

UNIVERSITY OF KWAZULU-NATAL

The impact of coronavirus on strategic planning at eThekweni Municipal Libraries

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DEDICATION

I would like to dedicate this dissertation to my family. I appreciate your presents in my life. You have been the light that shines my every day. I will continue to treasure you all and continue my hard work. I further extent my thanks to my sister for the wise words during hard times. I wish your prayers continue to shower me with energy and determination. This is dedicated to the kind love you showed me. May God bless you all.

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ABSTRACT

The study is geared towards finding the impact of Coronavirus on Strategic planning in the eThekweni Municipality, such as to name a few Umgeni, Ntuzuma, Central reference and Don reference Libraries. Such rapid external changes have had immediate internal implications for organisations such as eThekweni Municipal Libraries and Heritage Department, leaving leaders in organisations in despair and with huge uncertainties. The turbulent era of coronavirus, commonly referred to as COVID-19, has agitated the world globally and locally; these shock waves of the virus have left businesses and organizations in despair due to the rapid changes that had to be adopted timeously. This disrupted the labour market as severe social proximity restrictions put economic activities on hold. This research adopted a qualitative methodology comprised of semi-structured interviews conducted with 8 managerial personnel within the Libraries Department. Respondents were selected purposively from management to conduct Microsoft teams interviews. The brief findings outline includes the exploring new library adaptation strategies that that can help the department stay relevant and maintain book services. The findings shared challenges experienced by eThekweni libraries, such as social-political and economic limitation factors. This influenced the way strategic planning had to be used in aligning eThekweni Municipal Libraries' operations with such decisions, the impact of coronavirus on strategic planning and the available resources to mitigate widespread impact of coronavirus and future pandemic. The recommendations included that the eThekweni Municipal Management have a strategic planning that considers external factors such as social-political and environmental ones as they have an impact on how the eThekweni Municipality Libraries address a situation such as the coronavirus pandemic.

Keywords: Adaptation, Strategic planning, Management

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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

A series of global pandemics such as Spanish flu, HIV/AIDS, SARS, and EBOLA, have in recent time presented themselves as a challenge to strategic planning of various institutions, stretching from private to public institutions (Darbonnens and Zurawska 2020) .The most recent of such pandemics has been the emergence of coronavirus, which has been a push and a pull factor in the way institutions must carry out their normal operations. For institutions such as eThekwini Municipal Libraries, changes had to be put in place so as to align its operations with strict coronavirus restriction. The restrictions put in place included social distancing, restrictions on the operations of businesses and also restrictions on the number of people allowed in a public place at any given time. These had significant impact in our service delivery.

Institutions allowed to operate during the epic of coronavirus were those whose operations were classified under “essential services”, among others were supermarkets, hospitals, and those in the transport sector – while institutions such as schools and colleges and even public libraries did not fall under that category, and as such, they had to shut down their operations that required physical contacts, or device strategies on providing their services without going against the coronavirus restrictions. What emerged from the challenges of coronavirus restrictions were both threats and opportunities for business organisations and institutions in the public sector, although this largely dependent on the way in which strategic planners and business leaders looked at the limitations brought by coronavirus restrictions.

In the banking and educational sectors, as practical examples, coronavirus acted as driver to digital transformation, and which saw the enhancement of banking services through digital platforms, while the educational sector adopted virtual learning. For certain businesses and organisations to continue their operations, they had to adopt a hybrid model of working, while others adopted remote working. All these were among strategies adopted by strategic planners and leaders as a way of ensuring the continuity of their operations.

There are also cases where the pressure and impact of coronavirus pandemic and its restrictions had negative impact on both public and private institutions, such as eThekwini Municipal

Libraries. Apart from loss of lives of some of its employees due to contracting coronavirus, this public institution had to close its operations, since it involved having physical contacts with members of the public. This had a significant impact on its operations and activities that had to be put on hold, and exposed gaps in management and strategic planning in terms of how the challenges posed by coronavirus pandemic was being addressed.

1.2 Purpose of the study

The purpose of the study is to explore the impact of coronavirus on strategic planning at eThekweni Municipal Libraries. This will help understand challenges, impact, limitations, and solutions by the eThekweni Municipal Libraries Department. This will help understand the role of strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities an organization needs to meet its goals and objectives especially during the pandemic of coronavirus. It will help highlight changes in business environments that require library organizations especially in eThekweni municipality to constantly assess their strategies for success. The tracing of the eThekweni libraries' strategic management process will help generate information on how eThekweni library organizations take stock of their present situation, chalk out strategies, deploy them and analyze the effectiveness of the implemented management strategies.

1.3 Relevant of the study

The study is relevant because it tries to outline uncertainties and approximate “scenarios” for the impact and operational effects of coronavirus over eThekweni Municipality Library organizations' operation. The study wants to share possible developments stemming from the impacts of coronavirus on various interconnected systems: social, technology, economy, environment, and governance in relation to eThekweni Municipal Libraries. These are intended as building blocks for exploring implications for and across various library operations. Therefore, the study attempts to find a practical guide on how libraries have used strategic planning to mitigate implications by coronavirus. The study shifts towards exploring strategies based on narrow assumptions about the future of planning in eThekweni Libraries may prove ineffective or counterproductive if prevailing conditions change. This research tries to also identify new challenges and opportunities thus considering possible future developments in advance. This allows work of planning by management to begin sooner to prevent or mitigate new challenges or seize new opportunities that could be generated by the coronavirus and its cascading impacts.

The project is relevant also because it strives to contributing towards the designing innovative and forward-looking policy actions and strategies for eThekwini Libraries. This foresight can help to generate new thinking and directions on how best to advance societal goals and global well-being by challenging and expanding our perceptions of what is possible in the future. This document is intended to assist municipal governments and organisations in applying strategic foresight approaches to strengthen their public policy work related to the coronavirus and beyond. In particular, it aims to highlight key uncertainties and possible future developments resulting from coronavirus that could have implications for policy in both the short and medium term.

1.4 BACKGROUND OF TO THE STUDY

Public libraries, such as the eThekwini Municipal Libraries are established and funded by the government, and have the obligations of providing the public with access to knowledge and information in form of the kind of services that it offers to the public, such as publications, internet services, seminars and workshops for schools and communities, Some of the beneficiaries of eThekwini Municipal Libraries include researchers, students and also the general public, with each one of them having access to valuable information and services being provided (Padayacee, 2018).

The nature of eThekwini Municipal Libraries have also evolved, with the collections and services of eThekwini Municipal Libraries now being from the traditional printed publications, such as books and newspapers to videos and audio books, e-books, WIFI, printing and computers for public use. The eThekwini Municipal Libraries have also transformed the nature of its roles and mission, from being a center of recreational reading to an active agent on social-economic development (Govender, 2005)

However, the emergence of coronavirus is driving the need in having a practical strategic planning that could provide business managers with a cushion and guidance in the handling of a pandemic of such a magnitude. It is also exposing gaps in the way in which business organisations and leaders in the public institutions are handling coronavirus challenges. According to Darbonnens and Zurawska (2020), strategic planning an organisation in the handling of such matters, considering that it has a focus on forecasting and the identification of trends and issues that an institution such as eThekwini Municipal Libraries could use in aligning its priorities and mandate so that it is in a much better position achieving its goals and performing of its roles to the public.

During a period, such as coronavirus, it is the strategic planning that provides proactiveness in terms of management thinking and planning on what needs to be done as a way of achieving its objectives. The emergence of the coronavirus pandemic meant that the survival or collapse of the eThekwini Municipal Libraries was largely dependent on how well its strategic planning is defined or establishes the sequences that are to be used in realising their goals of providing its services to the public and other institutions.

As Anttila (2014) explained, strategic planning plays a key role in an organization, and a well-defined strategic planning provides business leaders with an indispensable tool that makes it proactive in the handling of situations, such as the dynamism of coronavirus. Having an effective strategic planning also enables an organization such as the eThekwini Municipality Libraries initiate and also have an influence on situations – both internal and external ones, and in this way business leaders and managers are able to exert control over the destiny of their organisations (McNicol, 2005). In time of the coronavirus pandemic, it is the strategic planning that was expected to provide the way forward for the eThekwini Municipal Libraries in terms of direction and measurable goals that have to be achieved. It is also responsible for the evaluation of a situation, progress made and changing approaches when circumstances, such as coronavirus arises. It is also likely that a situation such as coronavirus pandemic could expose the ineffectiveness of a strategic planning of an organization, and the consequences could have negative impact in the operations of such an organization.

It is within this context that this study explores the impact of coronavirus on strategic planning at eThekwini Municipal Libraries with a view of ascertaining internal and external forces impacting strategic management at eThekwini Municipal Libraries, examining the organisation's effort to address current issues in strategic planning, and to provide recommendations for future strategic planning in uncertain times of turbulence for the libraries department.

1.5 PROBLEM STATEMENT

eThekwini Municipal Libraries are part of the municipal government's services to the metropolitan area's inhabitants. The library system consists of 92 branch libraries that provide free services (Mantzaris and Ngcamu, N.D). However, the emergence of coronavirus has caused crisis and disrupted the planning of eThekwini Municipal Libraries, and which have also impacted the general operations and management of these facilities in eThekwini. These

uncertainties include the daily functions: issuing and distribution of books, book exchanges concerning affiliated libraries, conducting annual activities of engaging with various schools, and executing social responsibility programmes (Seeling, 2016).

Coronavirus is also considered as a push factor in transformation, on issues such as having to make changes on the operations of the libraries by having them closed for a while, during the epic of coronavirus pandemic. Such disruptions also came with deaths within the department, and which impacted the operations of the library through loss of skilled and experienced employees. It had also been difficult for the management in coming up with strategic plans that could see the facilities not losing its focus due to the closure and other coronavirus challenges.

As a result, a risk assessment had to be adopted and implemented as guidelines for the department, and this saw the management being assigned and tasked with more new responsibilities of ensuring that monitoring and evaluation of risk assessment were conducted in all libraries to ensure compliance and adherence to coronavirus regulations and its challenges.

As a result, it became crucial for organisations to be prepared and practical, with an emphasis on risk management, and building systems and capacities capable of addressing any kind of crisis such as coronavirus that had serious negative impact on the operations of eThekweni Municipality Libraries (Maness, 2020). Such measures could help promote pragmatism and practical approaches in management of external issues that could save the department from the negative impact of coronavirus. However, the success of such an approach required having a strategic plan that could address the challenges and the way in which eThekweni Municipality Libraries could adapt or align its operations along the coronavirus dynamics.

In this context, a dynamic strategic plan has the capacity of addressing such challenges as the one brought about by coronavirus (Schaap, 2012). However, the challenge here is that there is limited body of knowledge regarding strategic planning in public organisations, and this is a big contrast to the private sectors. The availability of such knowledge and skills within libraries in eThekweni Municipalities would provide a cushion in the event of such a pandemic or any such crisis in the near future.

1.6 RESEARCH OBJECTIVES

The study is guided by the following objectives:

- To understand the impact that coronavirus has on strategic planning at eThekweni Municipal Libraries.
- To ascertain internal and external forces impacting strategic management at eThekweni Municipal Libraries.
- To examine the organisation's effort to address current issues in strategic planning.
- To provide recommendations for future strategic planning in uncertain times of turbulence for the libraries department.

1.7 RESEARCH QUESTIONS

- What could be the possible impact of coronavirus on strategic planning at eThekweni Municipal Libraries?
- What are internal and external forces impacting strategic management at eThekweni Municipal Libraries?
- What is the organisation doing to address current issues in strategic planning?
- What are possible recommendations for improved future strategic planning for eThekweni Municipal libraries?

1.8 SIGNIFICANCE OF THE STUDY

The nature and structure of strategic planning of eThekweni Municipal Libraries play a critical role in ensuring that services are provided to the members of the public and also the institution achieves its objectives, as expected. The importance of this study lies in that there are few to no studies that have addressed the issue of coronavirus and its impact on strategic planning in the public sector, and especially public libraries. This study will add to the existing scarce body of literature on crisis management, strategic planning, the management of public libraries management, and the impact of coronavirus in the management and operations of a public institution. The findings of this study could be used by stakeholders to develop policies, enhance the framework of strategic planning in the public sector, and assist other public libraries in the management of their operations and service delivery in time of a pandemic such as coronavirus.

The study's recommendations may also serve as a manual for other public libraries on how to create strong strategic plans that will help them deal with difficult circumstances in the future. Additionally, it will help these public institutions deal with pandemics and difficult situations by being proactive rather than reactive. The study's findings might also be applied by other

academics to expand on previously unexplored study angles or perhaps better define the study's topic.

1.9 LIMITATIONS OF THE STUDY

Issues with sample and selection of sample size did present a challenge, mainly due to the restrictions and regulations brought about by the coronavirus. There were also limitations in getting literature related to this topic since the issue of coronavirus is new, and only a little has been written about it. The financing of the study had an impact on the extent of reaching out to the population of the study, purchase of books, and access to other resources such as internet data. The study would have covered public libraries in other Municipalities, but coronavirus restrictions and lack of funding made it a big challenge. These challenges were addressed by using personal savings and the delimitation of the study population and sample size. Bias can arise during various stages of a study, including data collecting, data analysis, and even study design or sample, according to Creswell (2012). A study's credibility could be damaged if bias is introduced. The study's findings were addressed by guaranteeing the following, the removal of discrimination.

- The study limitations were overcome by sticking to coronavirus regulations when engaging in interviews. I just went to google scholar, which made things easier to find the recent literature. I used some of my savings to move around and collect data. I had to find a more manageable sample size to avoid travelling too much. No participant was addressed by either race, religion, or social-ethnic group;
- Generalisations or stereotyping was avoided by not evaluating or making assumptions about participants' racial, social-economical, religious, or ethnic backgrounds.

1.10 CASE STUDY OF THE ETHEKWINI MUNICIPAL LIBRARIES

This short case study is on the eThekwini District Library department, KwaZulu-Natal-Durban. This case study incorporates the aims and objectives of the project into the narratives of Strategic planning. A parade of details is achieved from the close interaction with the eThekwini library District managers. The trust element featured a rich qualitative expression to construct the characteristics of proper planning during coronavirus. The case study becomes a crucial stage for sharing the situational and functional context in the eThekwini Libraries.

This organisation's classification could also link the causes for adaptation, and the resolutions, if any, are available. The interest in developing this knowledge comes from the leadership position, which is vital for solving social and work-related issues. There is a need to evaluate and highlight every aspect of the working environment in the eThekwini Library Departments. This will establish the dilemmas that emerge to query, require, neglect, and even increase the challenges for strategic planning.

The eThekwini library services expand to the surrounding areas in the region. The area has approximately 40 wards; the advantage is the closeness of the locations to each other. Durban is the most significant metropolitan city in KZN. The role of the district managers becomes crucial, especially for strategic management and adaptation to current crises. The Gender balance in the library Department is no longer a huge concern in the offices, as a respectable number of males are led by females. There are emerging challenges within the office and outside the office. The office has added pressure to the district manager's success in doing their planning job. This idea is because there are many interplaying factors within the office, such as the impact of technological adaptation, among other issues raised by the district managers. This subjects some employees to work more while others may be infected with the coronavirus and go ill, thus increasing absenteeism, which further affects the budget because productivity stops while money is paid to absent individuals. The eThekwini Library department has currently estimated to have 800 employees.

This showed many transformations in terms of technological adaptation and restructuring of planning, but this does not advocate for total employee happiness.

This government sector also guarantees the preservation of reading and educational promotion through conducting services. The procedure is not always easy as there is always planning involved, with illness, absenteeism and deaths of some library workers and customers. These problems go beyond the social and work challenges. There is a psychological impact as employees never speak out. The comments around the shortcomings of strategic planning and management of the crises show the serious challenge of coronavirus. Additionally, the suggestions include the availability of planning platforms in the library offices nearby and a revised process of visiting planning, as it is time-consuming, and most employees end up not attending at all. The eThekwini Library Department must adopt modern technology to offer online copies of books to offer readers more options.

1.11 STRUCTURE OF DISSERTATION

Chapter 1– Introduction and background to the study: In addition to highlighting the causes that drove the study's motivation and outlining prospective outcomes, this chapter provides the study's historical backdrop. It will also cover the issue being studied, the study's purpose, its aims, and the key questions.

Chapter 2 – Literature Review: This chapter provides a discussion of various relevant literature, on the different aspects of the study research objectives, The focus is on the scholarly studies on how others researchers approached this topic.

Chapter 3 – Research design and methodology: This chapter gives a summary of the research methodology, including the type of data collection and analysis, the research design and technique, and the philosophical paradigm used. Discussions are had regarding the pilot study's target population, sample size, and other factors.

Chapter 4 – Results discussions and interpretation: The focus of this chapter are discussions of the findings and the link with the problem of the study, the objectives and research questions.

Chapter 5 – Conclusions, limitations and recommendations: This chapter presents conclusion drawn from the findings of this study, it also provides some recommendations and what the implications are on the topic of this study.

1.12 CONCLUSION

The focus of this study is to explore the impact of coronavirus on strategic planning at eThekweni Municipal Libraries. This chapter has provided a contextual introduction and background to the study. It has also outlined the aim upon which this study is based on. The research objectives and research questions have also been presented – giving an overview of what the study intends to explore and also achieve. The rationale for the study, providing motivation for the study topic has also been discussed, and also the study justification which provides the motivation behind conducting such a study. The problem statement has also outlined the core issue underpinning this study and why it is important conducting such a study. The chapter has also provided an outline of each of the chapter in this study and what each chapter covers. The chapter ends with a conclusion that provides a summary of the chapter.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

The chapter presents the literature for the study. This review is a critical stage for the study as essential publications linking the topic are reviewed. The literature review systematically assesses essential subjects in the field of interest. It directs the scope of the research's theoretical framework. The objective here is to gain an understanding of previous research that is relevant to this study topic. This literature review begins by examining coronavirus as a significant social challenge. The literature review follows order as it explores each topic separately while showing links with the study topic, gaps where they are identified, and how such gaps in strategic planning have been addressed.

2.2 THE NATURE AND CONTEXT OF CORONAVIRUS

On the 5th of March 2020, South Africa had its first case of coronavirus that was reported in eThekweni Municipality, KwaZulu Natal, and this was followed by a presidential directive of a national lockdown (Maharaj, 2020). coronavirus has proved to be more devastating, having disrupted economic and social-cultural activities of various countries, and the widening of the gap between the rich and the poor – a factor that has the global poverty level, and putting many countries in a status of economic decline. This has made the attainment of the SDGs more important than ever before (Buheji, da Costa Cunha, Beka, Mavric, De Souza, da Costa Silva, Hanafi and Yein, 2020).

The impact of the coronavirus problem on communities, economies, and vulnerable populations must be assessed so as to create awareness on the need for and importance of the government and other stakeholders to have an appropriate response to such a crisis, while ensuring that there is minimum negative impact, if any to the country's social-political and economic issues (Sher, 2020). This is because, such a pandemic has the capacity, as it has already been experienced, of disrupting normal operations of organisations both in the private and public sector. This situation is expected to get worse unless strategic planning measures are undertaken to address the crisis, and any other of this nature.

As it is, coronavirus has caused havoc, forcing business managers and leaders to go back to the drawing boards as a way of trying to find out how to navigate their organisations through challenges brought about by coronavirus.

This suggests that business leaders' choices and judgments will decide the future and survival of their organisation, as well as the capacity of their organisations to handle difficulties like those provided by coronavirus (McKibbin and Fernando, 2020). Additionally, the UN has mobilised the necessary resources of the UN system through its 131 member states to help national authorities create public health preparedness and response strategies in reaction to the coronavirus tragedy.

The United Nations Development Programme (UNDP) and its member states have made some efforts to address the challenges posed by the coronavirus pandemic by assessing the socio-economic effects of the pandemic on economies and communities while working closely with specialised UN agencies, UN Regional Economic Commissions, and International Financial Institutions (IFIs) (McKibbin and Fernando, 2020).

2.3 THE ROLE OF PLANNING IN AN ORGANISATION

Planning has been defined as a technique used to establish priorities, concentrate efforts, mobilise resources, defining tasks, and ensuring that employees and other stakeholders are working towards a common goal. This, planning, enhances understanding of expected outcomes, while assessing, and adapting the organisation's course in light of the changing environment that they operate in (Steiner, 2010). No matter the type of organisation - private, non-profit, corporate, or a public institution, planning is a crucial management component. Managers use different forms of organisational planning to guide their businesses toward profitable and successful goals, and this include having collaboration with stakeholders from various organisations and different levels, and also having a clear understanding of the factors influencing each choice that is made so as to achieve effective planning (Steiner, 2010).

The capacity of having a good plan for an organisation can be improved by looking at a few illustrations of organisational planning. An organisation can find ways to improve performance by using organisational planning (Leedy and Ormrod, 2019). For instance, it might reveal ideas about how to restructure a business so that it could operate and achieve its full potential. An all-encompassing strategic plan controls business leaders respond to different situations, of whatever nature. It also helps an organisation to develop new approaches on how challenges can be addressed as a way of improving its operations and achieve its goals (Leedy and Ormrod, 2019). Although even the best-laid plans do not always work out, not having a plan at all will

most likely result in failure, or at the very least, will cause an organisation, be it in the private or public sector, being unable to achieve its goals.

2.4 THE CONCEPT OF STRATEGIC PLANNING

The purpose of strategic planning extends beyond simple planning or simply achieving business goals. It covers additional topics including workforce development, which occurs in an organisational setting. Building a diverse, high-performing workforce made up of knowledgeable and experienced individuals is the aim of workforce development (Bryson, Edwards and Van Slyke, 2018). High-performance organisations do not emerge accidentally since a competitive workforce is the product of years of successful planning and smart execution of such a plan. Planning for workforce development includes setting objectives that are to be achieved, or even going beyond the goals of Equal Employment Opportunity Commission's (EEOC) which is anchored on equal employment opportunities (Bryson, Edwards and Van Slyke, 2018). Another example is developing advanced training programs to produce managers and business leaders to equip them with more knowledge and expertise.

The objective of product planning, the second planning component, is to create a product or service combination that is more appealing than rivals. Operations, finance, and marketing departments are in charge of product planning, with marketing determining the needs and preferences of the target market (Smith, 2018). The accounting department is in responsibility of managing cost and determining the optimal rates, while the operations department is in charge of offering recommendations on how to develop and produce products or services.

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There are options available to small firms to help them continue to expand within their specialised industries. In the case of start-up businesses with a bad reputation, marketing can be a big growth driver. Another example of how licencing might assist a small firm is by enabling quick access for its products to well-established domestic or international distribution channels (Ward and Peppard, 2014). The quick expansion of a company's size and market share

can also be accomplished through mergers and acquisitions. Businesses create strategies to successfully manage their debt and use their revenues, while consumers also engage in financial planning. In this way, such businesses manage having sufficient cash flow, and which are used for investments as a way of growing or expanding such a business (Ibid). All these are aspects of strategic planning that assists organisations, both in the private and public sector to manage their operations, from marketing, finance to administration. This is because, the options available is either to create their financial plans or hire qualified experts, and for the smart business leaders, a combination of the two is the ideal option (Ward and Peppard, 2014).

This is a sign of the value of planning, especially in crucial areas like finances, as it heavily influences whether a company or other organisation will be successful. For instance, a company might use all of its profit to fund marketing campaigns that increase product demand, and then it might use credit to fund the purchase of additional inventory needed to meet the resulting rise in demand. Utilizing unused funds to purchase government bonds and generate capital gains is yet another illustration of financial planning at action in business (Ward and Peppard, 2014).

2.5 HISTORICAL NATURE OF STRATEGIC PLANNING

The historical perspective of strategic planning is crucial because it provides a summary of its contributions to strategic management. One illustration of how budget exercises conducted in the United States in the 1950s gave rise to the modern idea of corporate strategic planning. By the mid-1960s and 1970s, most significant businesses engaged in strategic planning (Ocasio and Joseph, 2018). During this time, the United States government established program budgeting to capture precise information on expenses connected with specific budgeted activities (Ocasio and Joseph, 2018).

Throughout the 1980s, as the concept of marketing for public and non-profit organisations gained prominence, public and non-profit organisations came to understand the importance of strategy design. Numerous well-known strategic planning models used by governmental and non-profit organisations are built on the Harvard policy model, which was developed at Harvard Business School at Harvard University in the United States. The careful evaluation of strengths, weaknesses, opportunities, and threats in the Harvard model is a key asset and step in the strategic planning process (SWOT).

2.6 CONCEPTUALISING STRATEGIC PLANNING AND LEADERSHIP

The context of good library management has a connection with leadership assessment and linking strategic planning as a tool to organise and implement organisational objectives. Strategic leadership is defined as the leader's ability to anticipate, envision, and maintain flexibility and empower others to create strategic change as necessary (Hitt, Ireland and Hoskisson 2017). Strategic leadership is multi-dimensional, and it helps organisations cope with changes that seems to be a challenging issue in today's business environment. Strategic leadership needs the ability of a leader in working organisations to accommodate and integrate both internal and external business environments concerning the organisation (Ibid).

The ideal way to use and study strategic planning is to use a model that outlines a rational, practical method to developing, implementing, and evaluating strategies. Early 1960s Harvard Business scholars created the SWOT model, which stands for Strengths, Weaknesses, Opportunities, and Threats, as the basic design school paradigm of strategic planning (2015).

Lazenby (2016) concurs that strategic planning is a deliberate action that an organisation should implement for competitive advantage against its opponent. Therefore, the development of strategy is scrutinised from the point of view that the future is inherently unknowable in non-linear dynamics; hence strategy as a necessary tool in organisations should be that of an emergent leader, a leader that looks into the future, creates a vision, identifies goals, provide solutions to problems and be able to perceive things that others cannot perceive (Kabir, 2017).

Ideas, behaviours, and group activities that are part of strategic planning are influenced by institutional and structural influences as well as by individual human agency. In order for an organisation to create an integrated strategic plan that could help it achieve its goals, the concepts, behaviours, and actions are analysed and synthesised during strategic planning (Bryson) (2019). According to Kabir (2017), municipal governments must use strategic planning as a tool to improve service delivery.

2.7 BENEFITS OF STRATEGIC PLANNING

Within a specified time frame and taking into account the organization's capacity for implementation, strategic planning creates attainable goals and objectives that are in line with the mission of the organisation (Steiner, 2010). It provides stakeholders with information about the organization's goals and objectives. By concentrating resources on important priorities, strategic planning promotes a sense of accountability for the plan and guarantees that the

organization's resources are used most efficiently. It creates a framework for tracking progress and a procedure for making informed modifications when they are required (Steiner, 2010).

Data must be gathered from diverse sample frames, and the indicators for assessing organisational success must be chosen from a variety of categories (Aldehayyat, Al Khattab and Anchor, 2011). The strategy pattern of an organisation is influenced by aspects in its external environment as well as by the objectives and behaviours of its executives. Because organisations and settings can change over time and because different agencies operate in diverse contexts, no single strategy is generally viable.

Without a clear sense of their future direction, organisations cannot function effectively. Effectiveness doesn't happen at random; it starts with a distinct vision, mission, and objectives. These missions, goals, and ambitions are established through formal strategic planning techniques. A way to methodically consider and analyse an organization's direction, environment, and strategies is provided by strategic management. Public organisations must engage in strategic planning, which is essential and continues the process, in order to determine their vision and aim (Steiner, 2010). Strategic planning and continuing transformation, however, require strong leadership, a receptive organisational culture, a set-up structure for organising and directing the implementation process, and the ability of organisational members to participate in the planning process. The power of participation can be used to focus participants' energy on the public organisation. The advantages of strategic planning are listed below, along with their disadvantages. The advantages of strategic planning include the creation of one, forward-focused vision, attention to biases and flaws in reasoning, tracking progress based on strategic goals, and improving strategic planning skills.

2.7.1 Create One, Forward-Focused Vision

Every employee is affected by strategy, which provides a useful means of achieving the organization's objectives. The creation of a common, forward-looking vision by strategic planning can help organisations and their shareholders work together (Hammatfar, Salehi and Byat, 2010). Making everyone aware of a company's objectives, the rationale behind those objectives, and what they can do to contribute to their achievement could aid in fostering and enhancing a sense of responsibility inside an organisation (Hammatfar, Salehi and Byat, 2010). This can also have cascading implications. For instance, if a manager is unclear about an

organization's strategy or the justifications behind it, they may end up making team decisions that are ineffective.

Participating in the strategic planning process compels one to analyse each decision they make, justify it with data, projections, or case studies, thereby overcoming cognitive biases (Fathi and Wilson, 2009). The recency effect is one type of cognitive bias. the propensity to choose the solution that was just provided since it is still fresh in one's mind. Obviousness bias: the propensity to think that the best course of action is the most obvious one, the propensity to choose options that allow you to think, feel, and act in predictable ways is known as the inertia bias. Confirmation bias is one cognitive bias that could be more challenging to identify in a behaviour. There is a propensity to solely focus on evidence that supports a particular position when doing research to support it. When creating a strategic plan for an organisation, one could choose a particular approach and then recruit the cooperation of people with opposing viewpoints to find evidence that either supports or refutes the choice. The entire team must put forth effort and commitment to combat biases in strategic decision-making, which can strengthen an organization's strategy (Fathi and Wilson, 2009).

2.7.2 Tracking progress based on strategic goals

One can monitor their progress toward targets with the use of a strategic plan. The success of the firm can be directly impacted by each team's and department's progress when they are aware of the company's overall strategy, resulting in a top-down approach to monitoring key performance indicators (KPIs) (Fathi and Wilson, 2009). KPIs can be established at the organisational level by organising your business's strategy and establishing its objectives. Then, these objectives can be expanded to include company divisions, departments, teams, and people. This guarantees organisational alignment at all levels, which can have a favourable effect on the KPIs and performance of the company. It is crucial to keep in mind that the strategy must remain flexible even though it may be comprehensive and planned (Fathi and Wilson, 2009).

2.7.3 Improving strategic planning skills

The vision, implementation, and progress toward goals of an organisation can all be improved by strategic planning. Online courses can give learners the skills they need to lead the team and the organisation if strategic planning is a skill they'd like to hone (Hammatfar, Salehi and Byat, 2010). Courses in strategy can range from fundamental principles primers, like Economics for

Managers, to in-depth studies of strategy frameworks, like Disruptive Strategy, to coursework geared to assist one in strategizing for a particular organisational goal (such as Sustainable Business Strategy). Learning how to create an effective, persuasive strategic plan can help someone invest in their career and add long-term value to the organisation.

2.7.4 Disadvantages of Strategic planning

An organisation may wind up with a disastrous strategic plan, which could have negative effects on performance and productivity when it is founded on unreliable assumptions, overly optimistic estimates, and other poor decisions (Rogger, 2016). Organizations in both the public and private sectors examine their value chains to learn more about the tasks that most significantly add to the value that customers receive as well as the costs associated with completing each task. Of course, in order to succeed, companies must provide value that outweighs the costs involved in producing, distributing, and providing customer services for the items (Mietzner and Reger, 2015).

The company can assess how its value-chain activities stack up against those of its rivals by doing an analysis of them. Benchmarking is a popular technique for making these comparisons. Identifying, analysing, and contrasting the organization's practises with those of competitors and other high-performing organisations is the process of benchmarking (Mietzner and Reger, 2015). Through these comparisons, departments and businesses occasionally find more effective ways to carry out tasks that add value for customers.

FedEx researched the activities and best practises of the transportation industry to develop the overnight delivery service, while other organisations and firms may devise ways to handle value-chain activities in a different way from rivals because they are unable to complete the activity comparably. For instance, Dell chose to conduct distribution activities differently from its rivals by selling its computers directly to customers instead of through retail establishments. Getting the required retail agreements would have been difficult for Dell. Changing economic conditions, aggressive rivalry, and/or technological breakthroughs are a few examples of external causes that frequently cause strategic aims to fall short. Rapid changes in the macroenvironment could jeopardise any strategic initiatives (Birla, 2013).

For organisations, strategic planning is a costly, meticulous, and time-consuming process. Sometimes a strategic plan may take five or more years to complete. Therefore, the benefits of strategic planning might not be immediately evident. Strategic planning is a very challenging

task. It has six stages, according to Plunkett & Attner (1994), which are: reviewing the mission, objectives, and strategies already in place; analysing the environment; reassessing the mission; developing strategies; putting them into practise; and monitoring and evaluating results. The advantages and disadvantages of strategic planning are evident from the list above. Strategic planning is crucial for organisations, despite criticisms. It helps companies assess their environments and develop tactics that work there.

2.8 STAGES OF STRATEGIC MANAGEMENT

Firstly, strategy analysis is primarily responsible for strategy formulation; these persons must use the data from the finished environmental study. The strategy analysis step is critical because it necessitates the participation of people from all levels of management (Sluggish, 2014). Secondly, strategy implementation requires an organisation to create annual goals, devise complex policy processes, motivate employees, and distribute resources to execute formulated strategies. Strategic management is whereby formulated strategies in the previous stages are actioned "*action stage*" (Lazenby, 2014).

Strategy implementation includes developing a supportive culture, creating an effective organisational structure, redirecting market efforts, preparing budgets, developing and using information systems, and linking employee compensation to organisational performance (David, 2015). Managers must put strategies into action as part of the strategy implementation process. For an organisation, strategies that are developed but not implemented are useless (David, 2015). Finally, Strategy Evaluation is the final stage of strategic management.

Managers need to know when their plans are not working, and strategy evaluation is the primary source of this knowledge (David, 2014). Due to a change in internal and external elements constantly, all tactics are susceptible to revision, and this is because what works today may not work in the future, strategy assessment is required. All organisations should use strategic evaluation as a tool. Strategic management is about identifying and describing the strategies that could be used by managers to achieve better performance and a competitive advantage for their organisation (Ansoff, Kipley, Lewis, Helm-Stevens, and Ansoff, 2018).

A company has a competitive edge if its profitability is higher than the mean for all companies in its industry. Additionally, strategic management refers to a manager's choices and activities that affect the company's performance (Ansoff et al. 2018). The general and competitive organisational environment must be well grasped by the manager in order for them to make the

best decisions. They should do a SWOT analysis (Strengths, Weaknesses, Chances, and Risks) so they may maximise the use of their organisational strengths, decrease the impact of their organisational weaknesses, seize the opportunities presented by the business environment, and be vigilant about threats. Strategic management is making plans for scenarios that are both foreseeable and enforced.

Given that even the tiniest businesses confront competition, this rule applies to both small and large organisations. By developing and putting into practise the proper tactics, small businesses can gain a durable competitive edge (Ansoff et al. 2018). It is how strategists select the objectives to pursue and the routes to take. It has to do with making and carrying out choices on an organization's future course. It can be used to determine how a company will move forward.

2.9 GLOBAL OVERVIEW OF LIBRARIES

According to Ala (2010:45), ‘ a library is a collection of resources in a variety of formats that is (1) organized by information professionals or other experts who (2) provide convenient physical, digital, bibliographic, or intellectual access and (3) offer targeted services and programs (4) with the mission of educating, informing, or entertaining a variety of audiences (5) and the goal of stimulating individual learning and advancing society as a whole."

As long as records have been maintained, libraries have existed (Hessel and Peiss, 2013). Clay tablets were discovered in numerous rooms of a temple in the Babylonian town of Nippur that dates to the first part of the third millennium BC, indicating that it once served as a well-stocked library or archive. At Tell el-Amarna in Egypt, comparable groups of Assyrian clay tablets from the second millennium BC were discovered. The last of the great Assyrian rulers, Ashurbanipal (reigned 668–627 BC), kept an archive of some 25,000 tablets, which contained transcripts and texts that were meticulously collected from temples throughout his realm (Hessel and Peiss, 1955).

Wars, the overthrow of governments, and other similar events can result in the loss or destruction of records. For instance, the Ch'in dynasty's Shih Huang-ti, the emperor of the first united Chinese empire, ordered the burning of all historical records that had nothing to do with the Ch'in so that history would start with his dynasty (Harris, 1999). The repression of history was over. However, under the Han dynasty, which succeeded the Ch'in in 206 BC, antiquity was restored, writing and record-keeping were encouraged, and categorization systems were

developed. The classic works of Confucianism, philosophy, rhymed works (both prose and poetry), military literature, scientific and occult books, summary, and medicine were some of the seven categories that some people valued.

A later classification scheme divided writings into four groups: the classics, history, philosophy, and other writings. The establishment of the civil service system, which was established in the second century during the Han dynasty and persisted into the 20th century and required applicants to memorise classics and pass challenging examinations, contributed to the continuous growth of libraries (Black and Hoare, 2015).

2.9 AN OVERVIEW OF A PUBLIC LIBRARY

According to UNESCO (2000), a public library is a local centre of information that makes all types of knowledge and information widely available to its users. Public libraries have a unique position in society, supporting various purposes and adapting to changing public needs. Public libraries, dubbed "the people's university," are currently functioning with limited resources, reacting to a population with expanding demands, high expectations, and a plethora of options (Schwirtlich, 2010).

In the current South African environment, vast areas of the country can be classified as "developing world," while other parts might be classified as "developed world." Information and resources are abundant on one end of the continuum, and a scarcity of information and resources on the other: and public libraries must serve as a bridge between the great divide of poverty and inequality by providing access to information to all (Deloitte 2021).

In South Africa, information is in abundance, however, the difficulty is not access to information but rather how to control the availability of information, which, according to Qvortrup (2007), works as a mediator. In most cases, however, the librarian must roll up his or her sleeves and get his or her hands dirty to deliver information in an accessible fashion. This would entail librarians combining indigenous knowledge with experience from industrialised countries, as well as local conditions and other factors, and packaging that material in a way that is useful to residents in their search for relevant information.

2.10 IMPACT THAT COVID 19 HAS ON STRATEGIC PLANNING

There is a relationship between the impact of coronavirus and strategic planning, and this is indicated by how the healthcare systems and facilities are being overstretched by the

coronavirus pandemic (Ehrlich, McKenney and Elkbuli, 2020). Those infected by the coronavirus have been reported as having been the ones overstressing health facilities, especially emergency units in hospitals, and negatively impacting on internal care units, medical resources and stretching the capacities of healthcare workers, due to the growing number of cases, with healthcare professionals facing exposure and infection (Reddy and Gupta, 2020).

Furthermore, a lack alternative healthcare services such as telehealth infrastructure and poor broadband connectivity for low-income and rural individuals has hampered efforts to fast move to digital-based care. All these reasons, together with healthcare facilities, scarce resources, are putting enormous strain on systems that were not meant to handle significant influxes of patients in such short periods (Ehrlich, McKenney and Elkbuli, 2020). This is also exposing gaps in the strategic planning of public institutions, such as healthcare facilities, as indicated by the inability in handling a challenge such as that posed by coronavirus pandemic.

Globally, governments are confronted with significant economic, social, and public health issues as they negotiate recovery and rebuilding efforts in response to the coronavirus pandemic (Reddy and Gupta, 2020). Leaders, both in the public and private sectors have a challenge of addressing various concerns and challenges as exposed or aggravated by coronavirus. If left unattended, neglected, these enormous social, economic, health, and political challenges could have a significant negative impact in societies. The intensity and scope of the coronavirus differ significantly across countries, states, and cities (Reddy and Gupta, 2020). As a result, governments are starting along the long and unpredictable path to recovery from a position of weakness in public health, existing regional economic, social, and political settings and institutions (Ehrlich, McKenney and Elkbuli, 2020).

Leaders in the public sector have the chance to use this extraordinary pandemic as a learning experience when developing short and long-term strategic plans. In implementing such plans, considerations have to be taken of ensuring that challenges or crisis should not have any negative impact on the operations of public institutions, especially in situations where such a crisis can be addressed through a well-structured strategic plan (Ehrlich, McKenney and Elkbuli, 2020).

2.11 INTERNAL AND EXTERNAL FORCES IMPACTING STRATEGIC MANAGEMENT

Both internal and external forces have an impact on strategic management, with insufficient strategy and inefficient training being examples of internal forces. A new vision is impacted by the problem of a weak approach (Abdalikrim, 2013:12). A roadmap with broad support and a specific goal can be developed at this time. The adoption of tactics to make goals reasonable and achievable should be emphasised, and employees should have clear tasks, timelines, and milestones. When the outcome is not attained within the allotted time, resources and goals may be increased.

It is asserted that, regardless of how effective it may be, no strategy plan can succeed or have any real impact without the proper training of the personnel who will carry it out (Salkic, 2014). Businesses do occasionally overlook worthwhile possibilities for learning and growth. It is argued that any strategic plan, as good as it is, cannot achieve or have any tangible effect without the proper training of employees who are expected to execute them (Salkic, 2014). For a variety of reasons, including the inability to identify skill gaps among employees and the difficulty of finding training that fits into employees' busy schedules, organisations often miss out on opportunities for their people to learn and grow. By avoiding prolonged downtime, enhancing existing abilities or imparting new ones, and providing follow-up to ensure that employees apply what they have learned to their everyday tasks, choosing the correct training programme can reduce costs (Salkic, 2014).

Other aspects include outside variables that include social and economic variables. First, societal expectations and public opinion are important outside variables that compel businesses to re-evaluate their operations. An organization's financial performance may suffer if the public has a poor opinion of it (Abdalikrim, 2013). The public holds businesses to a high standard of social responsibility. Various subjects are included under social responsibility, including as community involvement, diversity promotion, sustainability, and high ethical standards (Abdalikrim, 2013). To be successful, a business must include each of these areas in its strategic planning.

Companies are closely regulated by society thanks to public scrutiny and rapid access to information through technology. Second, the economy affects our daily life in terms of economic factors (Salkic, 2014). The amount of money made, the amount spent on wants and needs, competitive pricing, and other factors all play a role in the everyday financial decisions

we make. Economic issues have a significant impact on organisations, influencing strategic planning and goal-achieving implementation (Abdalikrim, 2013).

Because of increased public scrutiny and quick access to information due to technology, society has tighter controls over businesses. Second, in terms of economic factors, the economy has an impact on our daily lives (Salkic, 2014). The amount of money we make, how much we spend on wants and necessities, competitive pricing, and other factors all affect the financial choices we make on a daily basis. Organizations are significantly impacted by economic concerns, which have an impact on strategic planning and goal-achieving execution (Abdalikrim, 2013).

An organization's strategy will be directly impacted by a market crash or a recession, needing new planning and direction. Businesses are immediately damaged when customers can no longer buy a product or choose to spend their money elsewhere (Abdalikrim, 2013). when consumers have more money, and the economy is robust. Businesses are influenced when the economy is robust, and consumers have more money to spend or invest. An organization's ability to adapt organisational practises to take into account economic trends determines whether it will continue to exist.

2.12 STRATEGIC PLANNING AND THE MANAGEMENT OF CRISIS

Darbornens and Zurawska (2020) cite organisational adaptation as a crucial component of strategic management and planning, as they play a critical role in the management of a crisis. The interaction between the organisation and the environment to which it is related is referred to as organisational adaptation in organisational and strategic leadership theory. It talks about how crucial it is for an organisation to be able to adjust and adapt to the demands of the market and other external and internal elements. The adaptation's relationship to other ideas and ability to help identify crucial assets when the environment changes have been the subject of discussion in numerous research. Organizational adaptation is described as a deliberate decision making conducted by organisational members, leading to visible activities that try to reduce the distance between an organisation and its economic and institutional settings.

The coronavirus pandemic, according to Bailey and Breslin (2021), has compelled organisations to evaluate their strategic planning, how they handle crises, and the necessity for both the individuals and the organisations to adapt to new working patterns. Additionally, it has been very challenging for management to take part in improvisation and adaptability at all organisational levels. A significant issue at this time has been how executives help their

organisations as they adjust to the new environment the epidemic has created. The external causes have strained many crucial areas of the world, including international sociological and economic systems, which has affected how many businesses conduct their operations.

Darbornens and Zurawska (2020) assert that the limits imposed by the pandemic, which mandated that many organisations work in a precarious environment, have made strategic planning more challenging. To adjust to environmental changes like the coronavirus pandemic, organisations will need to adopt more flexible strategic planning methodologies and methods for keeping up with external developments. The strategic leadership in many organisations has never been under this type of pressure due to the requirement to develop a virtual workplace. An example of strategic leadership is how a manager views the organization's mission and how they approach their work to meet their goals.

As Anttila (2014) explained, although economic metrics have been used frequently to measure the benefits and effects of strategic planning and leadership because they give the firm specific, measurable data that can describe how the business evolves. One can interpret the consequences in various ways since they are not always visible from a financial perspective. Organizations must create goals, have a distinct understanding of what they hope to accomplish, and know how to convey this to all members of the organisation. Vision, goals, and strategy are among the crucial ideas related to strategic leadership that should be emphasised, in addition, the author claims that these ideas are crucial elements of strategic planning that aid the organisation in adapting to a pandemic.

Existing research has demonstrated how important it is for major corporations to communicate their objectives and vision to all stakeholders so that everyone is on the same page and working toward the same goal. Since an organisation will be guided by its strategic plans and goals during both internal and external crises, it is imperative to ensure that the organisation does not lose sight of its goal, though different leadership philosophies and the organization's decisions may have an impact on this (Schaap,2012). However, a strategic leader must constantly be aware of the organization's objectives and make choices that will aid in achieving them, particularly in times of crisis.

2.13 STRATEGIC LEADERSHIP IN TIME OF CRISIS

Maharaj (2020) emphasises the importance of leadership in every organization's ability to develop and carry out a strategic plans, and especially during period of change or crisis. A powerful strategic plan requires strong leaders who can make difficult decisions about "what

to do" and "what not to do." The strategic leader should include approaches to preserve and strengthen a company's distinctive position while formulating the organization's fundamental strategies. According to the author, it is primarily the responsibility of the organization's top leaders to decide how the business will develop and how it will respond to societal and economic developments. As a result, it became crucial for organisations to be prepared and practical, with an emphasis on risk assessment, while also recognising crucial dependencies and building crisis and resilience that could protect the department from the detrimental effects of Covid-19.

2.14 ORGANIZATIONAL CHANGE (INTERNAL AND EXTERNAL FRONTS)

Depending on the circumstance and the crisis or change, organisational adaptation can take on a variety of forms. When examining the many types of change, general operations of an organisation may be impacted. Change or crisis are very broad notions, according to McKibbin and Fernando (2020), because they depend on leadership mindsets to be addressed as effectively as possible. Different outcomes can result from any force of a crisis or change. Different organisations will be impacted by a crisis, depending on the circumstances of each individual situation. on where they conduct business and how they utilize their resources or how they manage that crisis.

Examples of how the environment that organisations cannot control has affected leadership and strategic planning have been offered in earlier research. Because we are unable to foresee the future logically, this increases the level of uncertainty. A crisis could be considered as the antithesis of the business's capacity for strategic decision-making and adaptation. An example of an external crisis is the financial crisis of 2008, which led to large losses being recorded by various financial institutions in the US and Europe. The financial crisis has increased uncertainty, and this catastrophe was described as an unplanned development that organisations were unable to control (McKibbin and Fernando, 2020).

A large number of Americans had taken out a huge number of mortgages due to the substantial level of interest rates at the time. As a result, when interest rates increased, many Americans were put in a bind because they couldn't afford to fulfil the banks' amortisation criteria. As a result, many companies were compelled to file for bankruptcy, and those that managed to survive had to adapt their business models to accommodate shifting consumer demands.

2.15 THE THEORY OF ADAPTIVE STRATEGY

The adaptive strategy theory and interpretative strategy theory are the fundamental theoretical foundations for this work. The theoretical framework is one of the most crucial elements of the research process, according to Grant and Osanloo (2014). It influences how the issue is phrased, how the research questions are developed, how the literature review is conceptualised, how the study is designed, and how the researcher should organise their analysis. The study's organisation and goals are yet undefined without a theoretical framework (or frameworks). A strong theoretical foundation gives one's research focus and enables one to convincingly interpret, expound upon, and generalise the findings.

The literature review and theoretical framework combined with this technique may have established a strong complementary foundation, assuring consistency throughout the project. These theories will work in conjunction to explore the research objectives. They were both chosen because of the multi-dimensional nature of my study with concerns about interpreting current organisational planning and efforts for organisational adaptation. While an adaptive strategy focuses on changing what is done, an interpretative approach focuses on altering how an organisation thinks and views itself (and, in so doing, changing how others see the organisation).

2.16 TRIANGULATION OF THEORIES

The adaptive strategy theory and interpretative theory, which collaborated to understand various facets of the investigation, serve as the theoretical foundation for this study. Theory triangulation is the use of several theories or hypotheses while looking at a topic or event. The goal is to look at a situation or phenomena from many perspectives, via different lenses, and with different questions in mind. The goal of triangulation in this study was to boost confidence in the conclusions by working together to corroborate claims made by the three theories.

2.16.1 Adaptive strategy theory

According to the adaptive strategy hypothesis, an organization's environment functions as a complicated life support system since it contains competitors, stakeholders, events, and trends that affect how its strategy is implemented (Besant and Francis, 2005). Universal Adaptive Strategy Theory (UAST), an evolutionary theory that outlines the general limits of ecology and evolution based on organisms' trade-offs, was created by J. Philip Grime and Simon Pierce

around 1956. (Edwards, 2018). According to Chaffee (2018), adaptive strategy is likewise based on the convictions that organisations must adapt to changing environmental dynamics since the external environment in which they operate is dynamic and, as a result, unpredictable.

An adaptive perspective of the environment-organisation relationship assumes that organisations actively adapt to environmental changes by taking and implementing decisions that alter their strategy, structure, and processes (Sternad, 2012). Sternad (2012) notion that organisations, through a stream of decisions, develop a particular pattern to orient themselves towards the environment. Considering the nature of strategic decisions as including high resource commitments and affecting the overall scope and direction of a company and building on former perspectives on strategic adaptation. Strategic adaptation for this study is the process by which management actively aligns an organisation to a changing environment through setting actions which involve high resource commitments and affect the organisation's overall scope and direction (Sternad 2011).

According to Barney (1991), developing adaptive strategies is a unique and uncommon process that creates a competitive advantage. Small businesses are likely to benefit from adaptive strategy-making, not only because some alternative approaches' rigidity may cause long-term distress (Verreynne and Meyer, 2010), but also because it enables businesses or government agencies to respond quickly to the demands of customers and supply chain partners. Small businesses are more likely than large businesses to experience this (Verreynne and Meyer, 2010). According to Robinson (1982), small businesses that involve "outsiders" in their planning procedures do better. Strong evidence exists to support the beneficial impact of adaptive strategy-making on company performance. The concept that informal strategy-making methods are less likely to have a beneficial effect on company performance serves as the foundation for arguments in favour of the alternative hypothesis.

2.16.2 Adaptive theory and library organisations

The Adaptive theory has worked to justify the imminent changes that library organisations have to adapt under and the urgency of adaptation for the organisation's benefit in terms of planning. The concerns of coronavirus have extended to social lives and organisations, such as the library. Hence, this observation of the library as an organisation is essential, as it is the national coordination of a group of people's activities to achieve a common specified aim or goal: their position. The impact of social restrictions and lockdowns has raised serious employee productivity worries. The adaptive strategy-making initiates an active engagement of external

stakeholders, such as top and middle management, in a decision in respect to directions and strategies of the eThekwin libraries through the use of input feedback.

For organisational adaptation to happen, there should be clear communication of action plans, such as recording concrete and analysed strategic planning approaches. The theory is critical because it offers an alternative opposition for organisations to transform, rearrange and reallocate resources if possible. Government organisations and small firms often use this process because they depend on these stakeholders, including customers and suppliers. Hence, the context of adaptation requires flexible changes, which the theory emphasises. This interaction might be less formal than when rational strategy-making is used, yet it might also include components of strategic thinking. In the context of this study, adaptive strategy-making frequently offers flexibility so that business strategy can be quickly adjusted to seize opportunities or counter coronavirus risks.

2.17 INTERPRETIVE THEORY

According to the interpretative theory, strategy is something that develops via ongoing discussion among the diverse viewpoints both inside and outside of an organisation. As such, it is a representation of an organization's culture, which is reliant on interactions with both internal and external parties (Bevir and Rhodes, 2011). In this way, an interpretive strategy is as much about attitudes as it is about actions. It is also about developing and improving interactions and relationships. The interpretive theory is typically contrasted with structural theories, which claim to remove the subjectivity of the actor and the researcher and assume that human behaviour can best be understood as determined by the pushes and pulls of structural forces.

The interpretive theory seeks a common inter-subjective understanding of subjects (Porter and Robinson, 2011). Different varieties of interpretive theory understand meanings in different ways. They can be expressions of, for example, reason, intentions, beliefs, the unconscious or a system of signs. As necessary, they study beliefs as they perform within, and even frame, actions, practices, and institutions.

Since this is what they are trying to comprehend and interpret, not the grammatical structure of the source language, but rather the notion and idea the speakers are trying to express, the essence of interpreter's theory is to de-verbalize in order to understand the meaning of the source language (Li, 2014). According to Seleskovitch, it could be more fair to refer to the

Interpretive Theory as "communication and interpretive theory." (Franz, 1978). Through observation and analysis of live interpretation, the theory was developed. Language is not the only issue it addresses because it examines the sense transmission of interpretation as communication acts, in which knowledge, memorization, and judgement based on cognition of the source and target languages as well as the communicative tasks are also significant. standing and looking at things from the conventional language schools' translation theories.

2.17.1 Theoretical contribution

The theory interprets the changing structure of libraries as significant institutions that need to adapt. This shifts along explaining policy transformations and reflections on their new strategies in conjunction with the current environment. The context of adaptation for libraries requires management to communicate in the form of interpretation, plans that should be taken such as focusing on resources for libraries to digital direction. The theory of interpretation thus adopts a broader prospect of fast-tracking the adaptation adopted by the eThekweni municipality library organisations. This fast-tracking could be possible through increased employee workshops, where strategic plans and management interpretation can be demonstrated. This hypothesis may have looked at connections between business decisions to adapt environmental strategies among the eThekweni libraries in KwaZulu-Natal and management interpretations of coronavirus environmental challenges. According to managerial perceptions of environmental changes as risks or opportunities for coronavirus, environmental strategies for coronavirus ranged from adherence to laws and accepted library procedures on the one hand to strategic initiatives for library preservation on the other. The legitimacy of coronavirus issues as an essential component of corporate identity and the discretionary slack available to managers for innovative problem-solving at the intersection of the business and the new social-economic environment were two organisational context factors that had an impact on differences in managerial interpretations.

2.18 CONCLUSION

The literature review drew significant studies that are relevant to the research topic. This literature focused on strategic planning and management concepts and provided an overview of other relevant studies on strategic planning across the globe. The attempt to fully explore strategic planning has highlighted the changing sphere of planning and required adaptation during the coronavirus pandemic. The chapter has been able to outline the theories used in this study. These theories are both vital to the investigation as they facilitate the arguments arising

from the application of strategic planning at eThekweni municipality. This chapter has defined and explored the adaptive strategy theory and the interpretive approach. The adaptive theory is based on the idea that the external coronavirus environment in which organisations operate is dynamic and so unpredictable that organisations must adapt to it. To identify gaps and how they were filled, it has been detailed how many papers relating to the study issue have been reviewed.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The decisions to choose methods are rooted in the research direction. This chapter outlines how the research was conferred. The interest in exploring managers' perceptions was triggered by work experience in understanding and possibly solving strategic planning issues. The previous chapter explored the used theoretical lens. The use of qualitative strategy has encouraged interpersonal interaction between participants and the researcher. Capturing significant narratives was possible through various qualitative methods, with a manageable sample accumulated by purposive sampling. The chapter explores and describes the used method of research.

3.2. Research methodology

The methodology used in research varies based on the topic being studied and how the researcher approaches it (Neumann, 2011). A technique or approach used to collect data is referred to as research methodology (Babbie & Mouton, 2006). The variety of research has injected boundless creativity and systems into conducting research, employing various and precise approaches to answer a question about a societal issue. Research is the methodical investigation that leads to discovering and predicting social phenomena through observation. The research includes the strategies used to identify answers to societal problems. A research methodology is used to meet the goals of the research process, and a research technique entails systematically applying theoretical analysis to the subject of study (Babbie & Mouton, 2006). It is a collection of several methods and principles organized into a branch of facts. The research methodology selects and implements data collection and analysis procedures during the study. This includes my methodological decision based on my research topic, specifically focusing on the approach I wish to adopt which is the qualitative research design.

3.2. Research design

The study is conducted qualitatively. According to Levitt (2017), qualitative research is inductive. The qualitative method refers to research that generates descriptive data, usually in the form of the participants own written or spoken words about their experiences or perceptions. This entails gathering management's perspectives, narratives, and observations relating to the impact of Covid 19 on strategic planning. These observations are usually given no numbers or counts. These are real-life observations that convey important information like

the eThekwini library statistics. Qualitative research involves discovering unexpected or unique findings and the possibility of changing study plans in reaction to these unexpected findings. This is due to the degree of freedom qualitative methods provide, which goes beyond words to include gathering information about the environment. This elevated the conclusions even more because the procedure allowed for various approaches to collecting and analyzing the research data. A research design, according to Leedy (1997:195), is a study approach that provides the general framework for data collection. This is a fundamental applied research project. It aims to create a fresh understanding of the impact of Covid 19 on the eThekwini Municipal Libraries Department's strategic planning. Burton (2008: 114). The qualitative technique was employed to acquire a thorough understanding of the impact of Covid-19 on the eThekwini Municipal Libraries Department's strategic planning.

This was accomplished through human engagement in order to obtain first-hand experience with the subject of strategic planning at the management level. In qualitative research, the researcher is identified as the primary instrument by which the data is collected. This allows more plasticity in the research process and allows the researcher to probe for more information by asking how and why questions (Terre Blanche, Durheim & Painter, 2006). However, the role of the qualitative approach is to gather a vast amount of data about Covid 19 impact on planning awareness. This has also been a process of identifying the contributors, enhancing the under-utility of the Strategic planning approach. The voicing of management perceptions gave an insider perspective, one of the abilities of a qualitative research approach. The naturalistic manner researchers seek was possible, as I saw and interviewed management at work during office hours. The view of this qualitative approach is more on the naturalistic bases and the constantly elaborative capacity, which still brings a social scientific approach to research (Engel & Schutt, 2013). This qualitative approach tends to examine the social life experienced by the participants and interpret those meanings (Engel & Schutt, 2013). The exploration of production challenges such as not achieving objectives was possible with this research design and interviews.

Notwithstanding, the qualitative approach permits each participant to bring in their values and expressions (Fouché & Delpont 2002). This achievement happened through the number of interviews I did; their different perceptions contributed differently to this research. However, commonalities emerged along the course of the investigation. The remark was possible through a qualitative method application. In doing so, this assesses management's awareness of the

Strategic planning during the pandemic and illustrated non-selective attention as they expressed this affects everyone. The contributing aspects that might shape the lack of response are rooted in the transparency of top management, which affects their use of the Strategic-planning tool; this goes along with the guidelines that act directly on their well-being as employees. The decision to use predominantly the qualitative approach in this study is on it being able to describe an anti-positivistic, interpretive, and holistic approach.

The principal aim of this qualitative research is to comprehend the social reality of the respondents and the meaning that people attach to it (Babbie, 1992). Qualitative research's strength is its ability to provide elaborate textual descriptions of how individuals experience a given research issue. It provides thorough information about the human cultural aspects such as their behaviours, belief system, emotions, and the relationships between individuals and their environment.

3.3. Research paradigms

The research used the interpretivism paradigm. Research paradigms are a cluster of beliefs and dictates for scientists in a particular discipline to influence what should be studied (Brayman, 2011:630). (Robinson,2009; McGregor and Murname, 2010) state that a paradigm is a set of assumptions, concepts, values, and practices that constitute a view of reality. Various scholars like Guba and Lincoln (2005:54), for example, have identified paradigms such as pragmatism, interpretivism and positivism, while Croosan (2003) and Zammito (2004) suggest two broad categories: positivism and post-positivism. The paradigm has worked to interpret emerging perceptions about strategic planning. This produced varying views and helped making sense of the phenomenon.

The study is underpinned within an interpretive paradigm based on its focus on the impact Covid-19 has had on Strategic planning at eThekwini Municipal libraries Department. The researcher had to understand how each participant perceives strategic planning factors. The researcher's role has been to interpret the individual members' realities. This study has applied the interpretive paradigm. This focus is on a more personalised form of research, where I, as a researcher, entered with an open mind that individuals have a different perspective. The varying number of managers who participated in my study was a drawing of the need for these diverse views, perceptions, and experiences. The measure of strategic planning in the eThekwini libraries required me to seek, write and interpret such experiences of these nine managers. Consequently, interpretivism develops a relativist ontology in which one phenomenon may entail numerous interpretations rather than a truth that the measurement process can determine.

Their distinct narratives gave me another meaning relating to the capacity of strategic planning to offer complete assistance and benefits without denying the purposes it has served; focusing on management may have given me another idea, as their environment is stressful due to much planning required.

The method fits perfectly in this research as the level of individual interaction is more productive and intense, and their views become the most fundamental characteristic. From a Practical, interpretivism perspective, investigators tend to obtain a more critical understanding of the phenomenon and its complexity in its unique context instead of attempting to generalise to base that perspective on the whole population (Creswell, 2007). According to Hammersley (2013), the presence of multiple interpretations is developing among humans in the paradigm. I have strived to understand their existing diverse ways of seeing and experiencing planning in the workplace through diverse contexts and events. It is significant to show the emerging advantages of the interpretive paradigm. On the one hand, the first gain rests with its identification of views; interpretive researchers cannot only describe objects and social events but also understand them in a social context.

In addition, researchers could conduct this type of research in the natural setting using critical methodologies such as ethnography, case studies or life history. This is to achieve an insider perspective to offer a piece of more information related to the object of research. On the other hand, it is also a critical method for an interactive interview, such as the use in-depth interviews for the research. This also allows the researcher to investigate and record things we cannot observe.

Researchers can review an interviewee's thoughts, values, prejudices, perceptions, views, feelings and perspectives as part of interpretivism (Wellington & Szczerbinski, 2007). The level of distress expressed by the management could be in their response and body gesture as they answered my questions about the impact of Covid 19 on Strategic planning. Thus, valuable data collected has provided me with better insights for further action later.

Despite the above key strengths, this paradigm has some disadvantages. One of the noted limitations is that interpretivism aims to advance the greater understanding and knowledge of a phenomenon within its complexity of the setting rather than generalising these results to other people and other contexts. This kind of action tends to leave out a gap in verifying the validity and the usefulness of the research outcomes with a scientific procedure. Another massive notable criticism of this paradigm is its ontological view, that tends to be subjective rather than

objective (Mack, 2010). For this reason, my resulting research outcomes could be unquestionably affected by my interpretation, derived from my belief system, through many ways of thinking, which result in many biases. Interpretivism's last limitation is its deficiency in addressing the political and ideological impact on knowledge and even social reality.

3.4. Research site

This study is in the Durban region in KZN, South Africa. Durban City and located southcoast of the province. It is the second-largest city in the KwaZulu-Natal province. Durban *eThekwini*, from *itheku* meaning 'the port'), nicknamed *Durbs*, is the third-most populous city in South Africa after Johannesburg and Cape Town and the largest city in the South African province of KwaZulu-Natal. Durban forms part of the eThekwini Metropolitan Municipality, which includes neighbouring towns and has a population of about 3.44 million, making the combined municipality one of the largest cities on the Indian Ocean coast of the African continent. The eThekwini municipality has 95 municipal libraries.

A population is the study of an object, including individuals, groups, and organizations. It refers to the specific case the researcher wants to investigate (Neuman, 1994:1995; Babbie & Mouton,2001). The population in this study will consist of Professional managers working at eThekwini Municipal Libraries. This will include the head of the department, senior manager and all 8 managers responsible for the management eThekwini Municipal Library branches. Hence the population consisted of all senior management professional staff with a qualification in Library and Information Science (L.I.S). Since there is one head, one senior manager and seven district managers, the population is manageable; hence the target population is senior management. Each district manager is responsible for a cluster consisting of 10 libraries. The eThekwini Municipal Libraries has +-98 libraries which are located in different geographical regions within eThekwini, and they are all managed by district managers who report to the senior manager. These libraries are then grouped into districts:

TABLE 1: The number of cluster libraries managed by eThekwini Municipal District Managers are as follows.

3.5. Sampling

Babbie (1992) defines a sample as a particular subset of a population, observed to make inferences about the nature of the total population itself; the 8 sampled managers represent their entire eThekwini Municipality Library. The sampling technique involved determining who will be a participant in the study (Marlow, 2001). The selection of sampling style may rest on the

topic, as it figures the kinds of people to take part in the study, their number, age group, social status, location, accessibility and capability to answer the research questions. The social scientist has allowed mixing probability and non-probability sampling approaches. According to McMillan and Schumacher (1993), the researcher's obligation could also be to determine the sample size because the more the participants, the more the data, with different answers to the research questions. Babbie (1992) defines a sample as a particular subset of a population observed for purposes of making inferences about the nature of the total population itself.

3.5.1. Purposive sampling

Purposive sampling was used to sample participants. Burton (2008: 114) specifies that a sample is a selection of individuals drawn from the target or parent population, which is intended to reflect this population's characteristics in all significant respect. Purposive sampling (also known as judgment, selective or subjective sampling) is a sampling technique in which the researcher relies on his or her judgment when choosing members of the population to participate in the study (Campbell et al, 2020). Purposive sampling is a non-probability sampling method, and it occurs when "the researcher's judgment chooses elements selected for the sample. Researchers often believe that they can obtain a representative sample by using sound judgment, which will result in saving time and money (Campbell et al, 2020). The sampling has worked to direct me to potential participants (Library managers) who are potential candidates to answer research my questions. Their contribution has ensured the achievements of research findings and the aims and objectives. The selected 8 municipal managers understand the dynamics of strategic planning, and they are also in the first line of planning. This first line includes top management, which originates in planning and understanding the expected level of planning, especially under the Covid 19 pandemic. Their views would contribute a lot to the success of this study. The study requires Municipal library management, which features many layers of library organization planning. These are people that contribute to decision-making and can potentially implement the required changes.

3.6. Data collection

3.6.1 In-depth interviews

In-depth interviews have been used in the study. The interviews were conducted in English as a medium of communication. This process gave me extended and more descriptive answers, which got me closer to procuring my aims and objectives. The number of interviews conducted was 8, with 20-40 minutes per session. The advantage of interviews is on their capacity to push

for answers to the right questions. The interviews in this research happened in a natural setting, and this was to accommodate and oversee the work of management and planning, with other observations relating to their everyday challenges. The data collection instrument preparation was before my interviews.

The interviewing process is a qualitative research method where the researcher collects data directly from the participants. The associated techniques, such as focus groups and surveys, are among the other qualitative research methods. The interview strategy has been substantial in unfolding opinions, experiences, values and various other aspects of the traffic officers under this study. Interviews are always goal-oriented, such as my task of investigating Strategic planning; the questions asked benefit and kept the data accumulation going until all participants were interviewed. The challenges faced during my interview phase affected my initial sample. I did not initially get all the targeted 8 municipal library managers due to concerns that remain at the top of their agenda. The interviewer is in control of the interview situation; this is because they have a questions they want to know the answers to, this gave me as a researcher the full control of sessions, as I controlled time until the interview section was over.

The researcher can clear up misunderstandings during the interview (Welman & Kruger, 2002). This is where I explained the study and its purpose in eliminating unnecessary expectations. This method of data collection supports the clarification of concepts and problems. The interviews allowed for an establishment of a list of possible responses and resolutions, which, in turn, enabled for the construction of a more highly structured interview.

It permits the discovery of new aspects of the problem by exploring the detailed explanations supplied by respondents (Claire Bless, 2013). There are structured, semi-structured, unstructured, and in-depth interviews (Marlow & Patton, 1990). Unstructured interviews will be relevant to the study. Unstructured interviews attempt to understand whether the program is addressing the officers' needs and challenges and their perception and knowledge about it. An unstructured interview emphasizes the participant's first-hand experience than interpretation or speculations.

3.7. Data analysis

Data is analyzed using thematic analysis. This has been a method of organizing information to communicate significant management thoughts and opinions. Thematic analysis is a technique used in qualitative research that examines themes or patterns of meaning within data (Braun and Clarke, 2012). Thematic analysis is a method for analyzing qualitative data that involves searching for, analyzing, and reporting recurrent patterns (Braun and Clarke 2006). It is critical to use it because it provides much versatility when evaluating data; it has been able to quickly handle big data sets by categorizing them into major themes. It aided my research by allowing me to make sense of accessible interviews and obtain data findings. This strategy can emphasize data set organisation, extensive description, and theoretically informed meaning interpretation.

3.8. Ethical consideration

The work is regulated by the research ethics guidelines of the University of KwaZulu Natal. The study seeks authorization from several jurisdictions in the municipality where it will be performed. Letters from institutional gatekeepers providing authorization to conduct research will be distributed to the appropriate individuals. As a result of the content of the letter stating the purpose, participants will be fully aware of the nature of the study and what it entails. Volunteers will, however, be informed of their ability to withdraw from the study if they do not feel comfortable as voluntary participants.

Ethics refers to a set of moral laws that guide human behaviour. The ethical obligation of researchers to protect participants' human rights, as well as legal and moral grounds, is addressed in research ethics. The following are the ethical issues uncovered throughout this research.

3.8.1 Voluntary participation

It is when the research ensured that all participants were willing to participate in the study and that no one was compelled to participate (Walker, 2007). The participants in the study were not subjected to any pressure. They will be promised that they might withdraw their involvement at any moment and that their participation would not be jeopardized because they refused to participate or removal from the study.

3.8.2 Informed consent

The conveyance of critical information from the researcher to the subject reading about the research is known as informed consent (Walker, 2007). Participants were explained the

research's goal and what it includes. The purpose and goal of the study were explained to the participants, and they will only be interviewed after they agreed. As a result, the subjects were given informed permission before conducting this study.

3.8.3 Confidentiality

It is the ethical protection of persons being studied by keeping research data confidential or private from the general public. Only the researcher will have access to the data that has been collected (Walker, 2007). For the sake of secrecy, data will be kept in a secure location and locked away. Participants must be treated with confidentiality; no names or physical addresses will be necessary for the information because the researcher accepted responsibility for maintaining anonymity during the study.

3.8.4 Beneficence

Beneficence is defined as "doing good" and favourably assisting someone. Research should benefit participants and contribute to their well-being, benefiting both individuals and society. Participants have the right not to be harmed (Walker, 2007). The researcher had an ethical obligation to weigh prospective advantages against potential risks and to minimize potential risks to the greatest extent practicable, ensuring that participants were safe and secure.

3.8.5 Reliability and Validity

The reliability and validity of a measure are not established by any single study but by the pattern of results across multiple studies, and the assessment of reliability and validity is an ongoing process. The reliability and validity of my research have been used to assess its quality. They indicate how well a method, technique, or test measures the impact of Covid 19 on strategic planning. The consistency of a measure of data available is referred to as reliability, and the accuracy of measured data obtained from my interviews is referred to as validity.

3.8.6 Trustworthiness

The degree of confidence in data, interpretation, and procedures employed to ensure the quality of a study is referred to as the study's trustworthiness (Walker, 2007). Researchers should establish the protocols and methods required for a study to be considered worthy of readers' attention in each study.

3.8.7 Dependability

The term "reliability" refers to the data's consistency over time and across study settings. It's related to dependability in quantitative research, but with the notion that the study's stability of conditions is determined by its nature (Walker, 2007). The study's consistency also decides it. The research questions answered were explicit and rationally connected to the research design

and objectives to ensure the factor of dependability. The researcher will avoid double-barrelled questions.

3.8.8 Transferability

The term "transferability" refers to whether the findings of this study may be applied to other situations. Furthermore, transferability requires the researcher to ensure that the study's findings can be transferred from one context to another (Walker, 2007). Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. From a qualitative perspective, transferability is primarily the responsibility of the one doing the generalizing. The qualitative researcher can enhance transferability by doing a thorough job of describing the research context and the assumptions that were central to the research.

3.8.9 Confirmability

It refers to the findings of a research study's neutrality. This means that the conclusions depend on the participants' responses rather than the researcher's potential bias or personal intentions (Walker, 2007). Confirmability aids in the establishment of accurate findings that accurately depict the reactions of participants.

3.8.10 Credibility

The credibility criteria involve establishing that the results of qualitative research are credible or believable from the participant's perspective in the research (Walker, 2007). From this perspective, the purpose of qualitative research is to describe or understand the phenomena of interest from the participant's eyes, and the participants are the only ones who can legitimately judge the credibility of the results.

3.8.11 Generalizability

Most, if not all, qualitative research studies are designed to investigate a specific issue or phenomenon in a specific demographic or ethnic group, in a specific location, or in a specific context. Therefore generalizability of qualitative research findings is usually not an expected quality (Walker, 2007). The research is centred on generalising findings to the population (Library managers). It is a microcosm of South African libraries representing management.

3.9 PILOT STUDY

To ensure that the study achieves its intended goals, a pilot study was conducted to test every step of the technique that would be used before the actual study began. The objective was to identify any areas that needed improvement. Two people from the sample size of 10 were used in the pilot study. The remaining 8 subjects took part in the full study after identifying the pilot study's errors and omissions and making the necessary modifications (Malmvist et al. 2019). The pilot will be performed on very few managers as an initial step to testing the feasibility of questions. This was a testing phase including a unique criterion that does not fall within my final sample. The aim was determining the feasibility of your research design, with a pilot study before I start. This was a preliminary, small-scale “rehearsal” in which you test the methods I had planned to use for my research project. This included the use of questionnaire and data collection method. I have used the results to guide the methodology of the actual investigation. The findings included limitations on management in response to coronavirus due to the need for adaptation, specifically technological adaptation which limited the implementation of systems to mitigate the impact of coronavirus of the services that the library offers. The weakness included changing the duration of the interview as the two managers were in a hurry. This meant I had to change my final approach to accommodate the rest of my sample.

3.10 DATA COLLECTION

The information for this study was gathered from both primary and secondary sources, with the primary information coming from semi-structured interviews with 8 participants and the secondary information coming from academic journals, textbooks, and publications. A collection of prepared questions that were based on the study's identified themes and posed throughout the interviews served as a guide. This served as the foundation for this decision since it bridged the gaps between structured and unstructured interviews with the goal of eliciting meaningful responses. The interview guide (see Appendix A) was used by the researcher to help concentrate and orient the interviews on the subject and issues. The interviewer's use of a thematic approach during the interview was made possible with the help of the interview guide.

3.11 DATA ANALYSIS

According to Kawulich (2004:97), there are several ways to analyse qualitative data, and among these methods are grounded theory, content analysis, and narrative analysis. In contrast

to narrative analysis, which focuses on finding recurring themes in people's stories, thematic analysis involves identifying categories or concepts that emerge in the text and developing substantial formal theories from the concepts. Nowell et al. (2017:2) discuss this other type of analysis in more detail. Contrarily, content analysis entails the construction of codes, their application to texts, the creation of a matrix of units, and finally statistical analysis of the matrix despite being qualitative in character.

Thematic analysis is categorised as a qualitative research approach by Nowell et al. (2017: 2) that may be applied to a variety of research questions as well as a way to find, examine, organise, describe, and report themes found in a data collection. According to Nowell et al. (2017:2), thematic analysis offers a versatile methodology that may be used in a variety of research and adapted to generate a rich, intricate, and nuanced description of the data.

The ease with which the methodology can be understood and learned by the researcher, as well as the additional insight it provides in examining various perspectives from various researchers, highlighting similarities and differences, and drawing unexpected conclusions from the data, are other significant benefits of thematic analysis (Nowell et al., 2017:2). Themes created from the research data may exhibit inconsistency and a lack of cohesion due to the flexibility of thematic analysis. Nowell et al. (2017: 2) suggested developing an epistemological perspective that can coherently substantiate the empirical assertions of the study as a way to counteract this.

In contrast to a quantitative study, which looks for truth, a qualitative study aims to give the study environment meaning. Thematic analysis was used to assess the data, which, according to Nowell et al. (2017), entails categorising the data and searching for interrelated relationships, emergent patterns, or themes.

The following procedures are performed to organise and prepare the data:

- The process of selecting analytical themes, which must correspond to the goals of the study,
- Following that, categories and themes will be created by deriving them from primary data and empirical research using an inductive technique.

To ensure consistency, the coding system should be tested on a sample first.

The text's coding: Verifying the correctness and reliability of the coding used to ensure consistency.

Making deductions based on coding or motifs,

Reporting of results (Archibald et al. 2015; Nowell et al. 2017; Aspers and Ugo 2019).

3.12 TRUSTWORTHINESS

Research methodologies must demonstrate some level of assurance in how the entire procedure was carried out. As it sets methods and procedures that provide research a degree of confidence deserving of being taken into consideration by readers and other researchers, Connelly (2016) refers to such level of confidence in research as trustworthiness. Qualitative researchers have agreed that the following factors are critical in determining trustworthiness, which is connected with qualitative investigations. Below is a discussion of them:

- Credibility;
- Dependability;
- Transferability; and
- Confirmability.

3.12.1 Credibility

Credibility, as defined by Irene and Albine (2018), Ralph (2015), and Statistics Solutions (2017), is the degree to which the research findings can be relied upon to accurately reflect the opinions of the study's participants. The study will use a member-checking technique to do this. Irene and Albine (2018) claim that in order to ensure that their opinions were accurately represented and to provide participants the chance to make changes or additions to the information they supplied, it is important to share the data, its analysis, and its conclusion.

3.12.2 Dependability

Reliability, in the words of Irene and Albine (2018), Ralph (2015), and Statistics Solutions (2017), refers to the scope and continuity of the study results throughout time. This proposed study will accomplish this by applying an inquiry audit technique to a study in which a researcher who was not involved in data collection and analysis will examine the procedures used in data gathering, analysis, and conclusion-making. This is done in order to ensure the findings' consistency and dependability, as well as the degree to which identical findings, interpretations of the data, and conclusions might be drawn using related data or methods. (Irene and Albine 2018; Ralph 2015; Statistics Solutions 2017).

3.12.3 Transferability

Transferability, according to Irene and Albine (2018), Ralph (2015), and Statistics Solutions (2017), is the degree to which a certain study's findings can be applied to another context or setting with a different group of participants. By providing a thorough explanation of the procedures followed and the experiences had throughout each phase of the investigation, this study will attain transferability. In order to ensure reliability, this is meant to offer a greater understanding of the study circumstances.

3.13.4 Confirmability

According to Irene and Albine (2018), Ralph (2015), and Statistics Solutions (2017), confirmability is the ability to demonstrate that the information provided by the participants, as opposed to the researcher's pure conjectures, shaped the data collected, their interpretation, and the conclusions reached. In order for any other researcher to quickly validate the study's credibility, this study aims to meet this criterion of trustworthiness by outlining every step of the data gathering, interpretation, and analysis processes.

3.13 ETHICAL CONSIDERATIONS

Concerns about how a study might have an unfavourable effect on people, societies, or any other relevant subjects are referred to as ethical considerations. Participants in a study shouldn't experience violence, humiliation, or anything else that could put them in risk or make them feel uncomfortable (Creswell 2012). The following ethical factors for research are discussed since they must be followed when conducting research:

3.13.1 Ensuring Participants have given Informed Consent

Participants received an overview of the research's objectives, expectations, and rights before the study even began. The goal of the study and the protocol to be followed should a participant wish to withdraw from the study for any reason were both made explicit on the participation information sheet that was also given to them. The freedom to withdraw from the study at any time, without having to give a reason, was made clear to the participants. Additionally, they had the freedom to respond to questions in whatever way they chose. They were required to complete and sign an informed consent form after reading the informational leaflet.

3.13.2 Ensuring no harm comes to participants

The researcher took efforts to make sure that the volunteers wouldn't experience any discomfort, harm of any kind, or danger as a result of their involvement in the study. The following issues were prioritised in order to achieve this:

- Pseudonyms were used to protect the participants' identities throughout the research procedure, ensuring their anonymity and confidentiality.
- There was no deceit used in the research's design that would have put participants in danger.
- After receiving a brief explanation of the study's objectives, participants were required to consent to participate in the study.
- Participants were free to express any issues or concerns they may have had by asking questions or requesting clarification.

3.13.3 Ensuring Confidentiality and Anonymity

For some research participants, anonymity and secrecy are essential because they give them the peace of mind to freely share information pertinent to the study without fear or worry. No specific participant could be recognised as having contributed to the study or being the source of the data because of how the data were collected. To safeguard their identities, pseudonyms were employed in place of their real names. The researcher and supervisor were the only people with access to the data that was gathered, and it is currently stored on secure (password-protected) devices.

3.13.4 Ensuring that Permission is obtained

Obtaining ethical permission came before data collection could begin. This was approved by the research and ethics committee of the institution as well as the gatekeeper.

3.14 CONCLUSION

The approach employed in this study has been presented in detail in this chapter. It has given explanations for the philosophical paradigm supporting this study as well as the chosen research design, approach, and techniques. The population of the study, the sample size, and the basis for choosing the participants have all been established. The choice of probability

sampling methodology and purposive sampling method has all been justified, and a variety of sampling strategies and methodologies have been addressed. Ethics, trustworthiness, and the methods used to address and achieve such challenges have all been covered. The following chapter covers data analysis, explanations of the results, a conclusion, and suggestions made in light of the issue statement's conclusions.

CHAPTER 4

PRESENTATION OF RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the analysis of the study findings based on the data that were analysed. The presentation and discussions of the study findings are presented as a way of addressing the research problem, research objectives, and also the research questions, which are as listed below.

- What is the impact of coronavirus on strategic planning at eThekweni Municipal Libraries?
- What are internal and external forces impacting strategic management at eThekweni Municipal Libraries?
- What is the organisation doing to address current issues in strategic planning?
- What are possible recommendations for improved future strategic planning for eThekweni Municipal libraries?

4.2 SECTION 1 – DEMOGRAPHIC CHARACTERISTICS

4.2.1 Employment positions

The information presented below (see Table 4.1) is an analysis of the various positions held by the respondents, at the time of conducting this study.

Table 4.1 Employment positions

Chapter 1 Employment positions	Participants	Participants %
Senior Manager	1	12.5%
District Manager	7	87.5%
Total	8	100

The analysis above indicate that 7 participants hold the position of District Managers, and this represents 87.5% of the total number of participants who took part in this study, while the number of study participants holding the position of Senior Managers is only 1, representing 12.5% of the total number of participants of this study.

4.2.2 Length of service at the organisation

The representation of the study respondents according to the duration of their employment in the organization is illustrated below in Figure 4.2:

Table 4.2: Length of service eThekwini Municipal Libraries

Employment positions	Participants	Participants %
Less than 1 year	0	0
2 to 5 years	1	12.5%
6 to 10 years	6	75%
Over 10 years	1	12.5%
Total:	8	100

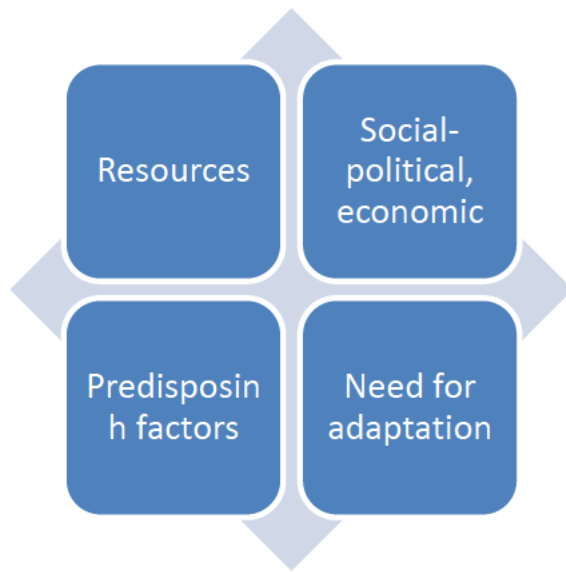
The demographic distribution based on their length of service aims at providing a broader view of the participants; views anchored on their years of experience / service at eThekwini Municipal Libraries. The analysis, as per Table 4.2, above, indicate that participants whose length of service at eThekwini Municipal Libraries is between 2 to 5 years, stands at 1 participant, and representing 12.5% of the total number of the study participants. Those whose length of service is between 6 to 10 years, are 6, and represents 75% of the study participants, with those who have served for over 10 years standing at 12.5%.

4.3 SECTION 1 – Presentation of results

4.3.1 Emerging themes

The table is a representation of themes that emerged from the analysis of the data. They are discussed below.

Figure 4.1 Themes that emerged



4.3.2 Research question 1

This section presents discussions on participants' views attempting to answer research question 1, which states: *What is the impact that Covid 19 has on strategic planning at eThekweni Municipal Libraries?*

4.3.3 Theme 1 Socio-political and economic factors

The progression in socio-economic and political factors continues to influence planning in developing and under-developed regions. These socio-economic factors are linked to economic growth or decline, impacting the planning standard. Economic factors have a way of impacting negatively or positively when it comes to planning. Alternatively, factors have resulted in instability in many administration and resource allocations. This affects the flow and distribution of strategic planning in the eThekweni libraries. Managing change is essential, especially in the coronavirus-stricken environment. The factors that affect planning emerge from the economic constraints which hinder resources and objectives.

On answering what impact that coronavirus has on strategic planning at eThekweni Municipal Libraries, the participants had the following views.

"ok, well, it has severely affected strategic planning; since Covid 19 started, we had to close our services due to staff illness and uncertainty" (Participant 2)

"Well, it had an impactful constraint; for example, some activities had to be cut in order to restructure the budget, in some instances, we had to reprioritise and redirect the budget; thus,

some critical vacancies had to be abandoned, such as those of senior librarians" (Participant 3)

"oh, ok, it caught the department by surprise as the way we did things had to change, for example, the way we held meetings and had to adapt to online or virtual meetings, as we had to adhere to the Covid 19 rules and regulations. This resulted in the focus on virtual meetings and programs; in other words, planning had to take place at a very fast pace to ensure the department minimises the effects of Covid 19 as much as possible" (Participant 4)

"ehh, mmh, Covid 19 provided a lot of challenges for planning, it forced flexibility upon management thus this aspect impacted on both short term and long term plans, this did have an economic impact" (Participant 6)

Economic adaptation is a dominant factor. The response above demonstrates factors affecting strategic planning. The reflections show that management effort and the need to improve strategic planning emerge from an increased budget and technological adaptation. Therefore, this will meet planning somewhere. This touches on the concerns mentioned above, which are affected by coronavirus. In this case, under economic and environmental changes factors, strategic planning remains an essential aspect of change in any organisation, such as the eThekweni libraries. According to the new study coronavirus pandemic has severely disrupted global consumption, forcing (and permitting) people to unlearn old habits and adopt new ones.

The study by Moore (2019) points out that companies seeking to emerge from the crisis in a stronger position must develop a systematic understanding of changing habits. For many organisations, that will require a new process for detecting and assessing shifts before they become obvious to all. The first step is to map the potential ramifications of behavioural trends to identify specific products or business opportunities that will most likely grow or contract as a result. Consider how the pandemic has caused people to stay at home more. Implications include an increase in home office refurbishment, driving greater demand for products ranging from paint to printers. It is significant that factors beyond organisational control require long term strategic planning.

4.3.3 Research question 2

This section presents discussions on participants' views attempting to answer research question 2, which states: *What are internal and external forces impacting strategic management at eThekweni Municipal Libraries?*

4.3.4 Theme 2 Predisposing factors

Many dynamic factors influence strategic planning; the change could be comfortable while the adaptation remains challenging. The issue is with the changing world during coronavirus as technologies and ways of doing things are changing. The South African nation is among the most affected countries by coronavirus. The level of development progress is among the causes of the extent. According to Rowley and Slack (2004), to understand coronavirus as a global phenomenon, one needs to understand that it is closely aligned with the process of globalisation.

When participants were asked what are the internal and external forces impacting strategic management at eThekweni Municipal Libraries, the responses on their views on this question are as follows;

"We deal with communities, and there are several events affecting communities, this does directly affect our planning such as the illness of Covid 19 which restructure our planning"
(Participant 2)

"Over a couple of years, we observe there will be some disasters, going forward we should plan for external and internal forces, such as events of looting and Covid 19 have demonstrated this need for adaptation and planning" (Participant 3)

"Yes, we experienced both internal and external factors. All we need is more planning which will motivate adaptation; an example is Covid 19 demonstrate the need for planning"
(Participant 4)

"as for management we did experience internal and external forces as a result of Covid 19, internally the passing of relevant members of management and staff affected us, and the external forces included subsequent lockdowns which constrained both strategic planning and budget changes"

The social factors reflected above demonstrate that many organisations are still challenged. The responses above reflect the emerging instances of strategic planning. The inadequate monitoring of illness has led the country to many socio-economic challenges exaggerated by the current pandemic of coronavirus; thus, this has a negative outcome for short-term and long-term planning. This lack has been blamed on decision-makers. As a result, the evidence suggests that coronavirus challenge needs more innovation, a better-organised management workforce, greater occupational specialisation, and improved overall economic production and management of crises. However, when faced with complex socio-economic difficulties such as the one caused by the coronavirus impacts on organisation.

According to recent study by Stine (2020) which observed factors affecting financial inability of the organizations of Iran to protect the nation financially during quarantine was not sufficient, which in turn caused the majority of people, who usually wing their bread, and remain active in many crowded places and business centres (Yezli & Khan, 2020). The study also looked at political factors: although clerics have cooperated in advising communities to remain at homes and follow lockdown policy of the government and performed religious obligations at homes, such as Friday prayers. Besides, people did not practice a suppression strategy, and the government did not suspend visits to pilgrimage locations, which was a contradicted policy of the Irani government.

4.3.4 Research question 3

This section presents discussions on participants' views attempting to answer research question 3, which states: *What is the organisation doing to address current issues in strategic planning?*

4.3.5 Theme 3 Resource factors

The current global pandemic is a socio-economic crisis and a very emotional event that caught most businesses, globally and locally, unaware of moving rapidly from a traditional corporate structure to a mostly remote workforce arrangement at best. At worst, companies must consider their sustainability during coronavirus, making complex and business-changing decisions in an unpredictable and fast-moving environment. It has become clear that the impact of the pandemic will not be short-term but will affect countries for the years to come, changing economic development and social cohesion (Orchard, 2020). No aspect of life that will not be impacted in one form or another. For companies, this constant state of uncertainty and crisis management, such as coronavirus pandemic, place pressure on the organisational system, impacting business strategy decisions to people management.

On the 1st research question on; *What are the library organisation's efforts to address current issues in strategic planning?* the views of the participants are presented below.

"well, mmh, there is a need for a good relationship in the department, for example, to mention one I.M.U (Information management unites), we need this department to work closely with libraries and departments, some of the services done by I.M.U need to be decentralised rather than centralised, which can assist in ensuring that technical problems are resolved at a matter of urgency" (Participant 2)

"ok, eh, let me say, we need to adapt more on technology as we are moving to the fourth industrial revolution, we need to address the use of technology in libraries, such as having more computers and e-books so they will access books from home" (Participant 3)

"We need to venture more online while maintaining traditional ways in libraries, in order to accommodate everyone" (Participant 4)

"mmh, ohk, eh library organizations have placed reserve budget aside and also started a migration towards modern technologies in order to reduce reliance on physical presence in the libraries, which will be a first step to mitigate unforeseen circumstances like Covid 19 (Participant 8)

The notion of resource availability in the eThekweni Municipal libraries presents varying challenges. The systematic movement is a way to tackle instances of relative and absolute strategic planning. Resource distribution becomes an important starting point for strategic planning. The response above shows the challenges and limitations of resources in the Municipal libraries. Therefore, the solutions that emerged from manager participants show the need for technological interventions. The adaptive theory has been used to justify the impending changes that library organisations must adapt to and the urgency of adaptation for the benefit of the organisation's planning. Coronavirus concerns have spread to social outlets and institutions like the library.

The study by Smith (2020) states that companies typically have less incentive to invest in distinct pandemic management capabilities since pandemics are lower-probability events under coronavirus. Moreover, while firms likely refreshed resilience plans in response to the coronavirus, it is important to consider differences in today's environment.

Given the high severity, potential human impacts and more significant contagion effect these events can pose on the ongoing viability of operations, companies must think through the implications to their businesses and develop specific management annexures around pandemic threats. These annexures can serve as critical mechanisms by which companies can coordinate response with federal, state and local authorities, in addition to their incident response and crisis management framework and protocols, to respond to these events effectively. Therefore, findings suggest flexible operations are needed which will ensure libraries and other organization.

4.3.5 Research question 4

This section presents discussions on participants' views attempting to answer research question 4, which states: *What are possible recommendations for improved future strategic planning for eThekweni Municipal libraries?*

4.3.6 Theme 4 Need for Adaptation

Organisational adaptation (also known as strategic fit or organisational congruence) is a concept in organisational theory and strategic management that describes how an organisation interacts with its surroundings. The need for organisational adaptation rests on the need for strategic planning. The re-examining of short-term strategy and focus on organisational viability is essential—the need to assess whether the strategy for the longer term is still relevant for future adaptation. The adaptation assesses whether financially or operationally, there is a need to restructure. Moreover, it examines whether investment priorities need to change. Identifying new commercial or service opportunities in the light of the crisis.

When were participants asked; *What recommendations were for future strategic planning in uncertain times for the library department?* The following are their views.

"It is very important when looking at strategic planning to factor things beyond our control, such as disasters, in terms of how we organise our planning around them, thus making sure even though such situations cripple us, we provide the best service to the customers as much as possible" (Participant 1)

"As the department, we need to plan as we are now aware that from time to time, we will have more natural disasters and diseases, proper planning needs to be put in place to minimise the effects of pandemics and natural disasters" (Participant 2)

"We need to fix connectivity in the district in order to adapt well to the virtual spaces, and this will make planning for libraries easier" (Participant 4)

"Flexible budget is an important step to transform the sphere of library, it becomes a binding factor in cases of plan changes, adopting more technology will lead to better feasibility and reliability of library department" (Participant 6)

The response above shows various available options when dealing with the impact of coronavirus. The shared recommendations stem from the management perspective. This demonstrates the awareness of the pandemic faced by organisations such as libraries. The magnitude of change reflects the level of adaptation and intervention. The need to object to changes can happen through proper planning and engagement. This may mean a brief presentation of a range of policy actions to support enterprises in dealing with the impacts of the coronavirus pandemic and response measures.

A study conducted by Rode (2020) focuses on actions to enable business continuity and assist enterprises in laying the grounds for recovery, which are critical to mitigate expected massive revenue losses and pave the way out of the pandemic. The study draws upon policy measures various countries across the globe are developing and implementing during this pandemic. These policy changes are in response to coronavirus have considerable impact on the workplace and employees. Essential personnel (i.e., those working in the essential industries such as healthcare, law enforcement, food and agriculture, and energy) continue to work on-site and they (and their family members) are exposed to high risk of infection from coronavirus when carrying out their job duties.

4.4 CONCLUSION

The chapter has been able to present and analyse data. This was based on the aims and objectives. The analysis used a thematic method for analysis. This has happened along the development of themes crucial for discussion. The case study was developed to summarise and represent the libraries sharing contextual factors happening at the eThekweni Libraries during coronavirus pandemic. The next chapter is the recommendations, summary, and conclusion for the study.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The research concentration on “The impact of coronavirus on strategic planning at eThekweni Municipal Libraries”; may have produced relevant outcomes. These have shed some crucial acknowledgements which represent the eThekweni municipal libraries. This instigation was a platform to answer important questions about coronavirus impacts and challenges on strategic planning. The eThekweni libraries appear as a microcosm of many urban libraries in South Africa; therefore, this project has attempted to share the characteristics that represent strategic planning capabilities which are management action. This section will be centred on the effort to summarise this Masters project; where, there is sharing of possible recommendations and the research conclusion.

5.2 SUMMARY OF RESEARCH FINDINGS

This summary of the research shows findings such as challenges experienced by eThekweni libraries, impact of coronavirus on strategic planning and the available resources to mitigate the general impact of coronavirus and future pandemic. The section provides an analysis of the findings on the research problem, and as guided by the research objectives, as per the headings below.

5.2.1 Research findings: *To understand the impact that coronavirus has on strategic planning at eThekweni Municipal Libraries.*

This research objective explores the impact that coronavirus on strategic planning at eThekweni Municipal Libraries. The study findings indicate that the decisions made on how coronavirus challenges were to be addressed by eThekweni Municipal Libraries, was largely informed by social-political and economic factors, and this influenced the manner in which strategic plans had to be used in aligning eThekweni Municipal Libraries’ operations with such decisions. The findings show that such an impact on strategic planning resulted in the disruption in the operations of operations, and also made adaptation of the much-needed changes in aligning with coronavirus restrictions, much difficult.

5.2.2 Research findings: *To ascertain internal and external forces impacting strategic management at eThekweni Municipal Libraries.*

In response to the second objective that explores the internal and external forces impacting strategic management at eThekwini Municipal Libraries, the study findings show that there are various factors that impacted the strategic management at eThekwini Municipal Libraries during coronavirus pandemic, citing technology that appeared to have been a major force that influenced push and pull factors in the way the management of this institution responded to the pandemic. This is because the use of digital technology in day-to-day operations was seen as part of the adaptation and a solution in continuing to operate during that period of coronavirus pandemic. The emphasis and decision on what count as essential services during coronavirus, is also among predisposing factors that impacted the strategic plans of eThekwini Municipal Libraries, as this made it difficult for the institution to keep rendering its services. The study also indicates that political considerations and interests in the handling of coronavirus pandemic, such as the popularity or unpopularity of such decisions had an impact on the strategic plans of eThekwini Municipal Libraries.

5.2.3 Research objective 03 findings: *To examine the organisation's effort to address current issues in strategic planning.*

In relation to the efforts made by the eThekwini Municipal Libraries in addressing challenges facing strategic plans of this public institution, the study findings indicate that availability and access to resources during coronavirus made it difficult for the strategic plans of eThekwini Municipal Libraries to be functional or have any meaningful impact in addressing the situation. The study findings show that resources were a major challenge for this public institution, with such resources included human resources, the employees were unable to continue with normal working operations during the coronavirus pandemic period, and this is attributed to safety and health precautions of the employees and members of the public. The institution also did lose some of its workforce through deaths, because of having contracted coronavirus, resulting to lose of skilled workforce. Lack of resources such as digital equipment that could have facilitated remote working for some of the eThekwini Municipal Libraries. This indicates that strategic plans could not be effective enough in ensuring the normal operations of this public institution.

5.2.4 Research findings: *To provide recommendations for future strategic planning in uncertain times of turbulence for the libraries department.*

On the recommendations that could be made, and that could assist eThekwini Municipal Libraries in the handling of a situation such as that of coronavirus pandemic and its impact on strategic planning, the findings show that there is a need in having a strategic plan which is flexible and adaptive to any changing situation. The views of the study participants are that the strategic plan should be both short and long term and should also have a focus on the goals of the institution and also its operational viability in times of a challenging situation, such as coronavirus pandemic.

5.3. RECOMMENDATIONS

The study recommendations aim at pointing out some of the gaps identified in the study, in relation to strategic planning and its impact on the operations of eThekwini Municipal Libraries, in relation to coronavirus dynamics. It also provides propositions on how such gaps need to be addressed.

5.3.1. Recommendation One:

It is recommended that eThekwini Municipal Libraries should structure its strategic plans while taking into consideration various external and internal factors, such as politics, economy, and also social cultural factors. This will ensure that such a strategic plan will have the capacity to be effective in the event of any situation, such as coronavirus pandemic.

5.3.2 Recommendation Two:

The eThekwini Municipal Libraries should redesign its strategic plan so that it could be adaptive to changing trends and situations, and this will avoid a situation, like that of coronavirus, where the institution was unable to adapt to the dynamics and challenges brought by coronavirus pandemic.

5.3.3. Recommendation Three:

It is recommended that the eThekwini Municipal Librarian to have a strategic planning that considers external factors such as social-political and environmental ones as they have an impact on how the eThekwini Municipality Libraries address a situation such as the coronavirus pandemic.

5.3.4. Recommendation Four:

The eThekwini Municipal Libraries need to equip itself with sufficient resources that could be used in situations like that of coronavirus, as that could help the institution mitigate the negative impact of a crisis or enable it to take such a situation to its own advantage, rather than a threat.

5.3.5. Recommendation Five

The study also recommend that the eThekwini Municipal Libraries should embark on a digital transformation project, and which should be integrated into its strategic plan. The use of technology could enhance its operations and ensure that there are no disruptions in situations like that of coronavirus, where remote working was seen as part of strategies in continuing to provide services to customers.

5.4. DIRECTIONS FOR FUTURE RESEARCH

Future studies should explore the role of strategic planning in the management of such as that of coronavirus, or of a similar nature. The focus could be in the public sector, where not much studies have been done in relations to public libraries. Studies should also focus on the role of politics in the management of public institution, such as the be eThekwini Municipal Libraries, and how the aspect of political decisions, appointees and interests' impact on the management planning and operations of such institutions. The hypothesis is that political decisions r interests make it challenging for public institutions to make certain decisions in time of a situation such as that of coronavirus, and this is due to lack of independence in their management operations.

5.5. CONCLUSION

The study findings show that a situation such as coronavirus has a direct impact on strategic planning of an institution, and which eventually affects the operations of such an institution, such eThekwini Municipality Libraries. Some of the challenges or gaps that the study has identified includes insufficient resources that could provide it with capacity to operate or address challenging situations such as coronavirus. The findings also show that adaptability is key in any effective strategic planning, as it has the capacity to adapt to any changing situation or trends. Other factors or gaps that this study identified are predisposing factors, as they impact strategic plans, and which has a direct effect in the way eThekwini Municipal Libraries deliver its services or operate during a pandemic.

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APPENDIX A

Informed Consent Letter

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

Research dissertation

Researcher: Ntombiyenkosi Evidence (Stud.no. 217077296)

Cellphone number: [REDACTED] office number 031-3228734

Email address: 217077296@stu.ukzn.ac.za or [REDACTED]

Supervisor: Dr. Nomvuyo Mtembu (chasomerism1@ukzn.ac.za)

Research Office: Mrs. M Snyman (031) 260 8350 or Snymanm@ukzn.ac.za.

The researcher, who is a student at the University of KwaZulu Natal, Graduate School of Business and Leadership (GSB&L), Ntombiyenkosi, Evidence Vezi is inviting you to participate in the research project entitled: **The impact of Covid 19 on strategic planning at eThekweni Municipal Libraries.**

THE AIM OF THE STUDY:

The aim of this study is to explore the impact of Coronavirus on strategic planning at eThekweni Municipal Libraries.

THE OBJECTIVES OF THE STUDY INCLUDE:

- To understand the impact that Coronavirus has on strategic planning at eThekweni Municipal Libraries.
- To depict the organization's effort to address current issues in strategic planning.
- To ascertain internal and external forces impacting strategic management at eThekweni Municipal Libraries.
- To examine possible strategic planning recommendations by library management and the researcher.
- To provide recommendations for future strategic planning in uncertain times for libraries.

You may opt to discontinue participating or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in this research. Confidentiality and anonymity of records identifying you as a participant will be maintained by the researchers undertaking this research project who are from the Graduate School of Business and Leadership, UKZN.

If you need any further information or seek clarity, questions or concerns about completing the research instrument or about participating in this study, you may contact the researcher.

The interviews will be conducted via Zoom or teams meeting and should take you approximately 20 minutes to complete. I hope you will take the time to participate in this study.

Sincerely

Ms N.E Vezi

Date : 25/10/2021

Investigator's signature _____

This page is to be retained by participant

Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Researcher: Ntombiyenkosi, Evidence Vezi (Stud.no. 217077296)

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CONSENT

I, (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

*I hereby **consent** / **do not consent** to have this interview recorded.*

SIGNATURE OF PARTICIPANT

DATE

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APPENDIX B

The impact of coronavirus on strategic planning at eThekweni Municipal Libraries

Student Name : Ntombiyenkosi E. Vezi

Supervisor : Dr V. Mtembu

SECTION B (Research questions)

1.A. Gender male or female?

1B. Has Strategic planning been disturbed in the Municipal Libraries by Covid 19? if yes how

2B. Does the role of strategic planning need transformation during the pandemic for the libraries? If yes, do you have any suggestions

3B. Do you think your library organization is doing enough planning to adapt during Covid 19? If so, how?

4B. Has there been any training for the management staff workshop to address issues? If yes when was it? Did you learn anything?

5B. Do you think strategic planning should be only a management concern or an entire organizational duty?

6B. Do you think Covid 19 has affected library services? If yes, how has it done so?

7B. What has been the projected economic impact of Covid 19 on the libraries?

8B. What has been the observed social impact of Covid 19 on the libraries?

9B. What are the national department policy changes that affected libraries during Covid 19 if any exist?

10B. During this pandemic what do you think is the barrier for allocating workforce and resources for libraries?

11B. Do you think you have enough resources to achieve both short-term and long-term goals? Please explain.

12B. Do you think duties are more during the pandemic or have been adjusted? Does that affect your work in anyway?

SECTION C (Comments)

C1. Any suggestions on the topic?

C2. Do you wish to add anything?

APPENDIX C

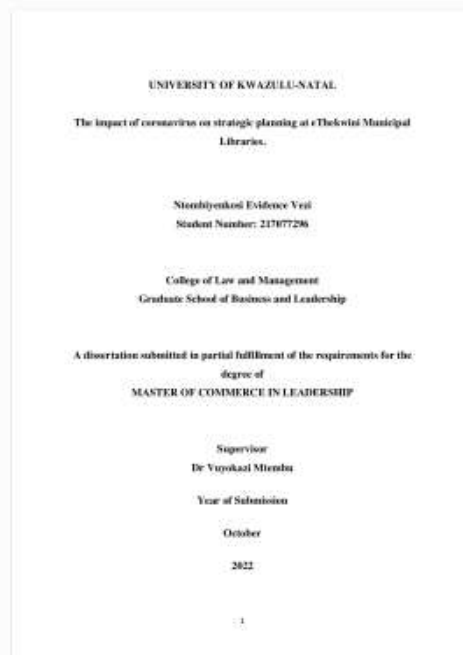


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File size: 585.51K
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APPENDIX D



Match Overview

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APPENDIX E

Ethical Clearance Letter



08 May 2022

Ntombiyenkosi Evidence Vezi (217077296)
Grad School Of Bus & Leadership
Westville Campus

Dear NE Vezi,

Protocol reference number: HSSREC/00004034/2022

Project title: The impact of Coronavirus on strategic planning at eThekweni Municipal Libraries.

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 28 March 2022 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 08 May 2023.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

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