example to implement and thereafter that needs to be executed.
R4	In an ideal world, it should be a clear integrated process which flow from planning to implementation and execution. In my opinion, however, this is not necessary the case. Because a lot of time is spent on formulation and not on the other two implementation and execution.
R5	They are a tightly integrated process. Failures in one process, might have a knock-on effect on the other down-stream activities. I must add a poorly written strategy, executed well, will still give you a better result than a well written strategy, poorly executed
R12	Very important if done properly, strategy planning, should be followed, by execution and implementation. Do, not forget about change management. Therefore, plans fail most of the time.
R13	Must be done properly, proper planning, implementation, execution, communication and ongoing feedback, performance management are all very important steps that flow from one to the other.

Most participants were able to explain the strategic management process - the link between formulation, implementation, and execution - as articulated in The Rational Model Strategic Management Process (Wheelen *et al.,* 2015). Respondent 1 mentioned that this should be a systematic process from planning to implementation to execution. However, some were quick

to point out that this is not necessarily the case because they spend a lot of time on formulation and not on the other two (R4). Respondent 5 pointed out that they are a tightly integrated process and failures in one process might have a knock-on effect on the other down-stream activities. Respondent 5 argued and accentuated the view that a poorly written strategy, executed well, would still give you a better result than a well-written strategy, poorly executed. These are consistent with the viewed failures of many writers who have confronted the wisdom of superb strategies bringing the organisation's success while pointing out the obstacles in execution, as key reasons for breakdowns (Kumar, 2015).

6.3.4.8 Strategy execution Sub theme 8 – Strategic Planning Process within your organisation (4.8)

Respondents were asked about their perceptions of strategic planning in their organisation. Table 6.15 below summarises some of the selected responses.

Table 6. 15: Selected responses on perceptions regarding Strategic planning

Respondent(R)	Verbatim Remarks
R1	So, at the moment I would say the planning process it in in SARS', is in some instances very fragmented, poor resource alignment and in my opinion, it points to a lack of communication and a lack of implementation. A lack of integrated effort in the organisation.
R5	In my opinion, it is fragmented, it is not an exclusive process, it is in most times a top-down process. We seem to be good at formulation and not good with the other parts, for example a big part of the Top 70 executives is not very clear of the implementation and execution with the lack of resource and capacity alignment.
R6	We seem to be good at formulation. Albeit top-down, similarly if you look at it, once it manifests itself to the APP (implementation) there is no follow through or what the projects to run the strategy are or what should be the criteria to run the projects. It should be bottom-up to get buy-in.
R11	Not coherent, we have a top 70 leadership, but there are rather informed about strategies rather than contributing to them. I think it similar to other public entities. I would rather have people involved in the make-up of strategy to get buy-in.
R13	Not coherent, we have a top 70 leadership, but there are rather informed about strategies rather than contributing to them. I think it similar to other public entities. I would rather have people involved in the make-up to getter buy-in.

Majority of the respondents seemed to confirm the findings from the literature - that the organisation has a very good, formulated strategy. However, integration is absent in the implementation and execution process. Some of the reasons attributed to these failings are the lack of communication, buy-in, and top-down approach as well as the lack of resource alignment. Respondent 6 suggests that the organisation is good at formulation but it is top-down and there is no follow-through (Kumar, 2015).

6.3.4.9 Strategy execution Sub theme 9 – Implementation has an impact on Execution (4.4)

Respondents were asked about their perceptions of whether Strategic implementation has any significant impact on Execution. Table 6.16 below summarises some of the selected responses.

Table 6. 16: Selected responses on Implementation having an impact on Execution

Respondent(R)	Verbatim Remarks
R4	Yes, I would agree. Because there are key dependencies on each other, because if you do not have good implementation, your execution would naturally be at risk.
R5	I agree. Based on our conversations thus far, implementation should have a significant impact on the execution phase.
R13	I agree with that.
R7	Yeah, agree 100%, our conversations confirm that to an extent.

Most respondents seemed to agree that the implementation process has a significant impact on strategic execution.

6.4 CHAPTER SUMMARY

This chapter discussed the qualitative research findings of Phase 2 of the SEMM approach. The next chapter will integrate the empirical findings of both phases to answer the research objectives and hypotheses.

CHAPTER 7: DISCUSSION OF THE RESULTS AND PRESENTATION OF THE STRATEGY EXECUTION MODEL

This chapter is intended to synthesise the literature with the study's empirical findings from both the quantitative and qualitative results. The chapter will also present the strategy execution model.

7.1 INTRODUCTION

The quantitative and qualitative research findings of this SEMM approach were presented in Chapters 5 and 6, respectively. This chapter will seek to synthesise the literature with the study's empirical findings from both the quantitative and the qualitative phases linked to the research objectives and related hypotheses as illustrated in Figure 7.1, thus leading to the presentation of the strategy execution model. The second, qualitative phase, provided insights to explain and interpret the quantitative results.
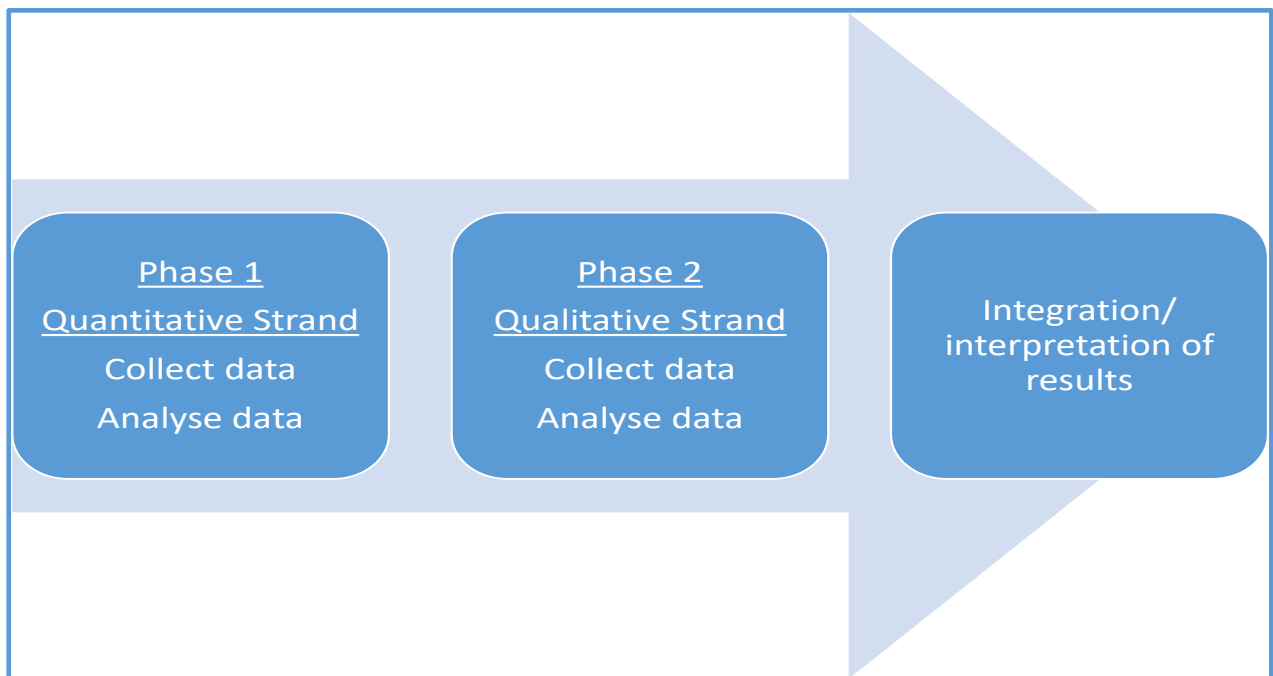
Figure 7. 1: Sequential mixed-method research design (Adapted from Creswell, 2018)

The research question for the study was formulated as *How can a suitable strategy execution model be constructed for the public sector in an emerging economy?* The specific objectives are described in the subsections below.

7.1.1 Theoretical objectives

a) TO$_1$**:** To review the current models and strategy execution theories and identify the existing limitations in the body of knowledge.

b) TO_2: To develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed

7.1.2 Empirical objectives

c) EO_1: Determine the antecedents of strategy execution in a quantitative investigation.
d) EO_2: To assess the overall face validity of the proposed framework with subject matter experts to co-create the final model.

7.2 DISCUSSION OF RESULTS OF THE RESEARCH OBJECTIVES AND RELATED HYPOTHESES

This section will discuss the integration of the results from the SEMMs. This includes results from TO_1, TO_2, EO_1 and EO_2. The section also describes the 5-step strategy execution model as suggested by the study.

7.2.1 Theoretical Objective ($T0_1$) - To review the current models and strategy execution theories

T01 sought to review the current strategy execution models and theories to identify the existing limitations in the body of knowledge. An extensive literature review in Chapter 2 of this study has highlighted many limitations in the current body of knowledge.

Whilst there has been an increase in literature on strategy execution, there is still a significant need for more information, as very important issues relating to execution persist today (Elbanna & Fadol, 2016). When specifically looking at the public sector, there has been growth in literature and the use of strategic management since the mid-80s; however, most of the literature is on formulation and not on execution (Bryson *et al.*, 2017).

One of the reasons attributed to public sector failures is the lack of understanding of the differences between public and private sectors, which is mainly attributed to the influence stakeholders have on the objectives of these organisations and subsequently, its resources - thus impacting strategic execution (Botten, 2012; Hartley *et al.*, 2015). This is amplified by the lack of research in this area, which was identified as Theme 1.

Many authors from the early 2000s onwards have identified the lack of resources and the inability to prepare an organisation for execution as the two key barriers to strategic execution Kaplan & Norton, 2006; Hrebiniak, 2008; De Flander, 2012; Dunlop *et al.*, 2013; Desroches *et al.*, 2014; Lowy, 2015; Economist, 2017; Fairbanks & Buchko, 2018; Harvard Business Review, 2018. However, despite the constant reminder of the importance of available resources in support of strategy execution, no models currently assess the impact of resources on strategy execution.

In addition, considering the limitation of resources in the public sector and suggestions from many authors on the benefits of the use of RBV in public organisations, the use thereof is somewhat lacking (Szymaniec-Mlicka, 2014). The lack of resources or resource availability in support of strategic execution was identified as Theme 2.

More recent authors have suggested that strategic implementation and execution are two different consequent processes/concepts, albeit dependent on each other; however, they are often conflated and used incorrectly (CIMA, 2021). Therefore, it is vital to form a divergence between strategy implementation and the actual execution of the strategy to facilitate strategic success. As mentioned in the previous paragraph, the inability to prepare an organisation for execution was also acknowledged as a key barrier to the strategic execution process. The impact of strategy (implementation and preparing an organisation for execution) on execution was, therefore, identified as Theme 3.

7.2.2 Theoretical objective (TO$_2$) - To develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed

TO$_2$ sought to review the current models to develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed. While there are many tools available to aid the strategic management process, many of them focus on formulation and the ones available for execution are limited or basic in nature. The previously limited research can be deemed as 'only the beginning' of a more profound understanding of the ideal execution framework for the public sector (Vuorinen *et al.*, 2018). The proposed conceptual model is presented at the end of this chapter.

7.2.3 Empirical Objective (EO$_1$) - To determine the antecedents of strategy execution

EO$_1$ sought to determine the antecedents of strategy execution in a quantitative investigation. It was hypothesised that:

H$_1$ There is a significant relationship between Revenue collection (shareholder) requirement and Resource availability.

H$_2$ There is a significant relationship between Supplier requirement and Resource availability.

H$_3$ There is a significant relationship between Employee requirement and Resource availability.

H$_4$ There is a significant relationship between Customers/taxpayer requirement and Resource availability.

H$_5$ There is a significant relationship between Government requirement and Resource availability.

The hypotheses sought to examine the relationship between stakeholder objectives (Shareholders, Suppliers, Employees and Customers) on resource availability in the public sector. Stakeholder Theory articulates that stakeholders can impact or be impacted by the

organisation achieving its objectives (Freeman, 1984). Stakeholders could include people, customers, suppliers, taxpayers, and shareholders that have varied interests in the organisation. Their competing needs can be the basis of potential conflict on the use of available resources for the successful accomplishment of an organisation's strategy (Bryson *et al.,* 2017; CIMA, 2021). A significant number of studies prevalent in literature confirmed the significant role that stakeholders play in the realisation of an organisation's strategy in public organisations (Andrews *et al.*, 2017; Mitchell *et al.*, 2018). There is always a tendency to commit to too many things to appease stakeholders without due consideration of the state of the organisation's resources (Bryson *et al.,* 2017).

However, the widely suggested relationship between stakeholder objectives and resource availability was not confirmed in this study, as there was an immaterial correlation between these variables; hence, the hypothesis was not supported. This surprising finding was clarified by the results from the qualitative phase whereby a significant number of respondents, whilst identifying the key stakeholders (Revenue [higher money or collection]), Customers (taxpayers, shareholders) disagreed with this finding and stated that stakeholder demands in the public sector are different to those of the private sector. Most respondents argued that stakeholder requirements in the public sector often led to competing priorities and constraints in the organisation's resources. This view is aligned with the findings in the literature, which suggests that different stakeholder groups will have different interests and levels of influence on the organisation and its resources (Bryson *et al.*, 2017).

The key reasons mentioned by respondents lie in the mandate of these organisations; in other words, the private sector is driven by profitability, and this enables and determines the funding plan. However, in the public sector, there is no correlation between funding and revenue collection as grants or budgets are allocated irrespective of performance (Nutt, 2006; Alford & Greve, 2017). They also argued that public sector employees are, in most instances, political appointees and have very little business experience with most of these employees having a long tenure in the public sector without knowledge of performance and funding. The qualitative finding suggests that the lack of integration between performance and funding is one of the reasons for the gap between formulation and execution moreover, it is the key reason why stakeholders were seen to have no impact on resource availability in the quantitative study. In addition, it was hypothesised that:

H_6 There is a significant relationship between Resource availability and Strategy implementation.

H_7 There is a significant relationship between Resource availability and preparing the organisation process for execution.

H_8 There is a significant relationship between Resource availability and Strategy execution.

The hypotheses sought to examine the relationship between resource availability and strategy (Implementation, Preparing the organisation process for execution and Execution) in the public sector. Many authors have reasoned that the importance of resources in support of successful strategic implementation and execution (and the lack thereof) is the primary reason why most strategies fail (Ehlers & Lazenby, 2007; Hrebiniak, 2008; De Flander, 2012; Childress, 2013; Lowy, 2015; Alford & Greve, 2017; The Economist, 2018; Harvard Business Review, 2018).

Similarly, the limited literature in the public sector has confirmed the availability of resources as a key constraint hindering effective implementation, change management and execution (Mitchell *et al.*, 2018). This view is supported by the recommendations from the OECD (2015), which encourages strategic programmes to be resourced with the right capacity and capability; the OECD also implies that without the right resources, there is a significant risk of strategic failures (Fairbanks & Buchko, 2018). The existing theory has also highlighted the lack of frameworks assessing the state of resources in support of strategy execution (Vuorinen *et al.*, 2018).

Research has also uncovered the 7M resource audit framework and while not yet an academic framework, it could be explored further for use in support of strategy execution (Pitcher, 2018). Manpower(Men and women), Management, Money, Make-up, Machinery, Methods, Markets, Material, and Management information are the most common resources mentioned in these frameworks (Pitcher, 2018).

The quantitative findings confirmed a **significantly positive relationship between resource availability, strategy implementation, resource availability and strategy execution**. As discussed earlier, in Chapter 5, preparing the organisation for execution construct was merged into the construct of Strategic execution; hence, this hypothesis (H_7) was no longer required. The quantitative result also saw the convergence of resources (Manpower, Management, Make-up) into the Make-up construct.

Findings from the qualitative analysis also indicated positive perceptions of the relationship between resource availability and strategy (Implementation and Execution). All participants agreed that resource availability has a significant impact on the implementation and execution of strategy. As in the literature findings, the lack of resources, leadership, communication, and strategic clarity were seen as the key barriers to strategic implementation and execution.

Most respondents agreed that the availability of resources is a critical enabler to the strategy execution process and further emphasised that without resources, it is difficult to execute a mandate. The participants accentuated the phrase that if resources are not available "nothing gets done", which aligned with the view that no resources mean no strategy and this is the nature of strategy (Fairbanks & Buchko, 2018). They identified Data, Money, Funding (capital),

Information technology, Production resources (raw materials) and People as the critical and most important resources required by organisations, which are aligned to resources identified in the 7M resource framework (Pitcher, 2018).

The majority of participants had similar views on why Manpower, Management, and Make-up were merged into a single construct - Make-up. They argued that they were all people-centred and that without people, structure or management cannot exist. In addition, most preferred a holistic approach to resources instead of individually. Many of the respondents argued that resources in the public sector are still only seen from a more traditional 'people' vantage point and the lack of embracing or leveraging of other agile resources is seen as a missed opportunity. The classification of resources into both tangible and intangible resources as the source of competitive advantage, per Barney's (1991) RBV theory, is lacking in the public sector. Finally, it was hypothesised that:

H_9 There is a significant relationship between Implementation and Preparing the organisation for execution.

H_{10} There is a significant relationship between Strategy implementation and execution.

H_{11} There is a significant relationship between Change management and Strategic execution.

The hypotheses sought to examine the relationships between implementation, preparing the organisation and Execution. The gaps in the literature highlighted implementation and change management as two key processes which are often neglected or conflated with the strategic execution process and these ultimately lead to strategic failures (Ehlers & Lazenby, 2007; Hrebiniak, 2008; De Flander, 2012; Childress, 2013; Lowy, 2015; Alford & Greve, 2017; The Economist, 2018; Harvard Business Review, 2018). Whilst implementation and execution are often used incorrectly, as the same, they are indeed two different concepts albeit dependent on each other (Favaro, 2015; CIMA, 2021).

The quantitative findings confirmed a **significant positive relationship between strategy implementation and strategy execution**. As discussed earlier, preparing the organisation for execution construct was merged into the construct of Strategic execution, hence these hypotheses (H_9 and H_{11}) were no longer required.

Findings from the qualitative analysis also indicated positive perceptions of the relationship between strategy implementation and execution with a consensus that the implementation process has a significant impact on strategic execution. Most respondents agreed to the use of the terminology interchangeably, moreover when prompted to state the difference between strategy implementation and execution most were able to distinguish between both processes. The latest thinking has begun to differentiate between the two concepts with implementation and execution indeed seen as two separate processes in the strategic management cycle. Whilst there are two distinct processes, there is a degree of overlap between them that typically leads to the use of the terminology incorrectly. Most respondents were somewhat

able to explain that strategy execution regards the activities required to turn an implemented strategic plan into success while implementation is turning a formulated plan into reality (Favaro, 2015; Cote, 2020).

Similar to the findings of the literature by (Desroches *et al.,* 2014; Lowy, 2015; Economist, 2017; Fairbanks & Buchko, 2018, Harvard Business Review, 2018), the lack of change management or preparing an organisation for strategy execution were seen as key barriers to strategic implementation and execution. The responses suggest that change management is an often-neglected step in the strategic management process due to little or no focus given to the change management process as it is often a tick-box exercise. Overall, the change management processes and systems are very poor, consistent with the views of many writers who argue that the neglect or the inability to manage change effectively is one of the key reasons for execution failures (Kaplan & Norton, 2006; Hrebiniak, 2008; De Flander, 2012; Dunlop & Vincent, 2013; Desroches *et al.*, 2014; Lowy, 2015; The Economist, 2017). The neglect of gearing up an organisation for execution along with the inability to see the importance of this process is seen as the primary reason for this to be seen as the same as strategic execution. Change management is often treated as a sub-activity rather than an important stand-alone process in the strategic management process.

Most participants were able to explain strategic management process as the link between formulation, implementation, and execution, as articulated in The Rational Model Strategic Management Process (Wheelen *et al.,* 2015). Whilst it is seen to be a systematic process from planning to implementation to execution, this is not necessarily the case because a lot of time is spent on formulation and not on implementation and execution. Government departments were argued to have some of the best strategies; however, they are relatively poor in execution, and they point to the recent failures in many departments. These findings were aligned with the literature findings (The Presidency: Republic of South Africa, 2019). These are also consistent with the views of many writers who have stated that superb strategies could bring organisations success; however, problems in execution cause breakdowns. They also argue that a poorly written strategy, executed well, will still give you a better result than a well written strategy, poorly executed (Kumar, 2015).

The organisation was seen to have a well-formulated strategy. However, it is rather a top-down approach with a lack of follow-through and integration into the implementation and execution process. Some of the reasons attributed to these failures were the lack of communication, buy-in, top-down approach and resource alignment. The majority concurred with the suggestions from the literature review that implementation and execution are indeed two separate processes in the strategic management cycle.

7.2.4 Empirical Objective (EO₂) - To assess the overall face validity of the proposed framework

EO₂ sought to assess the overall face validity of the proposed framework with subject matter experts to co-create the final model. The proposed conceptual framework was shared and discussed with subject matter experts to solicit their perceptions on relationships between the key constructs of stakeholders, resources (7M model) and strategy in the qualitative phase of the study.

Most respondents agreed that employee revenue (higher money or collection), suppliers, customers (taxpayers) and the shareholder are the most common stakeholders in public entities. Participants disagreed with the quantitative findings on the relationship between stakeholders and resource availability and pointed to the differences between private and public as the key reason for this finding. All respondents were able to cite resources and change management (preparing the organisation for execution) as the key barriers hindering implementation and execution.

Most of the resources cited by the respondents were aligned to the application of the 7M resource audit model assessing the state of key resources; with some preferring a holistic approach to state key resources instead of individually. Participants, while not in agreement, were able to reason that the merging of Manpower, Management and Make-up into a single construct was due to the people's commonality. All participants agreed on the significance of the relationship between resources and strategy (implementation and execution).

Most respondents were able to distinguish the key differences between implementation and execution and agreed that they were indeed two separate processes. Participants identified change management as a key process in the strategic management process and while not in total agreement with this process being merged with execution, they were able to provide the key reasons for the occurrence. All participants agreed that there is a significant relationship between strategy implementation and execution.

7.2.5 The development of Preliminary Strategic Execution Model for the public sector in an emerging economy

The study through the research problem sought to explore the construction of ***strategy execution model for the public sector in an emerging economy.***

The review of literature in chapter 2 led to the development of the preliminary conceptual strategy execution model as illustrated in Chapter 3 Figure 3.1. The main themes of the research (all included in an initial 76-item questionnaire) were Stakeholder requirements, Resource availability and Strategy execution.

After the findings of the exploratory analysis a revised conceptual framework after EFA figure 5.1 was presented in chapter 5. This was mainly due to convergence of manpower, make-up, and management into a single construct under Theme 2 (resource availability) and the convergence of preparing an organisation for strategy into the strategy execution construct under Theme 3 (Strategy).

The relationship between stakeholder objectives and resource availability was not confirmed in the quantitative phase of the study, as there was an immaterial correlation between these variables; hence, the hypothesis was not supported. The quantitative findings confirmed a significant positive relationship between strategy implementation and strategy execution. The quantitative findings confirmed a significant positive relationship between strategy implementation and strategy execution.

This allows the study to conclude that there is a significant dependency on the availability of resources in the implementation and execution of strategies. In conclusion, whilst strategy execution is deemed extremely important and many solutions have been presented, there are no models that assess the state of resources as a critical enabler in determining strategic success in the public sector.

Considering the significant dependence of resource availability on strategic success, Figure 7.1 illustrates and proposes a final 5-step strategy execution model to assess and mitigate the impact of resources on strategic execution.

The overall face validity of the proposed framework was confirmed in the qualitative part of the study.
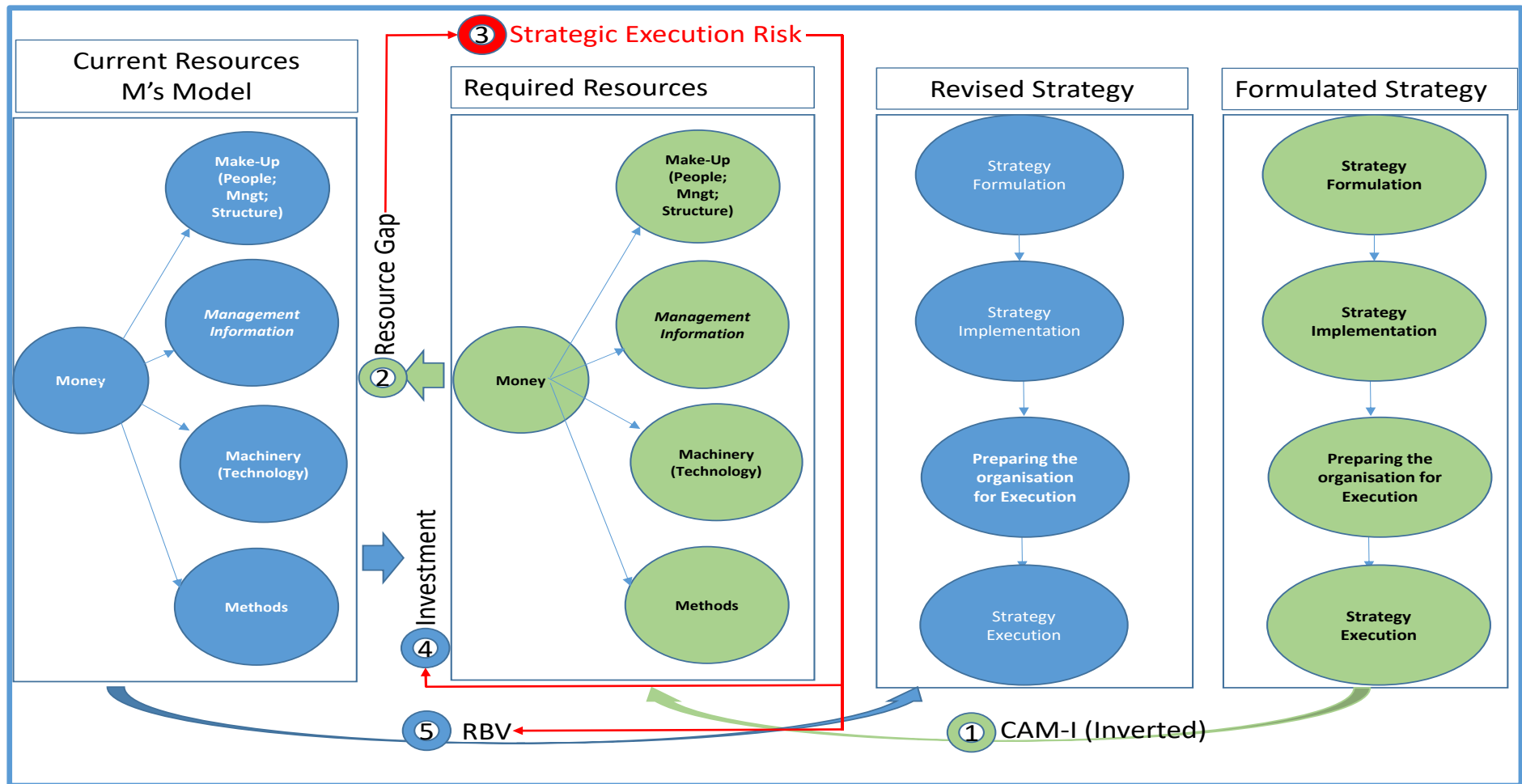
Figure 7. 2: The 5-Step Strategy Execution Model (Author's own, 2022)

The 5-step execution model is explained as follows:

1. Assess the resource requirements of the newly formulated strategy using the inverse of the CAM-I framework (Figure 7.3);

Step 1 Current Available Resources	Step 2 Activities	Step 3 Objectives

Figure 7. 3: Current ABM Methodology using the CAM-I Framework (Annexure F)

Step 3 Required Resources	Step 2 Required Activities	Step 1 New Strategic Objectives
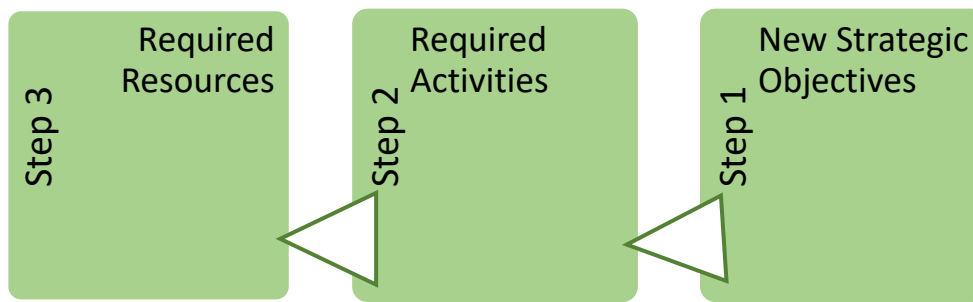
Figure 7. 4: Proposed inverse of the current ABM Methodology using the CAM-I Framework

2. Determine the GAP between current and required resources.
3. A significant gap between required and current resources implies a significant strategic execution risk.
4. Determine whether the investment can be obtained to close the gap in pursuit of the newly formulated strategy; and
5. If an investment cannot be obtained, consider revising the strategy in line with current resource availability in line with current capabilities or core competencies (RBV).

7.3 CHAPTER SUMMARY

The study's fundamental objective aimed at creating a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed whilst having identified and described the limitations and challenges faced by the public sector in

executing strategies. This chapter synthesised the literature with the study's empirical findings from both the quantitative and qualitative results and concluded with the presentation of the 5-step strategy execution model.

CHAPTER 8: CONCLUSIONS, LIMITATIONS, AND IMPLICATIONS

This closing chapter of the research presents the conclusions of the current research. The study implications on a theorical level, at an empirical level as well as practices are also presented. Lastly, the research limitations are underscored with recommendations for future research.

8.1 INTRODUCTION

The study's main objective was to develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed through the review of current models and theories. This was informed by the challenges experienced in the execution of strategies in the public sector. While some authors conducted studies, the problem remains insufficiently explored and previous research could only be considered a primary step towards a more profound understanding of the challenges in the public sector. Furthermore, the study sought to determine the antecedents of strategy execution in a quantitative investigation and finally assess the overall face validity of the proposed framework with subject matter experts to co-create the final model. The sample drawn for this study was restricted to managers involved in the strategic management process in SARS. However, SARS is only one organisation and therefore cannot be seen to be representative of the entire public sector in South Africa.

8.2 CONCLUSIONS

The study's investigation into the construction of a suitable strategy execution model for the public sector in an emerging economy provided a novel set of findings. They can be summarised as seen in the subsections below.

8.2.1 Theoretical Objective 1 (TO₁)- review the current models and strategy execution theories

Conclusions based on the systematic literature review in the body of knowledge revealed gaps and limitations. These can be described in three themes, as discussed below.

8.2.1.1 Theme 1: Gaps and limitations on Stakeholder requirements

Public sector challenges are somewhat different to those of the private sector due to influential stakeholder requirements (stemming from factors such as policy, social and political), which lead to additional and sometimes conflicting priorities on limited resources. This problem

remains inadequately explored and previous research can only be considered a glimpse at a more profound understanding of the challenges in the public sector (Botten, 2012; Hartley *et al.,* 2015). Some of the reasons attributed to public sector failures are the lack of research on the difference between the public and private sectors mainly attributed to stakeholder influence on resources and the objectives of these organisations (Botten, 2012; Hartley *et al.,* 2015)**.**

8.2.1.2 Theme 2: Gaps and limitations on Resource availability

The literature has also highlighted that some of the main reasons for strategic failures are centred around two themes, change management (preparing the organisation for execution) and the lack of resources (Hrebiniak, 2008; Childress, 2013; Alford & Greve, 2017; Srivastava, 2017; Harvard Business Review, 2018). While many authors have continued to confirm this as a key barrier, the many tools available to aid the strategic management process continue to focus on formulation and those available for execution are limited or basic in nature.

8.2.1.3 Theme 3: Gaps and limitations on Strategy execution

As highlighted in the paragraph above, preparing the organisation for execution was found to be a key barrier hindering successful execution. Similarly, many authors have continued to confirm this as a key barrier and the many tools available to aid the strategic management process continue to focus on the formulation and the ones available for execution are limited or basic in nature.

Present-day authors have suggested that implementation and execution are often used incorrectly as the same, however, they are simply dependent on each other (CIMA, 2021). There is limited or no research exploring the key differences and dependencies of these two within the strategic management process.

8.2.2 Theoretical Objective 2 (TO$_2$): To develop a conceptual position

This theoretical objective sought to develop a conceptual position from which the preliminary SEF for the public sector in an emerging economy can be constructed. The conceptual model was informed by the literature review and focused on three main themes, namely Stakeholder requirements, Resource availability and strategy. This was developed to assess the impact of stakeholder requirements on resource availability and thereafter Resource availability on strategic implementation and execution.

The Stakeholder theme (1) consisted of five constructs, namely Shareholder (revenue collection), Suppliers, Employees, Customers and Government. Theme 2 (Resource Availability) consisted of five constructs, a revision downwards from seven (Manpower, Management, Make-up, Money, Machinery, Methods, Management Information) informed by the convergence of Manpower, Management and Make-up, into a single construct. Theme 3 strategy consists of two constructs, a revision down from 3 informed by the merging of Preparing the organisation for execution into the Execution construct.

8.2.3 Empirical Objective (EO₁): To determine the antecedents of strategy execution

This empirical objective sought to determine the antecedents of strategy execution through a SEMM research design. The conclusion from the quantitative phases will be discussed in the next paragraphs.

8.2.3.1 Conclusions from the quantitative phase and instrument development

A thorough statistical analysis was done to validate this measuring instrument, which can be used for emerging economies in the execution of a strategy that includes the use of the 7M's model for the first time. Pitcher (2018) motivated the use of the 7Ms resource assessment framework to determine the state of resources in support of strategic intent. The use of the 7Ms resource assessment framework in the initial conceptual framework identified Manpower (Men and Women), Management, Money, Make-up, Machinery, Methods, Markets, Material, and Management as the seven key resources. The quantitative analysis concluded that Manpower, Management and Make-up are to be perceived as one resource construct (Make-up). This is understandable considering they are all made up of people and the current thinking of resources is aligned to the categories of people, processes, data, and technology.

Many authors have consistently identified resources as a key barrier hindering successful strategic implementation and execution (Childress, 2013; Desroches *et al.*, 2014; Lowy; 2015; The Economist, 2018). This study confirms the view that the availability of resources is a significant barrier. The positive relationship between Resource availability and Strategy (implementation and execution) as well as the assessment of resources through the Ms model can be seen as a significant step to closing the constraint between resources and strategy execution.

More recent authors have begun to distinguish between strategic implementation and execution as two different but dependent processes (Favaro, 2015; Cote, 2020; CIMA, 2021;

Finkelstein, 2022).   The significant positive relationship between implementation and execution provides further impetus to this view. This suggests the distinction of the activities will remove any ambiguous interpretation of the definitions and will strengthen the strategic management process by ensuring the key activities in the implementation process are enabled to support successful execution.

8.2.3.2 Conclusions from the qualitative phase

While the relationship between Stakeholder objectives and Resource availability was not confirmed in the quantitative part of this study, there was sufficient evidence in the qualitative part of the study to suggest that Stakeholder requirements do impact the availability of resources, which requires further exploration. This could be corroborated by some authors who suggested that public entities are not set up to make profits, thus the strategic management process in the public sector is different to that of the private sector (Botten, 2012; Hartley *et al.*, 2015). However, it can be argued that this should not be seen as a difference and that the link between performance and funding should be a discipline instilled in public entities. The link between budget and performance would ensure there is a closer correlation between stakeholder requirements, resource availability and strategic execution.

Confirmation was received from suggestions in the literature review that identifies strategy implementation and execution as separate processes. All participants concurred with the suggestions from the literature review that implementation and execution are indeed two separate processes in the strategic management cycle. The positive perception of the relationship between the two has also provided further impetus to this view and is further aligned with the view of recent authors (Favaro, 2015; Cote, 2020; CIMA, 2021).

Majority of participants reasoned that Manpower, Manager and Make-up were perceived as one construct due to the 'people factor' (Manpower, Management and Structure) (Pitcher, 2018). The traditional people-centric view of resources in public entities points to lost opportunities in leveraging new technologies and data products such as artificial intelligence (AI) and machine learning to augment the scarcity of resources. Modern-day managers classify resources into the categories of people, processes, systems, data and infrastructure and this could be one of the reasons why the M's model is interpreted as such.

Majority of participants reasoned that the merging of constructs (Preparing the organisation for execution and Execution) was due to the neglect of change management in the strategic management process. While preparing an organisation for execution and Execution were

interpreted as the same construct, public entities should seek to separate this process from execution to ensure visibility and success.

8.2.4 Empirical Objective (EO₂): to assess the overall face validity of the proposed framework

This empirical objective sought to measure the overall face validity of the proposed framework with subject matter experts to co-create the final model. The proposed framework was shared with respondents during the interviews. Most respondents agreed on components or resources as well as the importance of resources in support of strategy implementation and execution. While respondents settled on the importance of implementation, they lamented the disregard of preparing the organisation as an often-neglected step that leads to strategic failures. Respondents also emphasised the over-reliance on HR and suggested agile strategies to leverage new technologies such as big data, and AI in addition to machine learning to augment the lack of capacity.

8.3 STUDY LIMITATIONS

Although the researcher took great care to produce a study of quality that has meaningful managerial, theoretical, and methodological implications, it is equally important to indicate the limitations of this study. They are discussed below.

8.3.1 Limitations of the literature review

While studies have been performed by some authors in the field of Strategy Execution, the problem remains insufficiently explored and previous research can only be deemed the first step towards a more profound understanding of the challenges in the public sector. Most of the literature has focused on strategy formulation and the limited research on execution is predominately focused on the private sector.

8.3.2 Limitations of the empirical study

Data for the quantitative phase was collected just once. Future studies can utilise the validated instrument with new sets of data from different organisation. The study was conducted during Covid-19 nationwide lockdowns in South Africa. Due to Covid-protocols, in addition to load shedding, the limitations on access to other public entities and people meeting impacted the study for example face-to-face interviews were not possible. As most people worked from

home; the qualitative research took longer to complete than originally planned and it was also difficult to gauge body language.

8.4 RECOMMENDATIONS FOR FUTURE RESEARCH

Considering the gaps in literature along with the scarcity of studies in emerging economies, it is recommended that further studies of this nature be conducted particularly in the public sector of developing and emerging economies. Several more studies are essential to test and validate the statistical significance of the findings and the emerging factors considered in this study to enhance the understanding of the phenomena.

Due to the limitation in the information of the public sector, this study adopted a predominately EFA approach and further studies can build on the validated instrument in a CFA approach. There is also a need to further explore the relationship between strategy implementation and execution to further distinguish the key differences and dependencies. Reflecting on the significant differences between the private and public sectors, it might also be fitting to further explore the inconsequential relationship between stakeholders and resources in this study when considering the perspectives specified in the qualitative part of this study.

8.5 EVALUATION OF THE STUDY

This study offers significant and valuable insights into the antecedents of strategic execution. The next three paragraphs provide an evaluation of the study and the researcher's contribution on a theoretical, empirical, and practical level.

8.5.1 Contribution at a theoretical level

This study did not simply focus on determining the relationship between resources and strategy, it also focused on the relationship between stakeholders and resources and finally on the significance of implementation on execution, effectively moulding three different studies into one. The methodological contribution to the field of Strategy Execution can be seen in the constructs in the three main themes used in the conceptual framework, namely stakeholders, resources, and strategy.

The present study also implemented a SEMM approach in which both quantitative data and qualitative data were collected and analysed to explore factors that influence strategic implementation and execution. The qualitative findings provided a lot of context into some of the quantitative findings, especially on the reasons why stakeholder requirements do not

influence resource availability - which could not have been addressed by a quantitative study alone. Therefore, the quantitative and qualitative methods complemented each other well, resulting in strong research that will potentially assist public entity managers in their strategic execution challenges.

Furthermore, the study also linked and integrated the key resources through the use of the Ms model resource assessment framework in defining the significance of resources available in determining strategic execution success. This study through the development of a theoretical framework for the first-time shows confirmed significant relationships between resources and strategic implementation, resources, in addition to strategic execution plus between implementation and execution.

The proposed preliminary strategy execution model demonstrates the synthesis of two knowledge areas (theories and disciplines) in a unique way, such as integrating the RBV and ABM perspectives with the use of the 7M strategic resource assessment and the inverted CAM-I framework.

8.5.2 Contribution at an empirical level

A thorough statistical analysis was done to validate the measuring instrument used in this study for the first time. The empirical research examined the significance of stakeholder requirements on resource availability and the mediating role that implementation plays between resources and execution. The empirical research also assessed the significance of the Ms model resource assessment framework to determine resource availability in support of strategic implementation and execution. The findings herein could be replicated in other research by emerging researchers.

8.5.3 Contribution at a practical level

The findings of this research, conclusions and recommendations should make a positive contribution to the field of Strategic Management in an emerging economy context. As the study highlighted, successful strategic execution is significantly hindered by the lack of strategic execution frameworks. This model will enable both public and private sector organisations to determine or predict strategic execution success through the assessment of resource risks very early in the process. Through the use of big data, AI and machine learning, the proposed model can easily be scaled to predict the probability of strategic success or failure to allow managers to adjust their processes accordingly.

8.5.4 Generalisability of the research

The findings of a study can be applied to both the private and public sector organisations to determine or predict strategic execution success.

8.6 CHAPTER SUMMARY

This final chapter of the research presents the inferences of the current research with study implications on theory, empirically and in practice. Recommendations for the future along with research limitations were also presented.

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APPENDICES

APPENDIX A – SURVEY QUESTIONNAIRE

SURVEY QUESTIONNAIRE						
Dear respondent:						
The following questions relate to your personal evaluation of the strategy execution process in your organisation and we would like you to give us an indication of your views on this. Please spare approximately 15- 20 minutes to complete this questionnaire. All the information you provide will be treated in confidence. The questionnaire can be handed back to the researcher upon completion, alternatively you can e-mail it to the researcher: *6405835@mylife.unisa.ac.za*						
SECTION A						
Demographic Information of the Respondent						
This section will require you to provide your personal profile as the key respondent that will help in interpreting the results of this survey. Please answer the following questions to the best of your ability by crossing (X) in the relevant box.						
Code	**Gender**					
A1	Male					
	Female					
A2	**Age Category**					
	20-30					
	31-35					
	35-40					
	41-45					
	46-50					
	51-55					
	56-60					
	61-65					
A3	**Rank**					
	Executive					
	Middle Management					
	Manager					
	Team Leader					
	Other					
	Years of Service involved Strategy Management					
A4	**Years**					
	<1					
	1-3					
	4-5					
	6-10					
	11-15					
	>15					
SECTION B						
Your Assessment of Strategy Execution in the public sector						
Each of the following statements relate to your personal rating of your bank. Please read each of the following statements and then indicate the extent to which you believe the statement to be relevant to your organisation. Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5)						
Question 1 .						

Code	Question(Revenue Collection- Shareholder)	1	2	3	4	5
B5	It is important for the organisation to collect all revenues that are due					
B6	It is important for the organisation to identify new revenue streams					
B7	The identification of new revenue streams will require new types of capabilities					
B8	Increased revenue targets will require additional resources					

	Question(Economic Transformation- Suppliers)	1	2	3	4	5
B9	Economic transformation is key to revenue growth					
B10	Inclusive economic growth provides the organistion with more resource opportunities					
B11	Economic transformation provides the organisation with more options for goods and services					
B12	Economic transformation provides the organisation with quicker turn around times					

	Question(Employees)	1	2	3	4	5
B13	High salaries are very important to employees					
B14	A good benefits package is very important to employees					
B15	Employees require agile work environments					
B16	Employees require well maintained work environments					
B17	Employees require promising career paths					
B18	Employees require adequate training /development programs					

	Question(Customers/Taxpayers)	1	2	3	4	5
B19	Taxpayers require the completion of their tax proceedings in line with the service charter					
B20	Taxpayers expect easy-to-use platforms					
B21	It is important to provide clarity to Taxpayers					
B22	To create voluntary compliance, it is important to make tax collection as efficient as possible					

	Question(Government Legislation)	1	2	3	4	5
B23	Changes to the Organisation's act will influence resources requirements					
B24	Changes to the Organisation's act will influence resources requirements					
B25	Changes to the Organisation's act may require new capabilities					
B26	Changes in the Government legislation may lead to delays in other priorities					

	Question(Manpower - Men and Women/People)	1	2	3	4	5
B27	The organisation is adequately capacitated in terms of Staff numbers					
B28	The organisation has the right skills to perform our activities					
B29	The organisation has the right training programmes to develop our staff for new/future needs					
B30	The organisation has high levels of staff motivation/morale					
B31	The organisation has a good record of attracting staff					
B32	The organisation has a good record of retaining staff					

	Question(Management)					
B33	The organisation has the right management structure required for the organisation	1	2	3	4	5
B34	The organisation has the right management team					
B35	The organisation management team has the skills required for the job					
B36	The organisation has mangement development programmes to meet new/future needs					
B37	The organisation's has management incentives in line with long term retention interest					

		Question (Make-Up/Structure)	1	2	3	4	5
B38		The organisation has the right structure/make-up					
B39		The organisation culture is alligned to the structure					
B40		The organisation structure is conducive to agility that may be required					
B41		The organisation structure promotes speedy responses to decision making					
B42		The organisation structure promotes employee growth					
		Question(Money)	1	2	3	4	5
B43		The organisation has sufficient current funding					
B44		The organisation has the ability to source additional funds					
B45		The organisation has clearly defined short and long term investment plans					
B46		The organisation has funding plans to support investment decisions					
		Question(Machinery/Technology)	1	2	3	4	5
B47		The organisation is adequately capacitated in terms of hardware(Computers and Servers)					
B48		The organisation refreshes its assets frequently in line with industry standards					
B49		The organisation has a diverse sets of tools(Software) to carry out current and new activities					
B50		The organisation has studies on the replacement cost of our assets					
B51		The organisation has good utilisation of it's assets					
B52		The organisation has enough money to replace or refresh ageing assets					
		Question(Management Information and Data)	1	2	3	4	5
B53		The organisation has the ability generate Information timeoulsy					
B54		The organisation has the ability to share Information timeoulsy					
B55		Managers have the information to manage their business					
B56		Information is relevant to the changes in our business					
B57		Management has the ability to analyse information for decision making					
B58		The Organisation has a data driven culture					
		Question(Methods/Processes)	1	2	3	4	5
B59		The organisation has clear plans on how to balance supply and demand or resources					
B60		The organisation performs critical reviews of activities for operations of the future					
B61		The organisation has efficient processes/procedures					
B62		The organisation has a clear understanding of the effectiveness of our activities					
B63		The organisation has a clear understanding of the effectiveness of human vs automated activities					
		Question(Strategy Implementation)	1	2	3	4	5
B64		The organisation's has a clear understanding its strategic priorities					
B65		The organisation's strategic workforce planning is intergrated into our strategic planning process					
B66		The organisation has executive sponsorship of the resource allocations plans to drive results					
B67		The organisation has executive sponsorship of prioritization criteria to drive results					
B68		The organisation budget is linked to its Strategy					
B69		The Organisation's value chain /business model defines the core business drivers					
		Question(Preparing the Organisation Ready for Strategy Execution)	1	2	3	4	5
B70		The organisation has an easy-to-understand version of the strategic plan.					
B71		The strategy of the business is discussed coherently with all its employees					
B72		The culture is enabled to achieve the stated Strategic Objectives					
B73		The organisation has the flexibility in the culture to change with new strategic demands					
B74		The organisation has a robust intergrated change management programme					
		Question(Strategy Execution)	1	2	3	4	5
B75		Employees understand how their work relates to the value-creating activities of the organization					
B76		The organisation has a framework/model that guides the execution process					
B77		The Organisation's strategy-based performance management plan is linked to individual development plans					
B78		The decision making processes assure that decisions throughout the organization are aligned to the strategy					
B79		There is a discipline of continuous improvement linked to the execution process					

APPENDIX B – QUALITATIVE INTERVIEW GUIDE

SECTION A: DEMOGRAPHIC INFORMATION OF THE RESPONDENT

1. What is your gender?

2. What is your age?

3. How many years have you worked for this organisation?

4. Please can you state the numbers of years of experience you have in the field of Strategic Management?

SECTION B: RESPONDENT ASSESSMENT

1. Strategy Implementation and execution are often used interchangeably as one and the same.

a) What are your perceptions on the definitions on this?

b) To what extent would you agree with the suggestions from the literature review that implementation and execution are indeed two separate processes in the strategic management cycle?

2. What do you believe are the barriers to strategic implementation and execution?

a) What are some examples?

3. What is your understanding of the stakeholder requirements or demands within the organisation?

a) Do you think that stakeholder demands are somewhat different to those of the private sector?

4. What is your perception on the concept of resource availability within an organisation?

a) What do you think are the different types of resources in an organisation?

5. What is your perception on the influences of stakeholder requirements/demands on resource availability in the context of the public sector?

a) Based on the survey results, it was noted that stakeholder requirements have no impact on resource availability. What do you perceive as the reasons why there is no current influence on stakeholder requirements and resource availability within this organisation?

6. What are your perceptions on change management or getting an organisation ready for execution as an often-neglected step in the Strategic Management Process?

a) While literature has highlighted that preparing an organisation for execution is a step that is often neglected in the strategy process; the results of the survey conducted has indicated that getting and organisation ready for execution and execution is perceived as one process (Execution). Why do think this is the case?

7. What are your perceptions regarding how the strategic planning process is handled within your organisation?

a) How do you perceive planning, implementation and execution process influences one another?

8. The 7M resource audit model assessing the state of key resources consists of (Manpower, Management, make-up, methods, management information, money, and machinery).

a) What are your perceptions of each (7) of these within the organisation?

b) The results of the survey conducted has indicated that manpower, manager, and make-up is perceived as one resource (make-up). Why do you believe these resources were seen as one?

9. The results of the survey on resources have shown that resource availability to have a significant impact on the implementation and execution of strategy. What are your perceptions of this?

10. The results of the survey conducted has shown that implementation to have significant impact on strategic execution. What are your perceptions of this?

11. Do you have any other comments, or important issues that we have not covered in the interview up to now?

Thank you very much for the time taken to participate in the interview

APPENDIX C: SUMMARY OF THE FIT INDICES (HAIR et al., 2014)

Fit Index	Acceptable Threshold Levels	Description	Interpretation
Chi-square	$X2$ to degrees of freedom in the range of 5 to 1	Assess overall fit and the discrepancy between the sample and fitted covariance matrices. Sensitive to sample size. H0: The model fits perfectly.	Low $X2$ relative to degrees of freedom with insignificant p-value (p > .05)
Cmin/df	<3	DF = Degree of Freedom measures the number of independent values that can diverge without obstructing any limitations in the model.	Cmin/df less than 5 Lower Cmin/df values indicate better fit)
CFI	Values greater than.95	A revised form of NFI. Not very sensitive to sample size. Compares the fit of a target model to the fit of an independent, or null, model.	Normed, 0 -1 range
GFI (Adjusted) Goodness of Fit	Values greater than .95	GFI is the proportion of variance accounted for by the estimated population covariance. Analogous to R2. Adjusted goodness of fit (AGFI) favours parsimony.	Scaled between 0 and 1, with higher values indicating the better fit model
RMSEA (Root Mean Square Error of Approx.	Values less than .07	A parsimony-adjusted index. Values closer to 0 represent a good fit.	Has a known distribution and values less than .03 represents an excellent fit
Standardized Root Mean Square Residual (SRMR)	<0.08	Index of the average of. standardized residuals between the observed and the hypothesized covariance.	SRMR less than 0.08 Lower RMSEA values indicate better fit)

APPENDIX D – ETHICAL CLEARANCE LETTER

SCHOOL OF BUSINESS LEADERSHIP
RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

23 November 2021

Ref #: 2021_SBL_DBL_030_FA
Name of applicant: Mr N Ramsumair
Student #: 06405835

Dear Mr Ramsumair

Decision: Ethics Approval

Student: Mr N Ramsumair, (6405835@mylife.unisa.ac.za , 083 397 1778)

Supervisor: Prof S Henning, (hennis@unisa.ac.za, 011 652 0326)

Project Title: A conceptual strategy execution framework for the public sector– The South African context.

Qualification: Doctor of Business Leadership (DBL)

Expiry Date: October 2023

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics.

Outcome of the SBL Research Committee: Approval is granted for the duration of the Project

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on the 18/11/2021.

The proposed research may now commence with the proviso that:

1) The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached

2) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

3) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the SBL Research Ethics Review Committee.

4) An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.

5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Building leaders who go beyond

SBL
GRADUATE SCHOOL OF BUSINESS LEADERSHIP
UNISA

Kind regards,

NBW M Litwa

Prof N Mlitwa

Chairperson: SBL Research Ethics Committee

011 - 652 0000/ wiltonb@unisa.ac.za

Prof P Msweli

Executive Dean: Graduate School of Business Leadership

011- 652 0256/mswelp@unisa.ac.za

APPENDIX E – PARTICIPANT INTRODUCTORY LETTER

Graduate School of Business Leadership, University of South Africa PO Box 392 Unisa 0003 South Africa
Cnr Janadel & Alexandra Avenue Midrand 1685 Tel: +27 11 652 0000 Fax: +27 11 652 0299
Email: sbl@unisa.ac.za Website: www.sblunisa.ac.za

PARTICIPANT INFORMATION SHEET

2022-01-14

Dear Prospective Participant

My name is Naresh Ramsumair, and I am doing research with Prof Sanchen Henning a professor in the Graduate School of Business Leadership, University of South Africa towards a Doctoral of Business Leadership at the University of South Africa. We are inviting you to participate in a study entitled - How can a suitable strategy execution model for the public sector in an emerging economy be constructed

The aim of this study is to investigate and develop a suitable strategy execution framework for the public sector in an emerging economy.
The objectives are as follows:

Theoretical Objectives

a) **TO1: To review the current models and strategy execution theories and identify the existing limitations in the body of knowledge**
b) **TO2: To develop a conceptual position from which the preliminary strategy execution framework for the public sector in an emerging economy can be constructed**

Empirical Objectives

c) **EO1: Determine the antecedents of strategy execution in a quantitative investigation.**
d) **EO2: To assess the overall face validity of the proposed framework with subject matter experts to co- create the final model.**

You were chosen as a participant due to your role responsible for the implementation and execution of strategy in SARS. The study involves the completion of questionnaires and will be followed by semi-structured interviews. The questionnaire section B will contain a series of statements with 5-point Likert scales to indicate your levels of agreement. You will be required to complete a set of questions indicating your choice on each ranging from Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) to Strongly Agree (5). Section C consists of an open-ended question to get more insights on the implementation and execution process. The data collected in the open-ended questions will used to inform the interview guide in the semi- structured interviews.

Graduate School of Business Leadership, University of South Africa PO Box 392 Unisa 0003 South Africa
Cnr Janadel & Alexandra Avenue Midrand 1685 Tel: +27 11 652 0000 Fax: +27 11 652 0299
Email: sbl@unisa.ac.za Website: www.sblunisa.ac.za

You will form part of 200 participants and your contact details were obtained from SARS HR as per the permission letter granted by the SARS Research Committee. The survey will be conducted over a 10-week period followed by semi- structured interview over a period one month.

Being in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason prior to the completion of the questionnaire however once the questionnaire is completed and submitted, it will not be possible to withdraw.

There are no financial benefits or incentives in the form of compensation/gifts/services for your participation or to others. There will also be no reimbursement of any costs incurred by you as a participant in this study however your responses will contribute immensely to the development of a strategic execution model for the public sector.

There are no potential identifiable risks for your participation in the study however measures discussed in the following paragraphs will be put in place to prevent any possible harm that may occur.

The study will not collect confidential information however coding will be used anonymise and protect demographic confidential information. Your name will not be recorded anywhere, and no one will be able to connect you to the answers you give. Your answers will be given a fictitious code number, or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Your answers may be reviewed by people responsible for making sure that research is done properly, including a transcriber, external coder, and members of the Research Ethics Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

Your anonymous data may be used for other purposes, e.g. research report, journal articles, conference presentation and report of the study may be submitted for publication, but individual participants will not be identifiable in such a report.

Hard copies of your answers will be stored by the researcher for a period of 5 years in a locked cupboard/filing cabinet at a secure storage facility for future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. After the periods have elapsed, all hard copies will be shredded, and all soft copies deleted from all systems.

This study has received written approval from the Research Ethics Committee of the College of Economic and Management Sciences, Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

If you would like to be informed of the final research findings or should you require any further information, please contact Naresh Ramsumair on 083 397 1778 or on email to Nramsumaiir@sars.gov.za.

Should you have concerns about the way in which the research has been conducted, you may contact Prof Sanchen Henning on hennis@unisa.ac.za
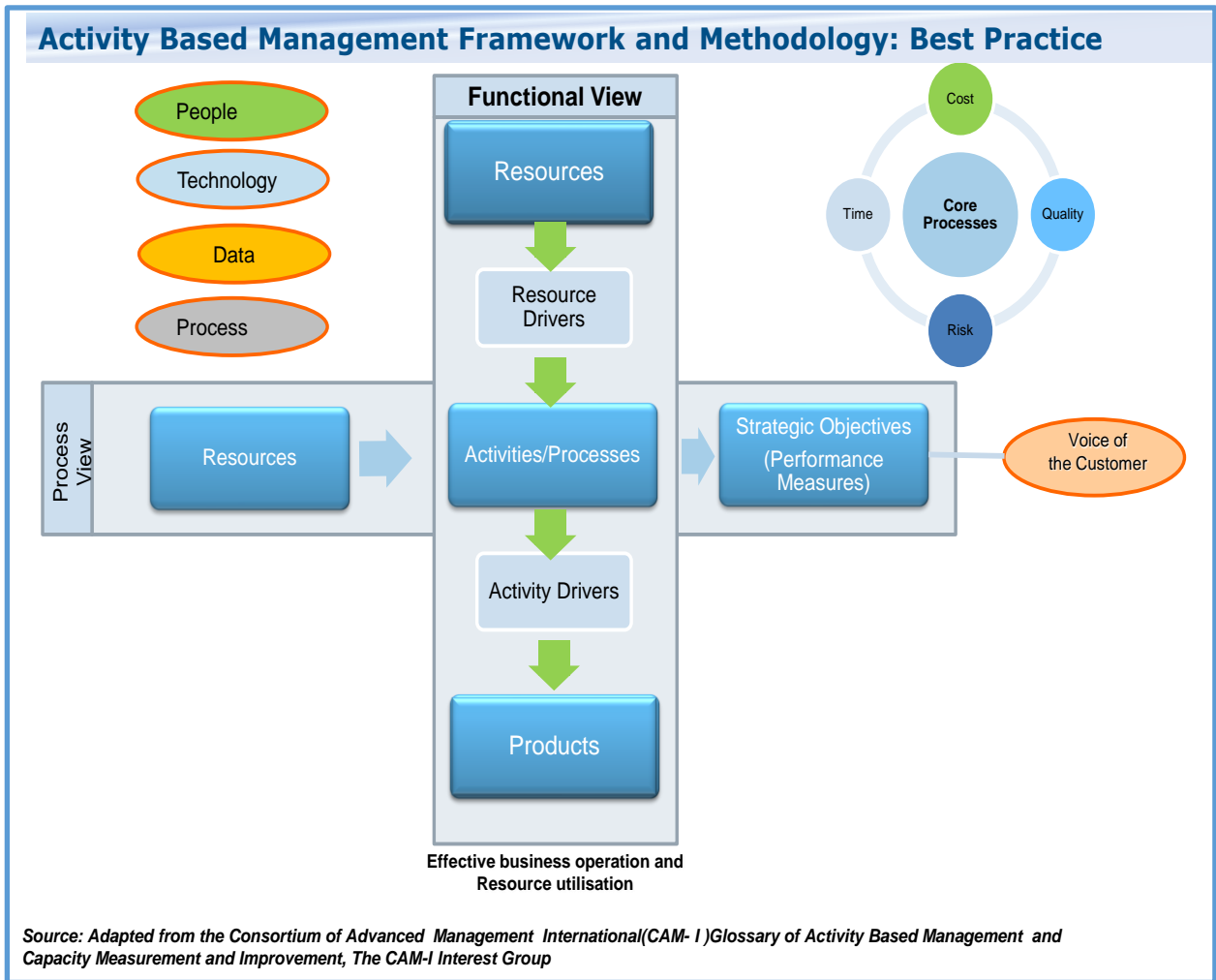
Thank you for taking time to read this information sheet and for participating in this study.

Thank you.

Naresh Ramsumair

2022-01-14

APPENDIX F – CONSORTIUM FOR ADVANCED MANAGEMENT INTERNATIONAL(CAM-I.ORG,1988)

Activity Based Management Framework and Methodology: Best Practice

Source: Adapted from the Consortium of Advanced Management International(CAM- I)Glossary of Activity Based Management and Capacity Measurement and Improvement, The CAM-I Interest Group

Source: Adapted from Consortium for Advanced Management International CAM-I (CAM-I.Org, 1988)

APPENDIX G – TURNITIN ORIGINALITY REPORT

Turnitin Originality Report

Processed on: 16-Nov-2022 11:48 SAST

ID: 1955680710

Word Count: 63144

Submitted: 1

A STRATEGY EXECUTION MODEL FOR THE PUBLIC SECTOR IN AN EMERGING ECONOMY By Nmr RAMSUMAIR

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APPENDIX H – DECLARATION OF PROFESSIONAL EDIT

Marielle Tappan
Wapadrand, Pretoria
Tel 072 474 1158
Email mteditorialinfo@gmail.com

MT Editorial

Date of Edit: 11 November 2022

Edit: Naresh Ramsumair

To whom it may concern,

I, Marielle Tappan, trading under the name MT Editorial, hereby confirm that I am a language editor.

I have extensive experience in the field of language and publishing and received my Bachelors of Information Science in Publishing from the University of Pretoria. I am also a registered member of the Southern African Freelancer's Association.

I hereby declare that the editing done for any client is done with the utmost diligence and the full appreciation of the English language and all of its intricacies, as was done for edited sections of this document.

If there are any other queries, please do not hesitate to contact me.

Kindest Regards,

Marielle Tappan
Owner, MT Editorial
(BIS) Publishing
SAF03058, SAFREA

Marielle Tappan