

**UNIVERSITY OF KWAZULU-NATAL**

**Examining Strategic Management Processes in Public Organisations: A Case  
Study of KwaZulu-Natal Department of Agriculture and Environmental Affairs**

**By**

**Collen Bongani Sibiya**

**A thesis submitted in fulfilment of the requirements for the degree: Doctor of  
Administration in the College of Law and Management Studies**

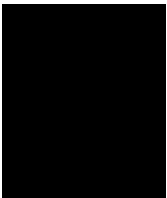
**Supervisor: Professor M. Subban**

**August 2018**

## DECLARATION

I, Collen Bongani Sibiya, student number 200301807 hereby declare that the thesis that I hereby submit for the degree of Doctor of Administration in the College of Law and Management Studies has not previously been submitted for any degree at any other university. This thesis does not contain other persons' writing, without being acknowledged; in cases where other written information has been quoted, then such sources have been referenced. Texts downloaded from the Internet have been acknowledged and the sources detailed, and the sites referenced in the bibliography.

I declare that the content is a true reflection of my original work in the thesis to be examined.



13 August 2018

## ACKNOWLEDGEMENTS

Undertaking a doctoral study was a journey of discovery, and there were many lessons learnt, apart from that which has arisen from the research processes. I gratefully acknowledge the support of those who stood by me, for without expertise and guidance, this research project would not have been possible.

My deepest appreciation goes to Professor Mogie Subban for sharing her wisdom, technical and academic expertise and experience, and the constant motivation throughout the doctoral journey.

I would like to note a special gratitude to the following persons:

- Ms Angela Pearce for administrative support during the registration;
- Dr Richard Beharilal for assistance with library enquiries;
- Mr T. Reddy for professional language editing;
- The senior management service members, users (beneficiaries) and other employees of the KwaZulu-Natal Department of Agriculture and Environmental Affairs for agreeing voluntarily to participate in the research; and
- Mr D Singh for assistance with the initial statistical computation.

I dedicate this study to my family for their support and for sacrifices to enable my academic career to be fulfilled. In addition, I would like to express my sincere appreciation to Ms CGL Lembethe (Chief Director: Human Resource Management), as my supervisor at work for her support. It would have been more challenging to accomplish my academic aspirations without her support.

## ACRONYMS

AGSA	Auditor General of South Africa
DPSA	Department of Public Service and Administration
HoD	Head of Department
KMO	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
KZN	Province of KwaZulu-Natal
KZNDAE	KwaZulu-Natal Department of Agriculture and Environment Affairs
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MMS	Middle Management Services
MPSA	Ministry of Public Service and Administration
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NPC	National Planning Commission
NPG	New Public Governance
NPM	New Public Management
OECD	Economic Co-operation and Development
PAA	Public Audit Act of South Africa
PFMA	Public Finance Management Act
PoA	Programme of Action
PSC	South African Public Service Commission
PSR	Public Service Regulations, 2016
RSA	Republic of South Africa
SAIRR	South African Institute of Race Relations
SMS	Senior Management Service Members
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, Weaknesses, Opportunities and Threats
WPTPS	White Paper on Transforming the Public Service
WPTPSD	White Paper on Transforming Public Service Delivery

## ABSTRACT

South Africa's democratic dispensation has for the past 23 years focused on progressive policies to enhance service delivery with policy development culminating in various legislation. Given socio-economic and political realities, the policy development phase had not produced the desired output and outcomes. The South African Government therefore, through National Treasury, introduced the strategic planning framework as part of its business management approach to provide efficient and effective management of planning key service delivery decisions that a public organisation must get right in order to realise its legal mandates in the next several years. A key question raised in the research study is: what are the organisational factors related to effective strategy execution at the KwaZulu-Natal Department of Agriculture and Environment affairs (KZNDAE)? Hence, the thesis assesses how the concerns apply 'innovatively' from the public sector organizational perspective, with an empirical study that was undertaken to explore strategy execution and management of organisational factors, as was the case in the KZNDAE. The study was theorized within the 5C Protocol of policy management and the South African Excellence Model focusing on performance excellence, as the thrust of the theoretical framework for enhancing both performance and strategic management practices. A total of 200 questionnaires through a purposive sampling strategy were distributed and a feedback of 180 yielded a 90% response rate, and 20 interviews undertaken through a qualitative study leaning on the mixed methods research for the primary data. Secondary information was also obtained from policy documents, strategic frameworks, Auditor General's reports and other literature reviews undertaken. The empirical aspect from Cronbach's Alpha values revealed that respondents from employees, management and users of KZNDAE services have similar views regarding most organisational factors (leadership impact on strategy execution for enhancement of service delivery, detracting and contributory organisational factors and stakeholder support during strategy execution). Again, the study through Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test proved that there are strong relations amongst the three organisational factors, which was also in some instances corroborated by the thematic and content analysis of the interviews undertaken. The study proposed the Six 'Rights' Strategy Execution Model that could facilitate effective and efficient service delivery and organizational performance of the pre-determined strategy objectives as part of its 'business' management approach to fulfilling its Constitutional mandate in the current era and beyond. Finally, the department is encouraged to increase its allocation to operation plans in order to curb the problem of budgetary constraints hindering strategy execution and management.

## TABLE OF CONTENTS

TITLE PAGE .....	i
DECLARATION .....	ii
ACKNOWLEDGEMENTS .....	iii
ACRONYMS .....	iv
ABSTRACT .....	v
TABLE OF CONTENTS .....	vi
LIST OF TABLES .....	xiii
LIST OF FIGURES .....	xv
CHAPTER ONE .....	1
BACKGROUND AND OVERVIEW OF THE STUDY .....	1
1.1 INTRODUCTION .....	1
1.2 OVERVIEW OF THE RESEARCH .....	2
1.3 RATIONALE FOR THE STUDY .....	5
1.4 RESEARCH PROBLEM .....	9
1.5 PURPOSE AND SPECIFIC OBJECTIVES OF THE STUDY .....	11
1.5.1 Specific objectives of the research .....	12
1.5.2 Key Research Questions .....	12
1.6 RESEARCH PHILOSOPHY AND DESIGN .....	13
1.6.1 Research Philosophy .....	14
1.6.1.1 Ontological method .....	15
1.6.1.2 Epistemological method .....	15
1.6.1.3 Interpretivism .....	16
1.6.2 Research Design .....	18
1.7 POPULATION AND RANDOM SAMPLE .....	18
1.8 FACTOR ANALYSIS .....	20
1.9 ETHICAL AND LEGAL CONSIDERATIONS .....	20
1.9.1 Informed Consent .....	21

1.9.2	Harm and Risk.....	21
1.9.3	Honesty and Trust .....	21
1.9.4	Confidentiality and Anonymity.....	22
1.9.5	Voluntary Participation .....	22
1.10	LIMITATION OF THE STUDY .....	22
1.11	SIGNIFICANCE OF THE STUDY.....	22
1.12	OUTLINE OF THE RESEARCH.....	23
1.13	CONCLUSION.....	24
CHAPTER TWO .....		25
THEORISING STRATEGY IN KZNDAAE WITHIN PUBLIC POLICY AND PUBLIC ADMINISTRATION PERSPECTIVES.....		25
2.1	INTRODUCTION .....	25
2.2	TOWARDS A PUBLIC ADMINISTRATION PERSPECTIVE .....	26
2.3	LEGISLATIVE FRAMEWORK GOVERNING THE STRATEGIC INTENT .....	28
2.3.1	Constitutional imperatives to enhance service delivery.....	29
2.3.2	Public Services Act, 1994 (as amended).....	29
2.3.3	Public Service Regulations, 2016.....	30
2.3.4	Public Finance Management Act, 1999 (as amended).....	31
2.3.5	White Paper on the Transformation of Service Delivery (Batho Pele), 1997 .....	32
2.3.6	White Paper on Human Resource Management, 1997.....	32
2.4	INSIGHTS OF SOUTH AFRICAN PUBLIC POLICY .....	32
2.5	THEORETICAL FRAMEWORK IN RELATION TO POLICY DEVELOPMENT AND IMPLEMENTATION .....	36
2.5.1	Public Service approach to Policy Development .....	38
2.5.2	Classical Capital Approach .....	39
2.5.3	Behavioural Method .....	41
2.5.4	The Collectivistic Approach.....	42
2.5.5	Theorising the 5C Protocol Model for Effective Policy Implementation .....	43

2.5.5.1	Content of the policy .....	43
2.5.5.2	Context of the policy .....	44
2.5.5.3	Commitment to the policy .....	45
2.5.5.4	Capacity of the policy.....	46
2.5.5.5	Clients and coalitions to the policy .....	46
2.5.5.6	Rationale for the 5C protocol policy .....	47
2.5.6	South Africa Excellence Model .....	47
2.5.7	Perspectives of KZNDAE Public Policy Development .....	49
2.5.7.1	Identification of problem.....	50
2.5.7.2	Authorisation to course of action .....	51
2.5.7.3	Adoption of public statement of intent.....	52
2.5.7.4	Towards effective policy implementation .....	53
2.5.7.5	Evaluation of policy impact .....	53
2.5.8	Contextualising the New Public Management .....	54
2.5.9	From New Public Management to New Public Governance Approach.....	56
2.5.10	New Public Governance Contemporary Perspectives.....	57
2.5.11	KZNDAE Efficiency through Government Outcomes .....	58
2.5.11.1	Outcome 4: Decent employment through inclusive economic growth .....	59
2.5.11.2	Outcome 6: An efficient, competitive and responsive economic infrastructure network.....	60
2.5.11.3	Outcome 7: Vibrant equitable sustainable rural communities contributing towards food security for all .....	60
2.5.11.4	Outcome 10: Protect and enhance environmental assets and natural resources....	60
2.5.11.5	Outcome 12: An efficient, effective and development–orientated public service and an empowered, fair and inclusive citizenship.....	61
2.5.12	KZN Department of Agriculture and Environmental Affairs Efficiency through the National Development Plan, 2030 .....	62
2.6	CURRENT PUBLIC ADMINISTRATION DEBATE IN SOUTH AFRICA .....	65
2.7	CONCLUSION.....	67

CHAPTER THREE.....	69
CONTEXTUALISING STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR.....	69
3.1 INTRODUCTION .....	69
3.2 EXAMINATION OF EXISTING SCHOLARS.....	70
3.3 IMPERATIVES OF STRATEGY EXECUTION .....	77
3.4 STRATEGY EVALUATION.....	81
3.5 PERSPECTIVES FOR STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR .	82
3.5.1 Public Service Planning Framework and Other Plans.....	86
3.6 ORGANISATIONAL FACTORS AFFECTING STRATEGY EXECUTION .....	89
3.6.1 Linking Budgets to Strategy Execution .....	90
3.6.2 Perspective of the Audit Reports.....	92
3.7 STRATEGY EXECUTION FACTORS .....	95
3.7.1 Leadership and Management.....	95
3.7.2 Organisational Structure and Culture .....	98
3.7.3 Information Technology and Communication .....	100
3.8 ORGANISATIONAL FACTORS DETRACTING OR CONTRIBUTING TO EFFECTIVE STRATEGY EXECUTION.....	101
3.8.1 Factors Detracting from Successful Strategy Execution.....	101
3.9 PERSPECTIVES OF STRATEGY MANAGEMENT FOR KZNDAE .....	102
3.9.1 KZNDAE Planning and Review Cycle.....	103
3.9.2 Strategy Execution in the KZNDAE.....	109
3.10 CONCLUSION .....	111
 CHAPTER FOUR.....	 112
METHODOLOGY AND RESEARCH PROCESS.....	112
4.1 INTRODUCTION .....	112
4.2 RESEARCH OBJECTIVES .....	113
4.3 RESEARCH QUESTIONS.....	113

4.4	RESEACH SETTING IN KZNDAE .....	114
4.5	POPULATION AND SAMPLING APPROACHES .....	115
4.6	ETHICAL CONSIDERATIONS .....	119
4.6.1	Informed Consent.....	120
4.6.2	Confidentiality .....	122
4.7	HYPOTHESIS TESTING.....	122
4.8	RESEARCH PHILOSOPHY AND DESIGN.....	122
4.8.1	Epistemological Inquiry .....	124
4.8.1.1	Positivist paradigm .....	124
4.8.1.2	Interpretivist paradigms.....	126
4.8.2	Ontology.....	126
4.9	RESEARCH DESIGN .....	127
4.10	RESEARCH PROCESS .....	128
4.10.1	Comparison amongst Quantitative, Qualitative and Mixed Methods .....	129
4.10.2	Quantitative Research Method .....	130
4.10.3	Qualitative Research Method .....	131
4.10.4	Mixed Research Method .....	132
4.11	RESEARCH INSTRUMENTS.....	134
4.11.1	Questionnaires .....	135
4.11.2	Interviews .....	138
4.12	DATA COLLECTION .....	141
4.13	DATA ANALYSIS.....	143
4.13.1	Coding of Information .....	145
4.14	FACTOR ANALYSIS .....	145
4.14.1	Data Management.....	146
4.14.2	Reliability Statistics.....	147
4.14.3	Validity.....	148
4.15	CONCLUSION .....	148

CHAPTER FIVE.....	149
PRESENTATION OF RESULTS AND ANALYSIS FROM EMPIRICAL STUDY .....	149
5.1 INTRODUCTION .....	149
5.2 PRESENTATION OF RESULTS .....	150
5.3 RESPONDENTS PROFILE OR DESCRIPTIVE STATISTICS .....	151
5.3.1 Biographical data .....	154
5.3.2 Senior Management Qualification levels.....	160
5.4 RESEARCH INSTRUMENTS.....	168
5.4.1 Reliability statistics .....	169
5.4.2 Factor analysis.....	173
5.5 SECTION ANALYSIS .....	179
5.5.1 Hypothesis Testing.....	201
5.5.2 Correlations .....	201
5.6 DISCUSSION OF RESULTS.....	203
5.6.1 Leadership Impact on Strategy Execution for Enhancement of Service Delivery .	205
5.6.2 Organisational Factors in Relation to Strategy Execution at KZNDAE.....	210
5.6.3 Contributory Factors to Effective Strategy Execution.....	213
5.6.4 Stakeholder Support during Strategy Execution Phase.....	214
5.7 CONCLUSION.....	215
 CHAPTER SIX.....	 216
CONCEPTUAL MODEL OF STRATEGY EXECUTION .....	216
6.1 INTRODUCTION .....	216
6.2 STRATEGY EXECUTION CONCEPTUAL MODEL .....	217
6.2.1 Purpose of Existence.....	220
6.2.1.1 ‘Right’ leadership.....	221
6.2.1.2 ‘Right’ risk management plan .....	222

6.2.1.3 ‘Right’ alignment of operational plans and strategy .....	224
6.2.1.4 ‘Right’ allocation of organisational resources.....	227
6.2.1.5 ‘Right’ performance management systems and policies .....	229
6.2.1.6 ‘Right’ monitoring and evaluation systems.....	232
6.3 APPLICABILITY OF THE STRATEGY EXECUTION MODEL .....	234
6.4 CONCLUSION .....	236
CHAPTER SEVEN.....	237
CONCLUSION AND RECOMMENDATIONS.....	237
7.1 INTRODUCTION .....	237
7.2 CONCLUSION.....	238
7.2.1 Assessment of the Literature Review.....	239
7.2.1.1 Perspective of public policy development and execution .....	240
7.2.1.2 New Public Management contextualised for the study .....	241
7.2.1.3 New Public Governance .....	241
7.2.1.4 The 5C Protocol Theory .....	241
7.2.1.5 The South African Excellence Model .....	242
7.3 RECOMMENDATIONS ARISING FROM THE STUDY .....	243
7.4 LIMITATION OF THE STUDY AND FUTURE RESEARCH.....	249
7.5 CHAPTER SUMMARY.....	249
BIBLIOGRAPHY .....	251
ANNEXURE A: ETHICAL CLEARANCE LETTER.....	291
ANNEXURE B: GATEKEEPERS’ LETTER.....	292
ANNEXURE C: LETTER FROM LANGUAGE PRACTITIONER.....	293
ANNEXURE D: INFORMED CONSENT LETTER: QUESTIONNAIRES .....	294
ANNEXURE E1: RESEARCH QUESTIONNAIRE FOR EMPLOYEES.....	296
ANNEXURE E2: RESEARCH QUESTIONNAIRE FOR USERS (BENEFICIARIES).....	302
ANNEXURE F: INFORMED CONSENT LETTER: INTERVIEWS.....	307
ANNEXURE G1: INTERVIEW GUIDE .....	309

ANNEXURE G2: SENIOR MANAGEMENT SERVICES QUESTIONS .....310  
ANNEXURE H: TURNITIN REPORT .....313

## LIST OF TABLES

Table 3.1 Five Questions for Strategic Management Model .....	72
Table 3.2 Strategy Management Model.....	73
Table 3.3 Features of Organisational Decisions .....	75
Table 3.4 Relationships between Policy, Strategy, And Implementation.....	86
Table 3.5 Provincial Analysis on Auditors Reporting against Pre-determined Objectives .....	94
Table 3.6 Strategy Planning Process for KZNDAE.....	104
Table 3.7 Strategy Development and Execution of Decisions.....	106
Table 4.1 Population and Sampling .....	117
Table 4.2 Senior Management Services Members Features .....	118
Table 5.1 Racial Composition of the Service Users .....	159
Table 5.2 Cronbach's Alpha Reliability .....	169
Table 5.3 KMO and Bartlett's Test .....	174
Table 5.4 Rotated Component Matrix.....	175
Table 5.5 Section C for Service Users Rotated Component Matrix .....	177
Table 5.6 Section D for Service Users Rotated Component Matrix.....	177
Table 5.7 Section F for Service Users Rotated Component Matrix.....	178
Table 5.8 Employees and Middle Management Summarised Scoring Patterns .....	180
Table 5.9 Service Users Summarised Scoring Patterns .....	181
Table 5.10 Mann Whitney Test.....	185
Table 5.11 Users Test Statistics .....	186
Table 5.12 Employees and Middle Management Organisational Factors .....	187
Table 5.13 Service Users' Views on Organisational Factors.....	188
Table 5.14 The Mann Whitney Results .....	190
Table 5.15 The Chi-Square Tests.....	191
Table 5.16 Contributory Factors to Effective Strategy Execution.....	194
Table 5.17 The Mann Whitney Tests.....	196
Table 5.18 Stakeholder Support Received during Strategy Execution Phase.....	197

Table 5.19 Service Users Support Received from the Departments..... 198  
Table 5.20 The Mann Whitney Results ..... 199  
Table 5.21 Test Statistics ..... 200

## LIST OF FIGURES

Figure 2.1 Process of Policy Development.....	35
Figure 2.2 The South African Excellence Model .....	48
Figure 2.3 Five-Phase Policy Processes.....	50
Figure 2.4 Challenges in the National Development Plan, 2030 .....	64
Figure 3.1 Strategic Planning Model (1990s to present) .....	76
Figure 3.2 Public Service Planning Frameworks and Other Plans .....	88
Figure 3.3 Performance Information Model .....	91
Figure 3.4 Interaction of “Six Strategic Killers”.....	97
Figure 3.5 Ladder of Agricultural Development .....	108
Figure 4.1 Comparison amongst Quantitative, Qualitative and Mixed Methods .....	129
Figure 5.1 Respondents.....	152
Figure 5.2 Service Users of the KZNDAE’s Services .....	153
Figure 5.3 Employees’ Gender Distribution by Age. ....	154
Figure: 5.4 Middle Management’s Gender Distribution by Age .....	155
Figure: 5.5 Combined Employees and Middle Management’s Gender Distribution by Age.....	156
Figure: 5.6 KZNDAE Service Users’ Gender Distribution by Age .....	158
Figure 5.7 Racial Composition of the Sample by Category of Employees .....	159
Figure 5.8 Qualification Levels of Combined Sample of Employees .....	160
Figure 5.9 The Qualification Levels (Service Users) are shown in the figure below:.....	161
Figure 5.10 Positions Held by the Combined Respondents.....	162
Figure 5.11 Length of Time that Respondents have been in their Current Positions .....	163
Figure 5.12 Length of Time that (combined) Respondents in their Department.....	164
Figure 5.13 “How long have you been working in this association or business?” and “Which of the following best describes your position?” .....	165
Figure 5.14 Length of Time that (Service Users) Respondents Worked with the Department .....	166
Figure 5.15 Number of Employees that Respondents Directly Supervise or Manage .....	167
Figure 5.16 Number of Employees that Respondents Directly Employed or Managed.....	168

Figure 6.1 Six ‘Rights’ Strategy Execution Model.....219

# CHAPTER ONE

## BACKGROUND AND OVERVIEW OF THE STUDY

### 1.1 INTRODUCTION

The research focused on strategy execution in a public sector organisation to improve service delivery and promote good governance. The study examined in particular, the appropriateness of the execution of the strategy in the Department. The key result indicated that there was questionability about the success of the pre-determined strategic objectives of Agriculture and Environmental Affairs in the Province of KwaZulu-Natal (KZNDAE). South Africa's democratic dispensation has over the past 23 years focused on progressive policies to enhance service delivery, with policy development culminating in legislation and white papers, especially between 1995 to 1996 as a case in point, advances Luthuli, (2007:1). The White Paper on Public Service Transformation focuses on the manner in which services must be rendered, especially on effective and efficient public service delivery.

The transition *from* policy implementation *to* strategy development and its realisation is complex, and one which involves many people who operate at different levels of the public organisation, asserts Harrington and Williams, (2004: 297-306). Author Gildenhuys (2004: 94) states that public policy implementation is a crucial stage, and one that tests the skills of the public servants and managerial expertise. The overall inefficiency of the policy implementation of public policies led to the introduction of strategic frameworks and annual performance plans in order to engage on strategic management processes within the public sector organisations. The main role of execution strategy in public sector organisations is to determine how policies and organisational resources are maximised, and how the contribution to effective service delivery can be realised and optimised.

The task of strategy development therefore, entails understanding of all applicable situational factors impacting on a public sector organisation. From a public executive's perspective, authority is a key organisational factor to lead effective strategy execution and improvement of service delivery, maintains Flood, Dromgoole, Carrol, and Gorman, (2000: 2). The study, in effect, aimed at developing a model which the executive authority could use to improve strategy execution through the realisation of the public service strategic objectives, as maintained by Sanders and Davey, (2011: 43-44). Therefore, the public sector departments could have the best strategies, but results may not

be effectively realised in accordance with the pre-determined objectives and goals. The discussion that follows attests to this statement.

According to authors Atkinson (2006), Raps (2004), Ashkenas and Francis (2000), it is illustrated that between 50% and 80% execution of strategy efforts fail, with greater significance given to strategy development due to its importance to the organisation and leadership. Chapman (2002:22) maintains that the approach of execution strategy has effects on workers' performance at various levels of the organisations. Therefore, it is vital to identify the organisational factors that inhibit effective strategy execution, so that they might be given due attention in order to maximise effective service delivery.

## **1.2 OVERVIEW OF THE RESEARCH**

The beginning of the democratic South African government has brought about growing pressures on responding to the ever-increasing needs from several government service users. One common demand faced by public organisations in South Africa is how to service its customers better. However, government has been responding to change, which is a complex approach including policy development and implementation. South Africa's trends such as rising communities' expectations, fiscal and budgetary constraints, political rhetoric and transformation programmes have changed the environment in which the public sector currently operates. It is a well-known fact that most of the government departments are experiencing challenges in executing the Batho Pele initiatives (South Africa. RSA, 2003:8, South African Public Service Commission (PSC), 2004:3, 22).

The practice of public participation has been widely observed as a commitment to enhance South Africa's democracy, and to promote the Constitutional values of public administration. This commitment is enshrined in different pieces of legislation. These values are the formation of an ethical organisational culture through purpose-directed leadership, argues Dorasamy, (2010: 56-64). Authors Zondi and Reddy (2016: 27) maintain that inclusiveness of citizen engagement strategies contributes to the success of the National Development Plan, 2030 (NDP), which aims at developing people's capabilities to be able to improve their values. The alignment of skills to economic growth was a critical feature of the public service strategies and its importance in building culture of responsibility and responsiveness. The public sector strategic framework developed in terms of two significant sections namely: Sections 215 and 216 of the Republic of South Africa Constitution, 1996 with the intention of effective execution of strategies. The framework flows from the national to provincial governments including all the public institutions. The values are concepts or beliefs

pertaining to desirable behaviours, which are important for the individual and organisation in order to succeed in pursuing its organisational strategy.

Public policy implementation is dynamic due to the role of the variety of stakeholders therein, and the inherent risk of failure on the basis of meeting public expectations of service delivery. Public leadership encourages collaboration and concerted action amongst diverse and often competing groups. This is according to Crosby and Bryson (in Morse, 2007:3) for the public good, where problems are complex, stakeholders are many, values are conflicting and resources are limited. On the other hand, public governance involving multiple organisations and connections are necessary to carry out public purposes, suggests Agranoff and McGuire (in Morse, 2007:2). It is therefore, deemed instrumental for the successful implementation of public policies. Policy implementation is essential following the policy development process, but more often than is generally recognised, policies are unsuccessful or even fail, submits Birkland, (2001:188) and Hanekom, (1987:61).

Strategy is largely set as plans and policies by which an organisation aims to gain advantages over its competitors (Ahmed, Agnihotri, Salam and Mehmood, 2016:39). The strategy itself is not sufficient, as it does not improve service delivery and effective organisational performance. It is important for strategy execution to realise the pre-determined strategies objectives that improve service delivery and organisational performance. However, strategy execution seems to remain a challenge in the organisations. As result, the public sector organisations are persistently blamed for failure to deliver on their pre-determined strategic goals, is the view upheld by Nengwekhulu, (2009:348).

Public managers recognise the need for departmental strategy and they spend significant time, effort and money on strategy development. Although strategic management has been introduced in the public sector organisations, but previous studies mostly focused on the strategy development process as an area of attention, submits Narayanan and Zane, (2009: 380). In recent contemporary literature, Authors Andrews, Beynon and Genc (2017: 2) concur with Narayanan and Zane (2009: 380) that strategic management concepts have been brought into governments globally to enhance capacity and organisational performance in the face of demanding economic and political situations. Several authors such as Emam, Isafahani, Hossein and Kordnaeil (2016: 311) indicate that the organisational factors that affect execution of strategy are very diverse, including people that communicate with implementation of strategies, coordination and control mechanisms.

The public managers are confronted with many new challenges, and probably the most difficult of them all, being that of strategy execution. The development is driven by the international economy

and technology is influential in the organisations in order to effectively execute their strategies. Day, Zaccaro and Halpin (2004:3) point out that the environmental change has resulted in a pervasive need for employees to participate in the leadership process. Zondi and Reddy (2016: 28) support public transformational leadership in a public organisation that involves participation of employees to add value in policy implementation processes, having a positive effect in people's lives. Thus far, it has been realised that methods inclusive of stakeholder contribution can be valuable within a complex public sector context. Authors Fouche and Brent (2016: 132) reflect that employees' participation does not come without complications in the contemporary public administration setting as a means to re-engineer more shared and concerted efforts relating to public participation, strategic development and implementation.

Leadership is mandated to provide the right direction towards the achievement of the organisation's strategic goals, submits Smit, Cronje, Brevis and Vrba (2007:271) and Ferreira, Erasmus and Groenewald (2003:367). Author Nengwekhulu, (2009: 342 and 345) urged that the progress of the public service transformation does not seem to have produced results which are compatible with government initiatives. However, the key component which leadership must maintain is the comprehensive appreciation of the strategy of the organisation, and what management seeks to achieve in effective policy implementation and government programmes, asserts Biljohn (2015: 60). Given socio-economic and political realities, and that the policy development phase had not produced the desired outcomes, the study sought to establish initiatives to enable the public sector organisations to more readily benefit from the capacity, resources and service delivery outputs and strategic outcomes to fulfil the developmental mandate of the state.

The government has an obligation to provide goods and services that the market either cannot produce or produces in insufficient quantities (e.g. agriculture services). Strategy execution is critical to performance management and service delivery, which is determined by employees' commitment towards realisation of strategic objectives, is the significant view put forward by Layton, (2002:27). Authors Kreitner and Kinicki (2010:66-67) uphold that the values are concepts pertaining to desirable behaviours, and is important for the individual and organisation to succeed in pursuing the organisational strategy. Biljohn (2015: 61) maintains that employees' commitment forms part of interconnected service delivery that will lead to greater coherence between the communities and organisations. Therefore, leadership becomes critical as indicators to identify where efforts could be directed to enhance innovative development practices.

Strategy execution represents a logical approach associated with actions that enables public officials and the public service administrators to ensure that government aligns its strategic plans, programmes and projects to the service delivery agenda. However, despite the quest for efficiency and disapproval of unethical conduct by public managers, there are still accusations of disreputable behaviour, maintains Lues and Bester (2007: 93). Developing such a logical approach, however, represents a formidable challenge to management. Author Erasmus (2015:104) affirms the public managers' perspective, as it is intended to address problem that could be solved by public officials so that service delivery may be enhanced.

Author Horwitz (2006:48) brings another dimension to the fore when significantly identifying a gap between strategy development and strategy execution, which the executive authorities often complain that transitional supervisors (Middle Managers, i.e. Assistant Directors and Deputy Directors) do not take cognisance of when strategies are executed within the organisational levels. Strategy execution problems affect organisational performance and service delivery because of the lack of responsibility and accountability by public managers. This study, therefore, seeks to close the gap as it can be said, that strategy development and execution are currently viewed and perceived as two separate processes in the public sector organisation, as is particularly the case in the KZNDAE.

The transition *from* strategy development *to* strategy realisation is complex, and one which involves many people who operate at different levels of the public organisation, contends Harrington and Williams, (2004: 297-306). Author Horwitz, (2006:48) brings another dimension when identifying a gap that strategy development alone cannot benefit the organisation, unless it is executed efficiently. The deficiency in strategy execution has been identified by leaders who commissioned a study enquiring why things do not work as planned, as emphasised in discussions of South Africa Department of Public Service and Administration, (2007:13). It is against this background that the study was conceptualised, in an attempt to address the *fit* between strategy development and execution for enhanced service delivery, whilst focusing on tangible outputs and performance-oriented outcomes that invoke public confidence in government.

### **1.3 RATIONALE FOR THE STUDY**

The emphasis in the study is to explore the strategic management processes, particularly organisational factors that affect strategy execution in order to develop a strategy execution model that is best suited for the public sector organisation. There are numerous reasons why this study was undertaken to contribute towards the approach of turning strategy into the realisation of the public

organisation's legal mandates (effective strategy implementation) Thompson and Strickland (2003:365) view that the strategic management process in the public service is aimed at improving service delivery by ensuring that strategic objectives are in fact realised. Makinde (2005:65) urged that little consideration has been paid to the subject of policy execution by policy-makers. A number of authors such as Aremu, Salako, Adedina, Ogunbayo and Adebisi, (2017:2) concurred with Makinde when they observed that the main implementers of public policies are not fully conversant with the implementation processes of policy and strategies. In this regard, although the strategy development process within public sector organisations has been implemented, there are a number of questions and uncertainties as to their ability to effectively execute their strategies and realise pre-determined strategic objectives. Furthermore, linking effective service delivery with organisational performance is fundamental to fulfilling strategic mandates. Although the study viewed a selected period, strategy execution and policy implementation challenges are currently prevalent in the KZNDAE.

Strategic management processes used by senior management in the organisation must be predetermined in order to become more effective in the delivery of public services, Strategy execution is an important consideration in assessing and evaluating service delivery performance, and is only one of the important processes in considering the level of effectiveness of public service delivery overall.

The rationale of the study was to accomplish the following:

- Explore the range of strategic management processes in the Province of KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAE);
- Identify organisational factors arising thereto, and affecting strategy execution;
- Develop a strategy execution model that is aligned with the current strategy development framework; and
- Enhance service delivery effectiveness.

Implicit in this study effort, was the assumption that the quality of public service delivery is a function of appropriately rationalised provincial strategic management processes. The core of the argument is that good governance originates from, and depends on the commitment of key stakeholders to enhance service delivery effectiveness and towards meeting increasing public expectations and demands. To this extent, the significance of the research lies in building better knowledge and

enhancing understanding of the intersection between service delivery effectiveness and good governance.

To realise the pre-determined strategic objectives, a high level of government approach may be needed, that should be embodied in the strategy execution model, since organisational programmes and activities both vertically and horizontally fragmented are typical public organisational challenges. Policy-making is a unique feature of the government approach that is shared across public organisational boundaries, and it could provide different practices within various public organisations. To become conscious of change, government departments need to focus on strategy, and it has been noted that most of government departments are struggling to execute the Batho Pele initiatives (South Africa. RSA, 2003:8, South African Public Service Commission (PSC), 2004:3 and 22).

The Auditor General of South Africa (2017) audit report for the Department for 2015/2016 performance cycle highlights non-compliance with the pre-determined strategic objectives that are linked to the area of capacity and leadership. Since key positions are vacant for significant periods of times or filled by acting incumbents, these pose formidable challenges for public sector organisations. The question, which can then be asked is: how would government improve the strategy execution to ensure successful service delivery? The first reason for the study is to create an organisational profile by identifying the organisational factors, which have impacted on strategy execution in the 2009 to 2012 financial years as a case in point for KZNDAE. Although, the study is located within the period of 2009 to 2012, the challenges of strategy execution and policy implementation are still prevalent to date in several public sector organisations, as translation towards outcomes-based leadership and governance is an evolving one in the public sector.

A study conducted by the Public Service Commission (2008: viii-ix) on the Turnover Rate of Heads of Departments revealed that it is substantially difficult to keep competent people in the public service. The study has also revealed that there is no handing over process, and it takes a considerable time (six months) for the Head of Departments (HoDs) to settle down in the new positions (South Africa: Public Service Commission, 2008: 8-11). According to the South Africa: Public Service Commission (2008:13-15), a substantial number of new HoDs have unplanned efforts of taking over, hence strategy execution causes instability during transition from one leader to another. In, contrast, there are great inconsistencies among government departments across South Africa, and some departments are performing well, whilst others are performing poorly, according to the Auditor General of South Africa (AGSA) (2016 for 2014/15 financial year as found in the South African

Institute of Race Relations (SAIRR 2016:15). The second reason for the study is associated with a high turnover of senior management positions and a lack of continuity in strategy execution impeding effective service delivery, which is a focal point of this research, *amongst others*.

The government begins with a new electoral cycle when a new administration produces its manifesto, which then becomes Government's Programme of Action (POA). Three key aspects of the fourteen (14) priority outcomes are economic growth and employment, skills development and an efficient, effective and development-oriented public service aligned to the organisation's strategic focus in relation to service delivery. Authors Flood et al., (2000: 2) view the strategy execution difficulties as substantially lost opportunities that are costly to the organisation, although the public sector is guided by strategic frameworks with the intention of improving service delivery (South Africa National Treasury, 2010:11). This gives rise to the deduction that leaders and public managers are focusing solely on strategic development, rather than strategy execution, and these impacts negatively on the leadership in practice, admits Norzailan, Yusof, and Othma (2016:66). The POA is one of the basis of strategically linking it to the public sector organisation's focus on service delivery, as is the case in KZNDAE. The need for effective leadership in relation hereto, is explored in the discussion in Chapter Two of the study. The third reason for the study was to explore effective engagement of employees across the KZNDAE as team efforts achieve the desired outcomes.

Strategic execution encompasses a shared strategic objective that is incorporated into annual performance plans which includes performance targets, middle management, production staff, and the users of public services (Guth and MacMillan, 1986: 313-327). Authors Andrew, et al., (2017:15) view that the present government is facing great difficulties to which the government department solely attributes the present service delivery challenges to non-compliance with pre-determined strategic objectives. Implicit in this study work, the expectancy theory was used to reflect that middle and lower management mediate in strategic decision-making processes thus leading to strategy execution, since these are management operations. It develops the impression of 'counter production' as an extension of the expectancy theory. Without a strong involvement of middle management and the users of the service, the potential for excellent strategy execution will be difficult to realise, argues Ndevu and Muller (2017:17). The fourth reason was to explore and understand whether the leadership and senior managers receive sufficient support from both internal stakeholders (middle managers and production staff) and external stakeholders (users) in the execution of strategy.

## 1.4 RESEARCH PROBLEM

The research problem focuses on the poor strategy execution and lack of effective utilisation of organisational factors that impact on the realisation of the pre-determined strategic objectives in the public sector organisation as a case in point. The Constitution of the Republic of South Africa, 1996 specifies the standards that should govern government services. The standards include effective, efficient and economic utilisation of resources. Furthermore, public administration should be accountable, transparent and development-oriented. Despite the government's major progress in the provision of public services, especially to those who were almost completely overlooked before 1994, the government has been persistently blamed for failure to deliver services to communities culminating in the form of ongoing protests and riots on various platforms. This also includes several local municipalities across the country. Authors Ferlie and Ongaro (2015: 598-599) concur that the challenges in public organisational settings are widely theorized from a decision-making perspective and policy application. It depends on the particular approach that an organisation decided to adopt, which, in turn, has implications for service delivery. Therefore, there is a gap between strategy development and strategy implementation, which implies that what is pre-determined as objectives are not effectively realised. The fundamental question to be addressed is: How best can government transform and turn around public service delivery into tangible strategic outcomes?

The research problem in the South African context focuses on strategy execution characterised by efficiency, effectiveness and economy regarding the utilisation of scarce resources, information and capacity, interrelated governance and employees' participation in terms of service delivery, maintains Uys and Jessa (2016: 184). Author Makinde (2005:65) makes a substantial contribution by explaining why things do not work as expected, and as indicated, that little consideration has been paid to the subject of policy implementation by policy-makers. Authors Mothae and Sindane (2007:151) are in agreement with Makinde when they observed that whilst several public service departments that implement public policies have achieved much, considerable time is spent on ensuring that the implementation thereof takes effect. This could be attributed to a deficiency in leadership competencies and the lack of strategically aligning practical steps to achieve the targeted output and envisaged outcomes.

Authors Franken, Edwards and Lambert, (2009: 49-50) suggest that some organisations realise only 60% of the predetermined objectives owing to deficiencies in execution of strategy. Johansen (2016: 333-365) observes that strategic management philosophies have been brought into play by governments to enhance capacities and performance in the face of increasingly challenging economic

and political circumstances. It can be said, that organisations find that this period of fast growth in demands compelling them to review allocating resources in the planning of strategy, yet very little of that time is spent on implementing the strategy to ensure that it is successful.

According to Kamarck, (2016:1) in the modern parliament, oversight is one of the political tools. This is part of a larger trend in parliament minimizing the role of parliamentarians. The author views that oversight of policy implementation should identify problems before they explode. Furthermore, the author indicates (2016: 3-4) that in the absence of the capacity to do prospective oversight, the government departments are at risk of not effectively realising their mandatory roles. Government has to adopt cost-cutting measures towards realising its Programme of Action. Authors Uys and Jessa (2016: 201-202) maintain that leadership ought to adopt effective integration of key deliverables in order to achieve Government's POA.

The public organisations are not equally exclusive because they have to depend on each other, and should work together to tackle service delivery challenges in order to deal with unpredictable service delivery uncertainties, brought about by changing needs of the societies in which they operate. The biggest challenge that is constantly faced by these organisations, is to ensure the realisation of pre-determined strategic objectives. Authors Fernandez and Rainey (2006: 169, 171-173), further recognise that organisational factors impact on service delivery. The authors propose that more research needs to be conducted to determine the relationship between organisational structure and organisational culture, as well as effective communication of strategy. However, there is still a gap that exists between thoughtful strategies of "what to do" and strategy execution which translates into "actually doing it", and the fit between these two conventions are significant aspects for enhancing service delivery.

Authors Sosik, Jung, Berson, Dionne and Jaussi (2005: 47) indicate that effective public managers and executive authorities remain as significant factors for strategic management. Mattis (2001: 372) concurs with the statement, and cites alignment of strategy and operational plans as critical factors in effective strategy execution. Chapman (2002: 18) upholds these statements by indicating that the fundamental role of leadership is the strategic management process, which requires alignment at every organisational level. Authors O'Reilly, Caldwell, Chatman, Lapiz and Self (2010: 114) also uphold these statements by confirming that leadership behaviour impacts on the employees (groups) and organisational performance, but little is known about how leadership ensures that employees execute their strategies, and is deemed a significant focal point in the study.

In the past 23 years, government administration has undergone considerable transformation and service delivery demands are ever-increasing, including protests on the increase. This dynamism has warranted the refocus and introduction of strategic management to improve the level of excellence of public administration practices. A study by the Auditor-General of South Africa (2017: 198-200) highlights low rates of realisation of 2015/2016 pre-determined strategic objectives in public sector organisations in both public entities and provincial government departments. The significance of the Auditor General of South Africa's 2015/2016 report was that 24% of the public organisations enhanced their performance outcomes, 14% degraded, whereas the outcomes of the 62% maintained their status.

The significance of the preceding problem is indicated by authors, Viviers, Saayman and Muller (2005: 577-579) that because of the lack of effective execution of strategies, no organisation will realise its successes and effectiveness if execution is left unattended. Within this context, the public service has been thrust to centre stage by the public leaders and managers so that the organisations can be able to realise their strategic goals and objectives, fulfil organisational legislative requirements and render effective services towards citizens' satisfaction, concedes Thomas, (2013: 789-796). This also sheds some doubts on the extent of strategy execution, while examining the organisational factors that affect strategy execution in public service departments, especially in KZNDAE.

## **1.5 PURPOSE AND SPECIFIC OBJECTIVES OF THE STUDY**

The study examined the strategic management processes, and in order to do that, it examined the organisational factors, strategy execution, range of contemporary literature, identified the gaps, and explored the roles of middle/lower management in terms of strategy processes, specifically within the KZNDAE context. The research intended to propose solutions to the organisational problems, and suggests interventions to mitigate the problem. Strategic objectives in the public service are supported through strategy execution of various public policies, and the processes of implementation are designed to effect service delivery, and presupposes improvement of the lives of the people. Failure to translate strategy objectives into deliverables, ultimately affects the efficacy of service delivery. Therefore, the research problem informs the research objectives.

Authors Chemwei, Leboo and Koech, (2014:115) view that organisational policies and plans are encountered with difficulty in the execution phase. These researchers consider that a key problem of the predetermined strategy objectives rests on the execution of the policies and plans. The outcome

of this process is strategy content itself, which is a configuration of action that intends to achieve the desired goals, change existing conditions and unmask opportunities.

The research study is contextualised in the agriculture and environmental affairs sector. It seeks to align its operations and strategies with the overall aim of government to create sustainable service delivery, according to the KwaZulu-Natal Department of Agriculture and Environmental Affairs, (2014: 2) as a current imperative in the department. Therefore, the key objective of the study was to explore the extent of strategy execution in KZNDAE as a case study, and thereby gauge its effectiveness in relation to its mandate for service delivery. In so doing, the study highlighted strategic development processes, methods and technologies, but focused more on the organisational factors as key determinants to be explored.

### **1.5.1 Specific objectives of the research**

The objectives informing the research were to:

- Establish the strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE;
- Establish the impact of the leadership behaviour in the strategy execution process for service delivery;
- Contextualise organisational factors detracting and contributing to the effective strategy execution; and
- Determine the extent to which public managers in KZNDAE are gaining support from other stakeholders in executing strategy.

### **1.5.2 Key Research Questions**

The existence of the public service departments is traced back to their legislative mandate translated into statutory guidelines, submits Minnaar and Bekker, (2005: 120). The public service however, continues to be faced with persistent strategy execution problems. The following questions were put forward to be answered through the research:

- To what extent are strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE?

- What is the impact of the leadership behaviour in the strategy execution process for enhancing service delivery?
- What are the organisational factors related to the effective strategy execution at KZNDAE? and
- To what extent are public leaders and managers gaining support from other stakeholders during the strategy execution phase?

## **1.6 RESEARCH PHILOSOPHY AND DESIGN**

The research methodology specified how the study was undertaken to accomplish the study objectives. The theoretical context forms the foundation on which to base the empirical study, suggests Mouton (2001:92). The indication is that there are different views of the world with various processes that function within it, and are part of what is identified as philosophy. Insights are drawn from the research paradigm that used multiple research designs to explore features that characterise this study, namely: Interpretive Paradigm, Positive Paradigm, and Deductive Reasons (TerreBlanche and Kelly, 1999: 472).

The quantitative study is imbedded in the Positivist Theory, while the qualitative study is entrenched in the Interpretive Model. According to Reeves and Hedberg (2003:32), interpretivists believe that there is no precise method or specific technique to knowledge. These authors state that the interpretivist application indicates that it is significant to put inquiry into perspective, since there are no exact or inexact philosophies. It should instead be effective according to the study focus. TerreBlanche and Kelly (1999: 483) uphold the view of the understanding of the world from an individual perspective that should be explored.

According to Kaplan and Maxwell (1994: 50), a qualitative study approach is frequently subject to individual interaction over a recurring period among the scholars and the clusters of audience. Though positivists perceive the expression of deciding that it would be in the people's best interests, interpretivists circumvent fixed measures, and adopt a more personal and flexible research approach that stimulates societies' network.

Authors Lincoln and Guba (in Denzin and Lincoln, 2000: 8-18.) maintain that interpretivism is not a particular model, and it is diverse paradigms that are associated with quantitative research. Therefore, interpretivism is focusing on knowing the situation from a particular point of view, such as questioning that depends on a particular rapport among the scholar and topics. Consequently,

qualitative methods are established towards finding the procedure with greater validity and not much about generalisability, whilst it is more focused on insights of the study problem in its distinctive perspective.

Qualitative research, on the other hand, is viewed as subjective by different people who can view the truth differently, suggests Brynard and Hanekom, (1997: 129). In general, study preference is measured by adherence interpretations of the accounts on the study route, analysis of statistics, and problems faced; undertaking the study in a structured approach and focusing on the data analysis, reports Mouton (1996: 142). Author McNabb (2013: 120) urged that a qualitative study endeavours to discover how individuals observe their real lives. The researcher studies a problem, collects information, analyses statistics and makes findings using the outcomes to effect societal transformation.

### **1.6.1 Research Philosophy**

Authors Miller and Crabtree (1999: 10) view the structure wherein the study contains values and the experiences of people (Ontology), the philosophy also describes the study (Epistemology), and in what way the information might be increased (methodology) to bring about changes in the nature of study approaches adopted the public management discipline. Philosophy provides the broad viewpoints of theoretical thinking, and a method of understanding. These are main divisions of philosophy that are important in the sciences, and serves to illustrate the differences between them with features from another.

The essential variance concerning qualitative and quantitative studies is based on the purpose of study validation, and not approaches as structures. Scholars base their effort on specific theoretical viewpoints, and it might be inspired by particular or several paradigm(s), subject to the type of study undertaken. Subsequent to discussions, the theoretical expectations of this study emanated largely from Interpretivist research that understands and interprets the meanings in human behaviour, rather than predicting causes and effects.

Interpretive approaches provide a better opportunity to deal with matters of effect and influence, and to question “why” and “how” specific scientific sequences are produced. However, the aim of the interpretive method is to contribute towards the knowledge and perspectives of the matter under review. Therefore, it is evident that Ontology notifies the approach about the natural surroundings

and what ought to be researched in a study method, while Epistemology describes the approach about the type of empirical information to be sought.

### **1.6.1.1 Ontological method**

The ontological method has numerous realities, which may be revealed from social relationships and significant engagements. The first division is Ontology, which is concerned with what essentially occurs in the domain where people could obtain information and understanding. It deals with the situation of authenticity, and is a system of faith that reveals an understanding of an individual about what constitutes a fact.

To illustrate, Ontology relates to the existence of particular practicality, which could be explored and experienced. Meanwhile, Ontology is based on the philosophy that representativeness is created inside the people's understanding, submits Moon and Blackman (2014: 1167-1177). Instead, reality is 'relative' according to how individuals experience it at any given time and place. It can realise in what way individuals understand their societal domains by means of regular practices, discussions and literature, while networking with others. These fictions could be recorded, including graphic portrayals.

### **1.6.1.2 Epistemological method**

Epistemology comprises all features of the validity, scope and methods of obtaining knowledge and understanding. It is substantial, since it influences how researchers structure their appreciative enquiry. Author Neuman (1997: 63) concurs with Henning, Van Rensburg, and Smit (2004: 17) in that the researchers primarily rely on quantitative data to ascertain human activities. The quantitative study texts ascertain three main categories of study as follows:

- Experimental study, which is research on a theory, societies, or circumstances that the researcher make a diagnosis about;
- Descriptive is the examination of model, human, or condition that the researcher identifies to some degree what has been established; and
- Explanatory study that encompasses the analysis of assumptions and stemming out of hypothesis from existing philosophies.

An exploratory study contains the qualitative approach, quantitative model and analysis supposition with descriptive studies that most often contains a mixed method. Generally, these types of studies are qualitative and quantitative, and are presently seen as two isolated scientific paradigms, suggests Burns (2009, 313-314).

By looking at the relationship between a subject and an object, one can discover the notion of epistemology, and how it affects on the research design. Objectivist Epistemology undertakes that reality exists autonomous of the individual mind. Objectivist enquiry is valuable in providing reliability. Constructionist Epistemology rejects the notion that independent 'truth' occurs, and is to be revealed. The Epistemological method involves the psychological preparations of explanation that is subjective in relation to societal perspectives.

The study method generally creates an understanding by coming into contact with actual natural life. Henning et al., (2004: 17), specify that Positivism focuses on finding predetermined deduction by theoretical processes. Subjectivist Epistemology relates to the indication of authenticity that could be articulated. The value of study is clarifying people's knowledge and understanding of their domain.

Stemming from Ontology and Epistemology as philosophical perspectives, their features focus on what is usually referred to as a human's situational view that has considerable impact on the appearances of reality. Both probable situational sights remain: objectivistic and interpretivist. The research may use elements from both interpretations, and views them as complementary to one another, submits Denzin and Lincoln (2000: 201).

### **1.6.1.3 Interpretivism**

Interpretivism is closely related to constructivism as indicated by scholars (Kaplan and Maxwell, 1994; Lincoln and Guba, 1985; Merriam, 1988). These scholars' assertion is to eliminate the partiality of the researcher, since the interpretive principle is usually differentiated with structural philosophies. The context perceives the location as created, understood, and practised by societies through broader shared structures, suggests Farzanfar, (2005:25).

In the situation of research, people build an understanding contained by the social situation. Such a study situation offers the researcher an opportunity to see, examine, comprehend the social practises, and collect and write the understandings through approaches such as participant reflection, numerous produced manuscripts and finally direct interviews in the context in which the study occurs. Myers

(2009: 8) highlights the study process as an approach of analysis that changes from the basic expectations to the study approach.

Differences in the study approaches and greatest shared grouping techniques are qualitative and quantitative. Brysman and Burgess (1999: 45) have a preference to use both qualitative and quantitative approaches, which are dependent on research and their organisational approaches. The qualitative survey has various knowledge rights, study tactics, reliable information and analysis of realities. Qualitative indications are based on reflections of the respondents, discussions and the scholar's observation and responses. Information comes through reflection of conduct, from discussions, recorded opinions or community papers, maintains Sprinthall, Schmutte, and Surois, (1999: 101-102). Though quantitative research presents data and findings represented by statistical facts, qualitative study presents information as communicative recitation with a difference of opinions to comprehend the phenomena, submits authors Denzin and Lincoln, (2000: 3), Hittleman and Simon, (1997: 31). In qualitative approaches, the scholar revealed the key instrument of data collection and analysis. Stainback and Stainback's (1988: 317) effort of quantitative study is to define, relate, as well as attribute interconnection.

Kaplan and Maxwell (1994: 66) highlight qualitative research as an inductive method. There is no generally accepted explanation of qualitative research, although its approaches to research is holistic. Although the researcher takes part in the situation and makes sense of the several explanations, several certainties occur in any given situation as both the researcher and the participants build their own representativeness, Merriam (1998: 49) notes that the greatest number of qualitative studies usually transform current philosophy. Qualitative research studies are conducted in a systematic and logical approach that may be simulated relatively easily by other researchers.

Insights are drawn from the research philosophy that used multiple methods that characterise this study, namely: Interpretive Paradigm, Positive Paradigm, and Deductive Reasons (Terre-Blanche, et al., 1999: 9). Furthermore, most qualitative scientists try to elude prior commitment to hypothetical paradigms before gathering any data (Yin, 2003:1-3). In the focal point, the scientist works within a theoretical context, and this tactic is known as deduction (Miles and Huberman, 1994:10).

According to Schwandt (2001:25), a qualitative study inclines to work with text rather than numbers. Interpretive enquiry, on the other side, is specific and well-defined in terms of epistemology. The scientist's stance towards reality is inter-subjective and emphatic. Numerous researchers such as Domegan, and Fleming (2007), Henning *et. al.*, (2004), and Denzin and Lincoln (2000) contend that

shared insights of qualitative research suggest the importance of findings rather than agreement. Therefore, what has been explored in the study may add value on future studies and the consequent decisions and actions.

### **1.6.2 Research Design**

The study attempted to integrate strategy execution to a broader public service strategic management process in KZNDAE to improve organisational performance. Therefore, the research design, which is the framework, informed the manner in which the study was to be conducted and focused on the 'end product'. It depicted the main approaches of the study such as the models, procedure, and research tools in an effort to address the research questions. Mouton (1996: 175) and Yin (2003:19) view the research design as the strategy, arrangement and implementation of the study to make the most of the validity of the outcomes or findings.

The relationship between the study problem and the research design is critical where data was obtained. Furthermore, in empirical studies, an examination of the theoretical perspective of the public sector organisation can complement the strategies by filling gaps in services, technological know-how on chosen approaches, including the mixed method research design because of its ability to utilise multiple sources of information, submits Yin (2003:3) who emphasises the inclusion of documents, interviews, observation, and questionnaires. The rationale of the study was to develop a conceptual model that would be effective in strategy execution in the public sector.

Research methods are critical aspects of the procedure, as defined by the rationale of the study. The study reflected research methods that were selected as dependable with the nature of the problem. In this study, the methodology involved examining the strategy execution in the KZNDAE. The research methodology was dealt with in some detail in Chapter Four of the study.

### **1.7 POPULATION AND RANDOM SAMPLE**

This research study was located and conducted in the KZNDAE. The key participants in the research were public servants at different levels of the service and beneficiaries of Department's services through organised agriculture formations in communities. This was imperative to ensure that the study captured the experiences of production staff and recipients of services. In order to reach a sample size of 280 participants, 20 Senior Management Services (SMS) members were interviewed

out of 50 SMS Services members, 80 Middle Management Services (MMS) members out of 590 MMS members, and 120 Production Staff, as well as 60 service users (beneficiaries) in total.

The respondents were selected randomly from a large population of 50 Senior Management Services (Head of Department, Deputy Director Generals, Chief Directors, Directors), 590 Middle Management Services (Deputy Directors and Assistant Directors), and 2070 Production Staff members who are involved in the “coalface” in the execution of strategic plans. There were 60 community members in the UMgungundlovu District Municipality who are the recipients of the KZNDAE services over past 60 months, who informed the study respondents.

Sampling is a scientific procedure of choosing people, suggests Neuman (1991: 208). Bless and Higson-Smith (1995: 96) indicated key concerns in the selection of the sample, that is, to decide on the best acceptable extent of the population. Welman and Kruger (2001: 64) view values that assist in the selection of the extent of the sample. A random sampling process was used to ensure ease of access to obtain unbiased results on a population being surveyed. It is often preferred in conducting a research or surveys in the large population. The researcher cannot be able to interview or send questionnaires to everyone in the population, hence random sampling was preferred to achieve unbiased results in this study. The benefits of using random sampling methods are to ensure that results are impartial, and is deemed an efficient way to obtain information that all respondents have an identical opportunity of being selected out of the population.

The organisational audit reports were used to identify trends of the periods ranging from 2009/2010, 2010/2011 and 2011/2012 as some issues emerged that are still prevalent, as reflected in the 2015-2016 Auditor-General’s report. Neuman (2000: 251) points out that the scientist arranges aspects of the study to allow easy flow of information. Authors Welman and Kruger (2001: 170) maintain that scholars cluster the similar features and arrange the study tool accordingly. Further to this discussion, Neuman (2000: 265) concurs that scientists must arrange questions to reduce the uneasiness and misunderstanding of respondents.

Dalton (1991: 136) indicates that data collection is based on the tools and procedures that was explained. Data collection was through a self-designed questionnaire involving the quantitative method. The information could only be provided by the senior management who have been involved in the successful execution of strategy. The data collected in the questionnaires was analysed using descriptive statistics and other relevant statistical analysis through the use of the Statistical Package for Social Scientists (SPSS) under the academic guidance of the supervisor and promoter of the study.

Data collection involved questionnaires and in-depth semi-structured interviews to establish significant relationships further to the quantitative part of the study. The information collected was complemented by the researcher's notes that resulted from direct observations. These interviews were conducted with a stratified sample of the leadership that represents strategic management. Transcripts of interviews were made available from the tape-recorded interviews and presented to be part of the participants' views to verify their validity. These transcripts were coded and analysed using content and thematic analysis, as defined by Creswell, (2014: 58).

## **1.8 FACTOR ANALYSIS**

Factor analysis is a valuable instrument for exploring variable relations for complex views, such as the socio-economic position. The aim of factor analysis was to analyse these outlines of responses in the study. Since factor analysis is an explorative analysis, it does not differentiate between independent and dependent variables. These signify a particular score for each individual on the factor.

## **1.9 ETHICAL AND LEGAL CONSIDERATIONS**

The researcher required the necessary permission and right to use the KZNDAE to conduct the research, and thereafter to the individual participants. Whenever a research study is conducted in an organisation, it is essential to acquire a gatekeeper's letter from the executive authority. It was vital to follow the approval process of the KZNDAE. Approval to conduct the study within the KZNDAE was sought and granted by the Head of Department. The scientist individually safeguarded the information in order to ensure confidentiality. Thereafter, the researcher invited senior managers to participate in the study, but the senior managers had the choice to accept or decline their participation. Guarantee was given to the senior managers that the study results would not have any undesirable results to them, as participants and anonymity would be upheld.

There was no risk to the participants who were chosen for the study based on organisational positions and experiences within the organisation, and their willingness and preparedness to participate in the study. In this regard, Silverman (2000: 201) alerts the scientists to think of the participants, since scholars are in the participants' confidential scope. Furthermore, Creswell (2014: 304) asserts that it is the scholar's responsibility to observe the participants' legal rights and values. Miles and Huberman (1994: 429) highlighted a few issues that researchers should reflect on when questioning participants. Silverman (2000: 201) maintains that the connection between the scholar and participants should

reflect educational features. Therefore, suitable phases should be observed ethically so that participants' privacy is maintained when conducting the research study.

The following are noted in the study:

### **1.9.1 Informed Consent**

Respect for people entails that the perspective of the study must be explained, and the participants must be informed to give their endorsement. It addresses the purpose and procedures of the research, and a description of possible risks or negative consequences. It is one of the means by which the participants' right of autonomy is protected through self-determination. The respondents were informed of the likely duration of the study, and the required commitments of the participants. The informed consent required that research participants be informed about their role in the study, and that they be allowed to give their written consent for participation.

### **1.9.2 Harm and Risk**

The two questions the researcher needed to think about in terms of risk and harm were:

- i) How likely is harm to occur?
- ii) How serious might the harm be?

From the foregoing discussion, it can be said, that harm may in research, include subjective assessments like embarrassment and anxiety, which are clearly difficult to either envisage or to manage. Researchers are to explain risks, and how likely and severe these might be, and researchers must listen to people's views about what concerns them.

### **1.9.3 Honesty and Trust**

There was strict adherence to ethical guidelines and principles, values and credibility of the research conducted with the participants, and as such, this was done in accordance with the University's policy for postgraduate research and the University's ethics policy.

#### **1.9.4 Confidentiality and Anonymity**

The researcher maintained confidentiality and anonymity of the data collection in the study. The researcher respected the issue of informed consent in the research. According to Ritchie and Lewis (2003: 67), the focus is on these issues in relation to qualitative research, and the ethical principle is integral to the societal beliefs. Author Van den Hoonaard (2002: 8) indicates that confidentiality in the research study may be argued, since results of the study would be presented. However, the researcher did ensure anonymity among the participants. Confidentiality and anonymity were linked to the research methods employed in the study, as highlighted by Smyth and Williamson, (2004: 28).

#### **1.9.5 Voluntary Participation**

Voluntary informed consent is usually known as a condition for scientific study relating to human beings. Despite all the precautions, quantitative and qualitative empirical research have their complex issues relating to communication of data, understanding, decisional ability and voluntary participation. However, no one was forced to participate in the study, and participants were given an opportunity to withdraw at any given time, should they so desire.

#### **1.10 LIMITATION OF THE STUDY**

This research scientifically examined the relationship between internal and external organisational factors, as well as the strategy execution by conducting a case study analysis. With a single provincial administration department as a case study, there was an opportunity to gain valuable, comprehensive and in-depth information. The limitation of this approach however, is the issue of generalisability, and determining the extent to which the findings from this study relate to other public service departments. This issue was considered at various stages throughout the observation period, and was addressed further in this study.

#### **1.11 SIGNIFICANCE OF THE STUDY**

The significance of the study was built on the view of supporting the Government's Programme of Action, and initiatives to build a public service capable of delivering on its pre-determined strategy goals and improving service delivery overall, as was the case in KZNDAE. The research was conducted to close the gap between strategy development and strategy execution by examining the organisational factors that affects strategy execution in KZNDAE. By exploring the organisational

factors and appropriateness of strategy execution in supporting KZNDAE, it could be improved and a value-added service could be provided. The improvement of organisational efficacy could be raised through the application of a proposed model for KZNDAE, as put forward through the study.

In light of the contribution made by KZNDAE in supporting Government's POA and empowering communities with critical knowledge and skills for agriculture services and environmental management services, the outcomes of the research could provide tangible insights regarding the distinct degrees to which organisational factors are linked with successful strategy execution. This study therefore, focused on the pertinence of effective departmental structures that support strategy in the KZNDAE in order to develop an effective strategy execution model that could contribute to enhanced and improved service delivery in this context.

Providing a well-developed strategy that informed the direction of the organisation, but lacking in the direction by leadership is one of the key hindrances in the realisation of strategic goals, argues Carter and Pucko, (2010: 210), as is emphasised in the public service in the present era. The study could help public service managers to identify the inhibiting and contributory factors to effective communication in strategy execution in order to realise pre-determined strategic objectives. The lack of a comprehensive strategy execution approach is mostly highlighted by various researchers, asserts Alexander, 1985 and Noble, 1999a. The key question is centred on ensuring that strategy through pre-determined goals are realised. This focal point gave rise to this study, specifically applied to the KZNDAE.

The application of the proposed model to execute the strategies for KZNDAE would assist the organisation to pursue effective implementation of its programmes and deliver continuous improvements in service delivery and organisational performance. It is submitted that the application of the effective strategy execution model could contribute to improved service delivery and performance of the KZNDAE specifically, and possibly the public sector organisations at large. Consequently, the research outputs would assist leadership and managers implement corrective measures that can enhance effective strategy execution in the KZNDAE in particular.

## **1.12 OUTLINE OF THE RESEARCH**

This study attempted to examine strategy execution in the public organisation. The study brought forward the gap between the public service strategy planning and execution faced by the public servants in terms of service delivery. In addition, the study looked at the correlation between

organisational features and the strategy development processes. Despite the rationale for strategic planning, the key challenge is involvement of executive authorities to involve middle management levels that execute the strategies. Ultimately, the study sought to offer recommendations for implementation to the stakeholders in the public service.

### **1.13 CONCLUSION**

The rationale of the study was introduced in Chapter One. The value add of the research was presented and explained. The purpose and objectives of the study and the methodology, significance and limitations were discussed. The introductory chapter covered the overview and outline of the entire research study, as a synopsis and outline of the work that was undertaken. The strategy execution requires commitment, accountability from all the employees, users of KZNDAE services, and political goodwill from the leadership. Strategy execution is the key towards guiding the public sector organisations into the envisioned future, and in determining the success or failure in shaping the developmental focus. This study therefore, explored the challenges alluded to earlier in the chapter affecting the strategy execution.

## CHAPTER TWO

### THEORISING STRATEGY IN KZNDAE WITHIN PUBLIC POLICY AND PUBLIC ADMINISTRATION PERSPECTIVES

#### 2.1 INTRODUCTION

South Africa as a democratic country, is being ruled by law, which prescribes the “what” aspect of public administration and the “how” it is assigned to administrators or officials. Policy-making now, more appropriately, simply describes the development of organisational policies. Some policies appertain at the highest levels and are essential elements of the organisation's strategy. The policy process involves various stakeholders to the situation that they interact within given set socio-economic aspects to address a problem faced by society. Public policy such as legislation, rules and regulations of the country are key determinants for fulfilling the mandate for service delivery, submits Coetzee, (1988: 16). The public policies are diverse fields, which contribute towards strategic management to enhance service delivery. Authors Townsend and Gebhardt (1997: 159) and Osborne and Gaebler (1993: 146) maintain that effective organisational performance is based on the frequent assessment of progress towards pre-determined performance targets. Therefore, the formulation of effective public policy should impact positively on service delivery.

Public policy such as legislation, rules and regulations of the country are key determinants for fulfilling the mandate for service delivery, submits Coetzee, (1988: 16). The public policies are diverse fields, which contribute towards strategic management to enhance service delivery. Authors Townsend and Gebhardt (1997: 159) and Osborne and Gaebler (1993: 146) maintain that effective organisational performance is based on the frequent assessment of progress towards pre-determined performance targets.

This chapter analyses the relevant literature on public policy development and application. It also provides definitions of strategic management, and outlines an overview of the strategic management models. The discussion resonates with the *locus* and *focus* of the study, and within the context of the paradigm of public administration.

## **2.2 TOWARDS A PUBLIC ADMINISTRATION PERSPECTIVE**

Public Administration as an all-encompassing term defines the expansion, application and study of government policy, asserts Townsend, et al., (1997: 159). It sought to enhance public needs by establishing whether public administration is functioning well, and that the services are effectively delivered according to pre-determined goals of the state. According to Fox, Schwella and Wissink (1991:16), public administration in the organisation focuses on procedures functioning within the public sector with the aim of assisting in the development of suitable administrative policy and effective implementation thereof.

Administration practices are centrally concerned with the government policies and programmes, but public senior managers are the “guardians” of delivering the services throughout their work (Cook, 1998: 225-230), and to render effective levels of service delivery in all parts of its administration. Coetzee (1988:18-20) asserts that public administration is working with the parliament and people to advance public support and funds for government programs, establishing and reviewing structures, guiding and organising personnel, providing leadership, communicating, designing work methods and procedures, assessing performance, and other functions executed by administration officials and administrators. It is the implementation part of the government so that pre-determined goals and objectives be realised.

Authors Osborne, et.al., (1993: 146-147), urged that administration as a process depends on the cooperative effort of its people who are working towards common goals to make up the administrative institution. To add further, Cayer (2003: 1, 32) reflects that public administrators are affected by political power relationships and are accountable to numerous authorities and the general public. The questions can then be asked; What are problems that affect the application of public policy by the public sector organisations? What are the challenges confronting South African public administration? Naidoo (2004: 210) asserts that, the public organisations’ focus is on cooperation with key stakeholders.

Authors Kuye, Thornhill and Fourie (2002: 5) view public administration as the disciplined field of sophisticated research related to performance, methods and procedures of the activities of government administration. Author Jun (2002: 45) reintroduced new interest to be more scientific in analysing public administration. The author is also of the view that other types of research ought to be undertaken to effect improvements thereof too. According to Cayer (2003: 39), internal human relationship and the environmental factors generate the changing situation for government services.

Furthermore, Peters (2003: 35), indicates that public governance is part of the public administration discipline that is appropriately distinguished.

Author Hanekom (1996: 10) views the administrative processes as those processes that relate to the policies of public management of a government department, goods and services, utilisation and maintenance of human resources and organisational structures suitable for the execution of government policy, amongst others. Author Horwitz (2006: 48) assents with Hanekom's statement, that all organisations have a strategic policy, but the author also indicated that there is a difference between those organisations, which are able to execute their strategy, and others that are failing to accomplish them for work efficiency gains and the accomplishment of the service delivery mandate. Despite the historical facts, public administration deals with the delivery of the public services. Mfunisa and Dzengwa (2007: 767) indicate that specific administrative functions have been set as a foundation for training and developing public managers, especially since various critics levelled the weakness and lack of skills in public administration practices in the current era. Coetzee (1988: 16, 45) upholds that the practice of public administration is to carry the mandate towards the realisation of Government's Programme of Action so that it will be accessible to every individual, and not subject to competition. Author Cayer (2003:10) concurs with Coetzee that private organisations differ on the type of services delivered.

On the other hand, Naidoo (2004: 210) views the South African Public Service as the cooperative system where stakeholders are participating in order to deliver effective services. Authors Ayande, Sabourn and Sefa (2012: 56) urged that public administration is the central responsibility of public officers and public managers, who interpret public policies into strategies and in relation to Government's Programme of Action.

The Public Service is a civil service, which renders services to the public. In the study, the term "Public Service" is used interchangeably with "organisation", "Public Service Department", "Government Department", "Provincial Department" and "Civil Service" in the context of this study. In fact, the notion of the public service would encompass the provincial and national government departments. The word "public servant" was used interchangeably with "civil servant", "public official", "employee" and "worker". Perry (1993: 9) views staff as the "lifeblood" of company revenue. The Public Services Act, 1994 as amended, defined the public servant as a person who holds a post on the Public Service fixed establishment. Based on the definition in the Act, the public servant is an employee, public official, and/or worker who is employed full-time by the Public Service.

The recent Public Service Regulations, 2016 gives the Director General (DG) or Head of Department (HOD) executing power to strategically lead and manage the government departments effectively. It follows then, that the Minister and/or Member of Executive Council (MEC) together with the Head of Department (HOD) are those who have powers to lead strategic planning, and determine the number of staff members who are required for both key services and administrative services as part of their functions. Following on this discussion, Fry (1989: 78) indicates that the government administration has political and administration components, as well as the sub-components, which are not essentially in the private sector. Coetzee (1998: 45) further revealed that public administration, amongst others, focuses on policy development and management of activities involved in the organisation, which find expression in rules and regulations. It follows then, that policy interventions must be aligned with Government's financial circumstances in order to address key challenges. The public administration perspective brings two streams of executing authorities in public management, namely, political leader and managerial leader that significantly separates the political and administrative extents of the public sector.

### **2.3 LEGISLATIVE FRAMEWORK GOVERNING THE STRATEGIC INTENT**

The existence of public service departments is drawn from the legislative mandate, submits Minnaar and Bekker, (2005: 120). The KZNDAE executes the concurrent functions (agricultural development and environment management) as legislated in the Schedule 4 of the Constitution. The Public Service Strategic Framework offers the foundation for executing the government interventions aligned with the public service department's resources. Furthermore, executive authorities including heads of departments and senior management leadership are required to provide a clear 'roadmap' for implementing individual policies, as reflected in [www.sigmaweb.org/publication](http://www.sigmaweb.org/publication) in relation to service delivery.

The annual performance plans in the government department provide programmes contributing towards Government's Programme of Action. The plans need to be supported by adequate resources including monitoring and evaluation. According to the KZNDAE, the main component of the strategy execution process is agricultural development where farming development plans are incorporated into the strategic intents. The legislative framework governing the strategy was utilised to guide this study in order to establish the effectiveness of strategy execution.

### **2.3.1 Constitutional imperatives to enhance service delivery**

The Constitution of the Republic of South Africa, 1996 gives direction towards the three spheres of government as a democratic country upholding morals, values and good behaviour. The Constitution is the highest Act of the country and no other law or government action can supersede it. Section 197(1) provides for the establishment of the public service within public administration to implement day-to-day government programmes. Every public sector organisation is affected by the legislative framework, which takes the public's interest into account.

Chapter 6 of the Act defines the authorities and organisations of provincial government. Government departments are part of the public service mechanisms to become more skilled and capable to achieve Government's Programme of Action and quality public services that puts citizens at the core of its service delivery agenda. The provincial legislatures and executives passes bills by simple majority and each legislature elects a Premier to an Executive Council of ten members to administer provincial governments and determine policy. The Constitution provides a framework to enable other laws to be developed, and for government departments to develop and adhere to sound public policies and strategies.

The Constitutional values and philosophies paved a way to improve service delivery and effective organisational performance. The White Paper on Transformation set a foundation that indicates that public service transformation had become one of the essential priorities of government. The role of parliament is then, to pass legislation and to write the Constitution. All laws are passed by a simple majority in each house and extraordinary legislation, such as on financial matters that are introduced only by the National Assembly.

### **2.3.2 Public Services Act, 1994 (as amended)**

The South African Public Service Act of 1994 assigns powers and authorities to the executive authorities to develop and implement strategy within the set framework. The Act provides a legal mandate for strategy development by government Departments. The Act relates to public servants for the purpose of achieving efficiency services and for matters related thereto, and social-economic development programme of actions that impact on citizens. Author Cloete (1981: 34) urged that the Public Service Act promotes effective public administration in order to ensure that Government's Programme of Action was attained.

From the Public Service Act of 1994, strategy development is an essential determinant to improve service delivery. Based on the definition in the Act, the public servant is permanently employed by the Public Service. This gives rise to the deduction that leaders and public managers are focusing solely on strategic development rather than strategy execution, and this is what impacts negatively on the leadership aspects, posits Hitt, Ireland and Hoskisson, (2007: 384). On the other hand, Cloete (1981: 23) asserts that administration is to be established in all domains of human activity. Helao and Naidoo, (2016: 247-248) concur that public organisations have a mandate to implement public policy effectively. Authors Zitha, Sebola and Mamabolo, (2016:60-61) indicate that leaders are faced with the difficulties of delivering pre-determined objectives. The study of public administration is continuously informed by its consistent approach to service delivery.

### **2.3.3 Public Service Regulations, 2016**

Strategic planning is a key element of strategy execution in the public service organisations from South African Public Service Regulation perspective. According to Wauters (2017:13), strategic management involves resource managing, application and control and evaluation. These conceptions of management can be seen as part of the government transformation processes. However, the Public Service Regulations, 2016 gives effect to strategic management that provides a direction to the employee activities towards the achievement of specific goals. It also places emphasis on the performance management and development systems, which cascade from the strategic objectives into individual employee's performance plans. The performance management and development systems are aligning operational plans to strategy whilst re-aligning operational plans to employees and resources towards organisational goals. Each employee should enter into performance agreements in order they see their alignment to the strategy and contribution towards realisation of strategic objectives.

Strategic management is viewed as a significant management function in any organisation. Consequently, the Heads of Government Departments are required to embark strategic planning for their departments. Despite compliance to the strategic management framework as prescribed through the Public Service Regulations, 2016 and the Treasury regulations, service delivery targets as set out in these plans are often not attained. Bardill (2000:103) debates that Public Service Regulations in South Africa were partially due to failure of national state-dominated development strategies often termed as difficult and challenging. This also results in the under or over-spending of monies budgeted for the delivery of basic services. The study also analysed the intervening effects of

leadership involvement in strategic development and the reducing effects of stakeholders' uncertainty regarding the service delivery mandate.

#### **2.3.4 Public Finance Management Act, 1999 (as amended)**

The objective of the Public Finance Management Act, 1999 (PFMA) helps the public sector organisations to improve financial performance and execute judicious spending of monies within their strategic plans. The PFMA controls financial management in government in order to guarantee that financial affairs are effectively spent according to pre-determined strategic projects. Section 38(1) (b) of PFMA states that the Accounting Officer is the HoD who is responsible for organisation's efficacy. According to Wauters (2017:14) strategic development has added the prevalent currency in public administration management and it is viewed as a valuable mechanism for mapping future direction in changing public sector organisations' domain. Hitherto, the PFMA is also an important policy to guide responsibility managers about effective financial management in their areas of operations, including realisation of the Government Programme of Action.

Given that budgeting processes and allocation of funds in term of PFMA, but it is not possible to accomplish all government priorities within a fiscal year, financial planning is required through Medium-Term Expenditure Framework (MTEF) for budget forecasting. Public sector organisations over time have striven for an effective and efficient performance and productivity, thereby placing many expectations from both the financial management and administrative approaches. The analysis shows that a development of MTEF supports the Government Programme of Action and eliminates the misappropriation of public funds while increasing the value-for-money. Further, the Local Government Municipal Finance Management Act (MFMA) has been introduced into the third sphere of government in order to effectively manage financial affairs of the municipal governments, however the study is not focused on the third sphere of government.

In addition, public financial management systems need to be in place in order to produce the best strategic support, as well as step-by-step instructions for management of funds so that responsibility managers would not mess up with strategy execution and be held responsible for financial management. Therefore, the following section will discuss White Paper on the Transformation of Service Delivery, 1997, which is linked to the service delivery agenda.

### **2.3.5 White Paper on the Transformation of Service Delivery (Batho Pele), 1997**

The formative period of the South African dispensation, a multi-faceted development of investigation and discussions into policy culminated in the publication of the White Paper dealing with Service Delivery (Batho Pele) in 1997 (WPTSD). The central challenge relates to the complex policy process, which it embodies with government's major objectives on how to render efficient and effective public services (Luthuli, 2007: 1). A major common cause that the South African public sector suffers from is an inability to implement the predetermined objectives.

Government's purpose is to build a capable state which the White Paper on the Transformation of Service Delivery outlines the Batho Pele Principle (People First), as the ideal public service to deliver with excellence to all citizens; geared to eliminating poverty; inequality and unemployment. Therefore, it is imperative that government departments are obliged to consult with the users of public services when designing strategies and policies. The South African Public Service Commission-PSC, 2004: 3, 22) found that government departments were struggling to implement the Batho Pele initiatives.

### **2.3.6 White Paper on Human Resource Management, 1997**

The White Paper on Human Resource Management defines a public manager (1997: 19) as anyone whose main duties involves the responsibility for the working of state institutions. Public managers play a crucial role in developing public policies, and they are better placed to articulate strategic meaning, is the view held by Peters, (2005: 78). The White Paper Framework enables training and development of managers to facilitate their possible entry into the public service, where they can contribute to the efficiency of the public service. The guiding principles that underpins the transformation of the public service are among others, public service efficacy, for example; collegiality accountability and value-for-money (regarded as a statutory performance measure for all public sector organisations).

## **2.4 INSIGHTS OF SOUTH AFRICAN PUBLIC POLICY**

The South African Government had transformed its policies to eradicate the legacy inherited from a discriminatory system to a new dispensation of a democratic system. Public administration as an action is similar to the sciences, as it might be understood as a practice, submits Dhameja (2003: 1).

For this reason, South Africa's policy management allows for clusters as encapsulated in the Constitution. Public administration is also viewed as the basic purpose of management, as defined by Cloete (1981:58). In the South African context, the Constitution of the Republic of South Africa 1996 (Section 197) specifies that public administration should execute the set public policies. According to Chabane (2010), the process of monitoring and evaluation on progress of public administration can be defined as the amount of interrelated actions that are essential to be executed in public organisations.

Author Minnaar (2010:19) states key features in the public policy. Firstly, the public policy development is determined by people's needs and the ultimate objective is to deliver measurable services. Secondly, the practice begins within a definite situational context regarded by transformation, which influences the choice and nature of objectives that require them to be pursued. The rationale for the public policy development and implementation is to solve public problems and improve the people's lives through government organisations that are mandated to deliver services, submits Minnaar and Bekker (2005: 119). Relating to public administration, the objective and focus is on the requirements of societies, in particular, government's priority suggests that the needs of the people ought to be incorporated into the public policy and service delivery plans.

Public administration has rules, procedures, and systems that govern the public service and managers (Mutahaba, 2006: 274). In defining the 'how', public sector organisations develop different measures to enhance the legislation by issuing *inter alia* outlines, guidelines, instructions, guidelines and operating procedures. Authors Chiacchio and Motta (2016: 105-107) urge that the 'top-down' and 'bottom-up' tactics should be adopted under public service policy implementation. In addition, a substantial knowledge of identifying the social characteristics of transformation is crucial to a leader's success.

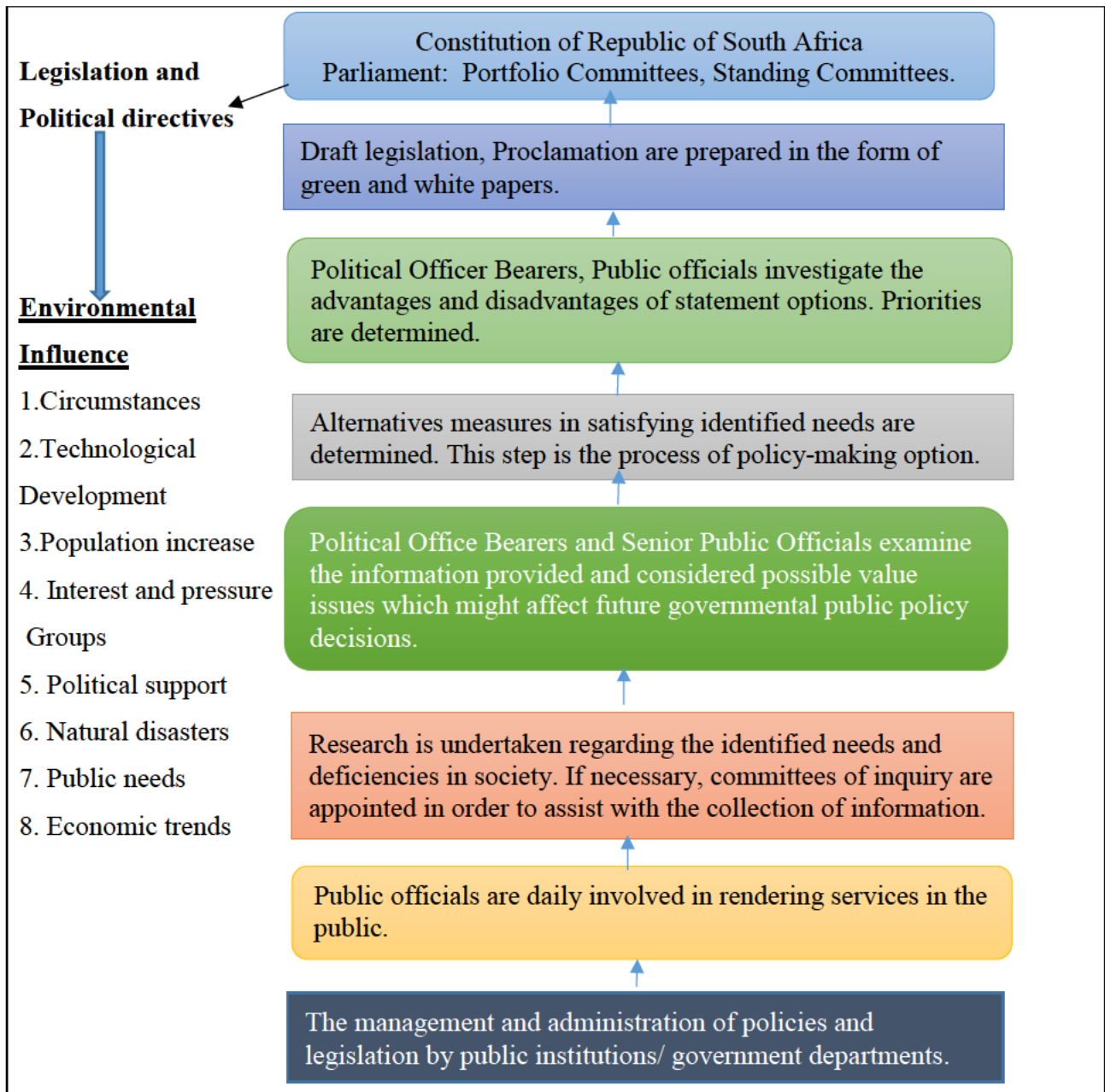
The South African public policy perspective takes place within a given political setting, submits Hanekom (1996: 5). Public policy administration is the application and managing of administrative policies based on expert analysis and the resolution of specific issues that normally have extensive impact on the citizens. The regular actions achieved by various employees at various organisational levels with diverse expertise, skills, behaviour and values are key to the understanding of the policy objectives, contributes Botes, (1994: 24). According to Jones (1984: 164), public policy is not easy to develop and the implementation is a multi-faceted process that needs all stakeholders to participate from policy to administration. The South African Government uses the cluster system that requires complex public service interventions.

The broad government policy is broken down into departmental policies that become the framework for measuring organisational performance, submits Kaplan and Norton, (1996: 10). Furthermore, Naidoo, (2005: 109) views that the slow pace of policy implementation by some public service departments can be attributed to the deficiency within the public servants' competencies. Therefore, leadership and management account for the progress, failure and success of the policy implementation.

Author O'Toole (2000:266) describes policy implementation as what grows between the development of a meaning on the part of government to start doing something, or to discontinue doing something, and the ultimate influence of government interventions. According to Brynard (2000:164), the realisation of service delivery depends largely on policy implementation, which is a crucial element of the public administration agenda. Mothae and Sindane (2007: 143) uphold Brynard's view that the public policies work to address different public problems and to improve the welfare of all people. Mutahaba (2006: 274) diverged with Brynard (2000:164) that the public service was faced with an unprecedented policy transformation and the need for improvement of service delivery.

Public policies are meant for attaining the objectives, which will lead to the realisation of the legislative mandate, highlights Minnaar and Bekker (2005: 120). The South African public policy process is located in the discussion in the following section. Figure 2.1 reflects the public policy development process that promotes transparency and accountability by policy-makers. Based on processes, the environmental influences are taken into account in order to be able to direct policy in solving identified societal needs through service delivery imperatives.

**Figure 2.1: Process of Policy Development**



Roux, (2002: 423)

Drawn from Figure 2.1, the public policy development procedure begins with the political awareness process, followed by public administration practices and to end off, with the execution of strategy. Throughout the parliament process, different sectors interpret the desires of societies translated into government policy. The process of public policy development is about making choices and selecting strategies. The processes include agenda setting, policy development, policy adoptions, policy implementation and policy evaluation. It must be evaluated to see the intended results, and to revise existing and future public programs and projects. Public administration is essentially referred to as the set of processes, structures, functions, methods and procedures. Public administration is the formulation, and particularly the implementation of public policy and the analysis of the strategies

and choices associated with that process. There is no clear separation between administration and politics in the development of government policy and public administration.

According to the Organization for Economic Co-operation and Development (OECD) in 1997, governance in transition in OECD countries was faced with inadequate resources to deliver effective services (OECD, 1997: 17). Furthermore, the South African Government is continuously faced with a challenge of increasing public service demands and inadequate resources to accomplish all its commitments. Equally, public policy is understood as a humanistic endeavour. The other critical point in this step of the policy process is to acknowledge the problem identified or a gap based on the needs assessment. Senior public officials and political office bearers (Ministers or Member of Executive Councils-MECs) scan the information in considering the effect of public policy processes. The pre-determined approach of public policy makes political participation and public policy inseparable. Therefore, the role of the state has to do with the wishes and demands of the people, and through the governmental practice, needs and demands, which are transformed into policy decisions, submits Hanekom, (1996: 5).

Despite research on policy development, researchers have begun to focus on public leadership as a point of focus, holds Narayanan and Zane (2009: 380). Every strategic decision may be evaluated in terms of political directives. Environmental influence affects organisational activity related to the strategic decision. The process is an association of actions related to the strategic decision when the external environment of an organisation changes. It is a powerful rhetorical device that frames issues in particular ways and augments instrumental reason; it operates to give expertise and rewards upon those who are 'strategists'; and its political implications reinforces a less independent organisation, but more influenced by the political and social environment of a process of policy development. The context is the environment wherein a strategic decision is developed and implemented. Therefore, the strategy of public organisations should be compatible with political priorities of a country.

## **2.5 THEORETICAL FRAMEWORK IN RELATION TO POLICY DEVELOPMENT AND IMPLEMENTATION**

A theoretical framework is used as a frame of reference to present building blocks for research methodology and effective strategy execution, is the view of Welman, Kruger and Mitchell (2005: 12 and 20). Further to this, Smit, et al., (2007: 30-49) identify the different public administrative theories and divide them into classical and contemporary theories. It is accepted that a theory should enable one to understand, explain and predict events within a specific frame of reference. Approaches

and processes relate to governmental practices that are intended to make it credible for public officers to perform their day-to-day activities.

The approaches and processes are developed by integrating various policies to guide the public servants in performing their duties, submits Afridi (2017:32). Policy-making integrates various activities that can eventually lead to public policy. No organisation's goals could be realised if they are not implemented, maintains, Kuye et. al., (2002:71). Therefore, Government's POA as informed by the people's requirements should be implemented.

Public administration has progressed over time with the increase in people's needs. The agenda for service delivery and strategy improvements are ongoing processes in order to satisfy people's expectations. The New Public Administration was also introduced to ensure that service delivery is kept effective, addresses current priorities, and is in fact driving pre-determined strategic objectives. The New Public Management was aimed at effective organisational design that will effectively organize functions towards driving strategic plans and increase effectiveness. In doing so, government's agenda for service delivery is advanced and a contribution to promoting the welfare of citizens is upheld. This in effect, contributes to the promotion of the value of life of all people as the essence of public administration.

Public administration could therefore, be viewed as governmental roles and the theoretical framework working on transforming policies. Public policy execution is a common phenomenon in South Africa's context, since the new democratic government of 1994. Government develops public policies to respond to the societies' needs and it a duty to serve. Within this context, Henry (2010: 27) indicates that a well-organised and empowered public administration will effectively be involved in the procedures and activities to carry out functions that fulfil its mandate. Authors Yang and Miller (2007: 13-21) urged that administration can also be linked to implementation of Government's Programme of Action.

Author Perry (1993) views the public servants as the 'lifeblood' of the public service as they implement the intent of public policies. Furthermore, the author urged that public policy is, by nature, of political dynamics, and as such, the policies and particular initiatives give effect to service delivery. The author also indicates that it is unusual for the executives (political heads) to give authentic assurance that existing public policies belong to them. It always opens an opportunity to develop new policies without considering transition from existing public policies or strategies to the new strategic focus. It is essential to conduct scientific research to increase empirical knowledge with regard to

public service dynamics. Therefore, the challenge facing the public servants is to serve succession governments with equal commitments.

### **2.5.1 Public Service approach to Policy Development**

The main focus in the public service approach to policy development, is finding an answer to the question of how the public organisation is going to accomplish the predetermined organisational goals. The South African public policy development process during 1994 highlighted a distinctive perspective to the policy-making process. According to Venter and Landsberg (2007:175), the challenge was complex due to the numerous policies espoused by the South African government that curbed service-delivery. Public policy is one of the focal points of public administration to deliver the services efficiently and effectively, submits Canfield, (2005: 29). The view of Brynard (2000: 180) concurs with the context for effective policy implementation, as one carried out by the public servants who constantly deal with daily tasks, clients, and one another. Brynard further views the administration as a practice relating to people functioning towards a collective sequence of actions.

According to Wallis and Dollery (1997: 247), the public service approach to policy development has an effect on the application and organisational model, amongst others. It is an approach to facilitate a product that enhances the classical model of value and distribution, which was the theoretical effect. In Public Administration, concepts of policy development are closely linked with Constitutional standards, in which political values play significant roles. Author Roux (2002: 418-436) indicates that public policy approaches should continuously reflect on the importance of the public. Furthermore, emphasis is on how public policies determine what the influence would be in identifying the desires of planned recipients, collecting of the essential information that would contribute towards decision-making, evaluation of choices to decide that which best addresses the problem, and the procedure of how specific policy content should be determined.

Authors Dziemianowicz, Szmigiel-Rawska, Nowicka and Dałbrowska (2012: 16) contend that the public approach to policy development is two-fold. One process, is where one needs to define the reality from the point of view of the actuality within available organisational resources and the environments under which a visualisation of the future will be determined. The second process, more innovative and practical, is about envisaging the prospect according to public expectations and an attempt to change the existing actuality to the state, that is the realisation of the vision. In the first and second process, the generated visualisation of the future allows strategic planning in relation to the whole public organisation. The authors' viewpoint in relation to public sector organisations, is that

the principle of key policy development is to set tactical and operational approaches that are viewed as strategic plans. The management process begins where the organisational goals, programmes or strategies are developed, which are anticipated to be executed in the context of the possible use of tangible and intangible organisational resources. It is related to both the preparation and constant making of decisions. Thus, strategic management in the public sector can still be viewed as the systematic effort to realise policy decisions and actions, which create and manage the organisation. At the same time, they answer the questions of both who is the public sector organisation, why it exists and what it does (Bryson 1988).

### **2.5.2 Classical Capital Approach**

The broader recognition of the classical period can be drawn back from Woodrow Wilson's essay in 1887, which indicates a study of administration of classical capitals, which upholds that the economy is always capable of achieving the natural level of ongoing production, and is the level of income that is acquired when cost-cutting is applied to resources. Wilson (1887: 209-210) argued further that public administration is a discipline of management, and should be isolated from political and policy viewpoints, and should solely deal with detailed and systematic execution of public legislation.

The setting up of public administration is where political scientists tend to interpret public administration as part of political discipline. Author Hood (2004: 191) expresses another improvement in the public administration debate as a policy-making method, since there is a focus on the policy reviews highlighting the responsibilities of public servants at organisational levels. Two groups during the classical period were the systematic management approach and the departmentalist. Collectively, these groups designed what was reflected as the managerial approach-of-the-day. They were pioneers studying the relationship between the government and economic activity. However, Coetzee (1988: 34) maintains that the growth of public organisations could be attributed to the strengthening of the discipline of political science.

Author Aminzade, (2003: 48) indicates the essential principle of the classical theory is that the economy is never constant. The classic theory of economic growth is based on the existence of an economic activity that generates a surplus. The success of the growth process depends on the reinvestment of this surplus. This surplus also represents the main source for government income. Classical economics were pioneers when explaining the connections among the three sectors of any economy: agriculture, the manufacturing sector and commerce (Smith, 1937). The author introduced that the manufacturing sector and commerce were also capable of producing profits. The first is the increase in the number of workers;

the second is the increase in efficiency of the workers; and the third is the accumulation of capital. The author explains this very clearly as this great increase of the quantity of work, which, in importance of the division of labour, the same number of people are capable of performing, is owing to three different conditions; first, to the increase in accessibility in every particular employee; secondly, to the saving of the time which is usually lost in passing from one types of work to another; and lastly, to the invention of a great quantity of machineries which enable and shorten labour, and empower one employee to perform the work of many.

According to Fry (1989: 2), the study was conducted mainly in private sector organisations. The author states that the Departmentalist method contributed to scientific management improvement and was acknowledged in Luther Gulik's publication. The Departmentalist makes use of the formal organisational chart and principles such as authority and unit of command in the organisation (Fry, 1989: 22). Consequently, the Departmentalist's predetermined general values depend on broad views organised from an accrual of exact observations, as is in the Scientific Management approach.

The merger of the dismissal of the political-administration contradiction and uncertainties around the significant contradiction shows that government as a policy-making system reflects public management to be both a science and an art. The politics in the administration's contradiction is precluded on both practical and normative approaches. Pragmatically, it is debated that bureaucrats are involved in politics and programme anxieties. Author Minogue (1998: 66-67) on the other hand, views the complexity required in the application of public programme, and both actions contain the bureaucracy in both policy and political processes. The classical method was perceived as a "power-driven" observation of people focusing on public administration.

Following the power-driven", Smith shows that natural values (theory) administer empirical values (reality). This is accomplished by defining actual values as market prices, which depends on the balance between the quantity supplied and the level of effective demand. As a function of provisional factors, market prices may be either above, below, or exactly the same as natural values (Smith, 1976:63). If the quantity of a commodity brought to the market exceeds the level of effective request, its market price falls below its natural value. In this case, at least one component of its value (profits) must be paid below its natural rate. The opposite takes place whenever the quantity brought to the market falls below the level of effective demand, maintain Smith (1976:65). Finally, when the quantity brought to the market meets the level of effective demand, market price coincides with natural value and capital movement ceases altogether.

The classical approach considers profit maximisation as a natural result of strategic development and classical theorists understand it as thoughtful, submits Whittington (1993, 2.) The advocates of this approach have their own views of what strategy is, how it should be developed, and it should be executed. The classical approach is established on the notion of rational planning and its approaches. For classicists, strategy is an important part of determining the future. Profitability is the ultimate goal and rational planning the means to achieve it, maintains Whittington (1993, 11.) The basic assumptions in the classical approach are founded on economics and military conceptions.

Authors Choo (1992: 42-49), Roberts (1993: 760-767), Mintzberg (1994: 38-39) and Sotarauta (1996) criticise the classical way of seeing strategy formation derives quite directly from the notion of rational economic man. Main deficiencies of classical approach include issues as *firstly*, poor abilities in conceptual and abstract thinking, i.e. the people involved have not been able to understand the complexities of development and the overall organisation and they have not been able to see things from different perspectives beyond the status quo. *Secondly*, managers lack time and knowledge to participate in the strategy processes coordinated and organised by specialist planners. *Thirdly*, a turbulent situation tends to make strategies quickly redundant, and in times of rapid change, this question is relevant because correctly innovative strategies are seldom designed in formal strategic management processes. Usually strategy development has been focused on strategic program design, in which current strategies and visions are shared. *Lastly*, complexity has often substituted transparency, and inclusiveness has replaced cohesiveness in strategic plans. Strategic development has therefore, been separated from the procedure of the strategy execution processes.

Strategy is practised to improve market and technological positioning, discipline labour, influence government policy from the notion of selected few for economic benefits. While Critical Theory offers considerable insight into the ideological and constitutive role of strategic focus in reproducing organisational and societal relations of power, it is somewhat limited by the lack of concern with the behavioural approaches. Disadvantaged groups come to accept and reproduce their position of subordination as they uncritically accept ruling ideas.

### **2.5.3 Behavioural Method**

The behavioural method pursued the logical positivity practice highlighting the functioning of models, the practice of efficient procedures of examination and generalisation of observed results, submits Fry (1989: 34, 39). Behaviourism was not concerned with a classical definition, but sought a government philosophy. The major thrust of the behavioural method combines a variety of

viewpoints. Public administration has to improve economic and social environment. From this perspective, it can be said that strategy can help to improve activities of public administration organisations that would be pertinent in both public and private sectors.

The behavioural method was required to change the ranked organisational designs supported by classic methods. The behavioural method maintained a number of changes required in organisational structures and designs. The behavioural method indicates shared decision-making processes (Bekker, 1996: 38), whereas the behavioural method highlights amount of variations in the organisational configuration and procedure, as it is focused on the more participatory decision-making process and employee-oriented style of management (Fry, 1989: 34).

Author Bekker (1996: 35) contends that the political situation was neglected when the behavioural approach was separated from the classical method. According to Bryson (2015), strategic development is not only geared towards creating efficient and effective public organisations, it is viewed as a process that enhances responsiveness to citizens by (a) facilitating citizen collaboration, and (b) generating consensus between core stakeholders in the public organisation on the strategic issues that need to be tackled with the subsequent strategies. However, in order to generate collaboration and consensus, managers need to think about, as well as design stakeholder participation during strategic planning processes. In line with this argument, public managers and leadership need to know whether participation during strategic planning is a component of effective stakeholder participation or not.

Given the conceptualisation of the connection between people and their behaviour, it is submitted that behaviourists and the system of government should promote employees' commitments. The gap has been identified between policy development and execution that needs to be addressed by the policy-maker and implementers, as outlined in the research study.

#### **2.5.4 The Collectivistic Approach**

Author Elbanna (2013: 428–437) urges that since strategic management was introduced into the public sector, there was a scarcity of research addressing both the theory and the practice of strategic management. The author also indicated that strategic management has undergone considerable adjustments to endure what was seen as its main shortcomings, such as inflexibility, ineffective participation of leadership, managers and employees who implement the strategy, and the need for

strategic thinking and creativity. There has been an increasing amount of research into strategic planning processes in public organisations in recent years.

Despite the prevalence of the processes of strategic management, the collectivistic approach (socialism) is the ideology where the state regulates the economy through financial organisations that operate as state entities, coheres Cloete, Wissink and De Coning (2006: 30-31). In an attempt to improve policy processes, these authors have designed various theories, highlighted as three generally distinguishable methods. The influence of Collectivistic Approach was presented as a collection of cost-effective and shared structures characterised by collective representatives of the means of production, as well as the administrative systems. Therefore, the 5C Protocol Model was introduced in theorising this research study.

### **2.5.5 Theorising the 5C Protocol Model for Effective Policy Implementation**

The 5C Protocol Model emphasises the role of public policy implementation, submits Brynard (2000: 178). It has significant growth in the development of public management science, concedes Klijn and Koppenjan, (2000: 2). The 5C Protocol Model has five critical variables of content, context, capacity, commitment, and clients and coalitions, as put forward by Brynard, (2000: 178-186 and 2005: 16-21).

Author Brynard (2005: 17-18, 178) determines that the contextual aspect is an important feature for policy execution and the institutional policy process. This development has led to an integrated management approach in the implementation of public policies (Klijn and Koppenjan, 2000: 2). Cloete et. al., (2006: 194), suggests that the 5C Protocol Model signifies the multi-faceted approach of the implementation of policies that direct foreseeable relationships among features. This gives expansion to the model, which has to follow expectations of policy development and implementation.

The 5C model encompassing essentially the following features were contextualised for the study, as discussed below.

#### **2.5.5.1 Content of the policy**

The policy network approach carries out the transformation of stakeholders' insights regarding the nature of social challenges and possible solutions. Policy application is vital for both public and private sector organisations. The policy sets out to realise the particular results (Brynard, 2000:179;

2005: 17). The relationship is informed by two important tactics: *Firstly*, policy goals, such as needs of clients that are satisfied in relation to the performance-related goals. *Secondly*, operating policies are formulated and aligned to support the intended organisational outcomes.

According to Cloete et. al., (2006: 1970), the content of the policy is essential not only in policy intent, but also in its purpose of the 'end result'. It is critical to find full support from all levels of the organisation when policy transformation is embarked upon, and this can be obtained if the Head of Department is well acquainted with the content of the policy and its importance. The staff should be involved directly and indirectly, and must have sufficient knowledge of the policy.

The policy content is usually planned in consideration of the broader perspectives of the public, governmental and lawful certainties in the organisation. In this regard, Brynard (2005: 649) highlights that in the South African dispensation, policy process has been undertaken through policy transformation, particularly during the years of 1995 to 1996 as a case in point. This policy review process was followed by transformation of public service delivery (1997 to 2003) that focused on policy implementation. The policy gaps cannot be separated from the understanding of the content and contextuality of the government in South Africa. However, policy implementation is still seen as moving at a slow pace, and not addressing the prioritised needs and expectations of the public at large. This is the reason for ongoing service delivery protests and discontent by the beneficiaries of public service delivery.

A study undertaken by the Office of the Premier in KwaZulu-Natal found that public policy management and public policy analysis skills are scarce and critical (KwaZulu-Natal Office of the Premier Strategic Plan, 2005-2010: 35). Therefore, this study acknowledged that these are some of the inherent difficulties in policy implementation that have been evident and understood as fundamental concepts regarding effective policy implementation.

#### **2.5.5.2 Context of the policy**

The context of the policy is defined as a broad arena of action, which is the crucial point for functioning of the Public Service. It is within this context, that Brynard and de Coning (2006: 181) report that the period following that of the White Paper focused primarily on the mandates of the proposed new policy in South Africa. The government considers the context of policy as a critical component of service delivery that is carried out by the public servants who constantly deal with the

users of government services (Brynard 2000: 180). Aligned to this view, Brynard (2005: 17-18,178) observes that the context of policy implementation is on the institutional policy process.

Considering the context, the policy is subjected to extraneous factors such as social, economic and political influences. The context of government programmes are basically managed within the administration processes but are also influenced by these factors. According to Lapin (2006: 24-25), the public sector organisations adopted strategies that are impacted by long-and-short-term objectives and commitment of resources to influence policy processes. In this regard, Pierce, Peterson, Jones, Garrand and Vu (2017: 13-14) argued that context of the policy should have features that are internally valid, broad in scope and subjected to practical assessment that may lead to theoretical enhancement. Authors Pierce and Weible, (2016: 22-23) have also explicated that the policy context should be guiding the public policy processes over objectives, technical and scientific information. Therefore, the impact on the context of the policy should have normative features to address policy direction, service delivery and overall strategy execution.

### **2.5.5.3 Commitment to the policy**

The commitment is related to both the preparedness and the aptitude of the role-players to effectively execute public policies and strategies, and to share Government's Programme of Action by all stakeholders, concedes Brynard (2005: 18). Without commitment from all the key role-players, the execution of the Programme of Action is an ideal concept, but unattainable in practice. Warwick (1982: 135) states that the organisational success is often dependent on the level of commitment by employees at all levels to perform their daily activities and working together towards a goal with dedication. However, some public organisations indicate that their public managers are committed to the execution of strategies, but there is an assumption that management's commitment and strong strategic management and leadership skills are severely lacking in most cases.

The commitment in the execution of Government's Programme of Action is an important subject. The South African Public Service reforms were introduced to illustrate the public servants' commitment in the implementation of government's agenda and priorities in relation to policy implementation that remains a challenge. As a result, a new government concept of the People's Contract was introduced in order to renew commitment to improving service delivery (Esau 2006: 51). The top-down approach is determined by policy-makers, while the bottom-up viewpoint is determined by content and capacity, submits Brynard (2005: 18).

Senior managers are commonly developing the strategies and making decisions on which plans to execute. Strategy execution is an essential part of strategic management that turns adopted strategy into results, submits Thompson and Strickland (2003: 365). According to Booth and Farquhar (2003: 15), the role of middle managers has an influence on the overall organisational performance, and they hold interphase positions in the organisation. Author Brynard (2000: 181) suggests two further facts are considered as important in effective policy execution. Luthuli (2007: 34) on the other hand, states that the major problem lies with commitment across functions and divisions that could both negatively and positively affect the execution of strategies. Authors Ahearne, Lam, and Kraus (2013) maintain that middle managers who are adaptive to strategies, are likely to mediate between the organisations' operations and strategies.

#### **2.5.5.4 Capacity of the policy**

The capacity to deliver quality public services is informed by the organisational system and processes and government strategies and priorities. The importance of strategic management outlining how government functions is performed within a given environment. A policy is essential to improve the skills requirements that contribute to the pre-determined goals of improving service delivery. Author Brynard (2000: 181,192) views capacity as both structural and functional with the ability to deliver the necessary service encompassing both tangible and intangible requirements to policy implementation. The author further proposes that wherever scarce resource occurs, transformation is needed to maximum results with less.

#### **2.5.5.5 Clients and coalitions to the policy**

The main emphasis of the clients and coalitions is the essential part of the policy development and implementation process. Customer-oriented service delivery is depicted through various policy and strategic initiatives introduced by the government through the influence of the Principles of Batho Pele. Such commitment however, is influenced by a number of features such as: personnel who are motivated, and know what is expected of them; employees that are happy and valued by the public organisation, and that the organisation contributes towards employees so that they may be productive. The observation in this variable indicated some resource constrains, submits Brynard (2005: 20).

### **2.5.5.6 Rationale for the 5C protocol policy**

Brynard's (2005: 20) descriptions of the 5C Protocol have been accompanied in the movement of theory and research on the public's role in policy-making. For this reason, the 5C Model's features are interdependent, yet distinctly signify the complex nature of policy execution. The link in relation to the commitment with other variables in the 5C Protocol approach is critical to all organisational levels where strategy execution processes take place, submits Brynard (2005: 18). Authors Mothae and Sindane (2007: 151) concur that the execution of policies in public organisations is the duty of public officials who need to understand them. Authors Gastil, Knobloch, Kahn and Braman (2016:970) view the context of the policy as the public who has capacity for thoughtful deliberations about their needs and government's agenda has the flexibility to integrate such discussions. It is therefore, important to link the government departments with their commitments through the delivery agreements with their strategic and operational plans that should provide feedback on the delivery agreements (RSA Guide to the outcome approach 2010: 53).

### **2.5.6 South Africa Excellence Model**

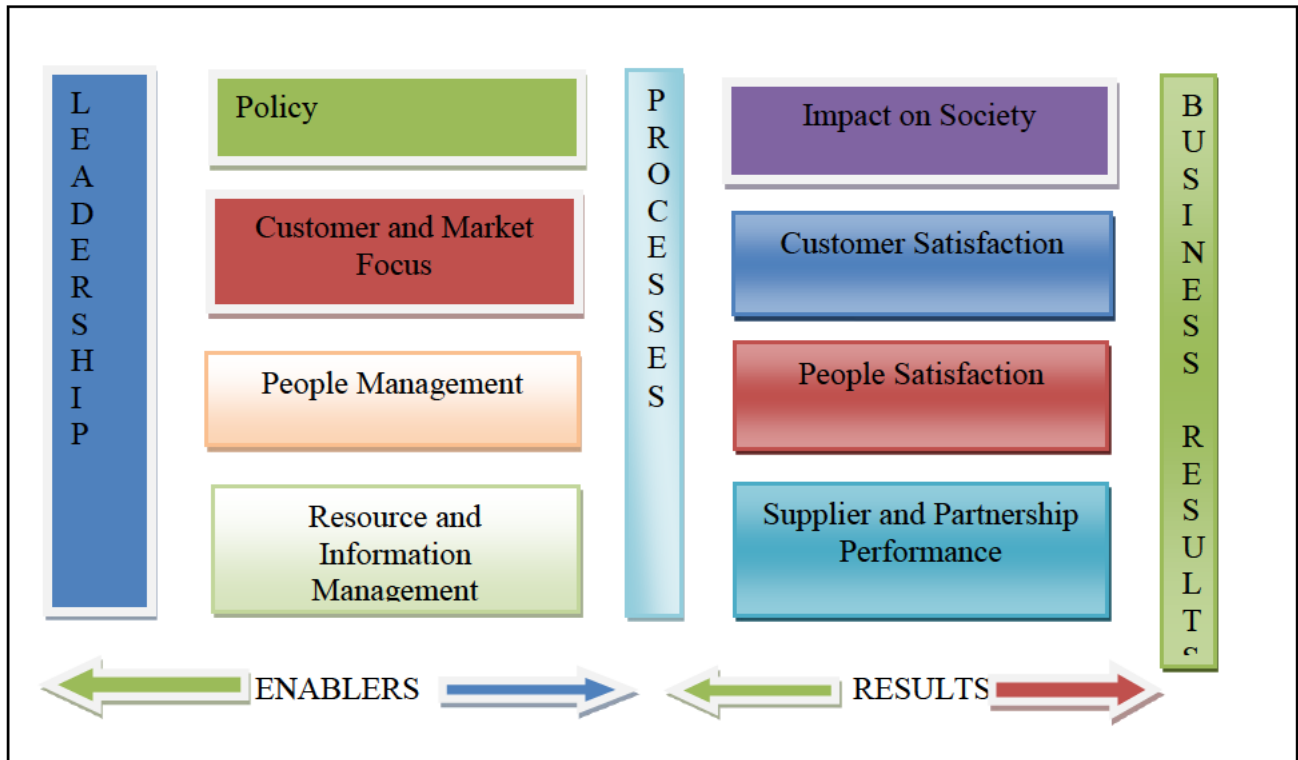
The South African Excellence Model was developed focusing on performance 'excellence' in the public sector entities due to the fact that public policy theories are not quite sufficient to explain the policies of developing countries, concedes Yang and Miller, (2007: 21). The South African government's new dispensation effort has brought the public's contribution and involvement into the budgeting processes, and the budget has focused on translating pre-planned policy objective and political commitments into reality-based service delivery, submits Reutener and Fourie (2015: 7,9). According to the PFMA, systems in public organisations requires transparent accounts and effective resources management that are crucial preconditions for the sustained economic growth, maintains Fourie (2016: 71). Ensuring that public sector entities and organisations fulfil their fiduciary responsibilities in accordance with the precepts of the PFMA is fundamental to good governance in public administration. Therefore, the business excellence model was developed focusing on private sector perspective in order to enhance productivity.

In this context, Berry (2001: 263) indicates that South African Quality Institute (SAQI) explored the available quality awards, and the model was developed in 1997 focusing on eleven criteria of performance 'excellence'. The model continues to be an evolving one and a broad learning curve for the South African public sector landscape in relation to performance 'excellence', and the level of

strategy effectiveness on the part of managers. The criteria in relation to this model covers the spectrum of the business environment, submits Strydom and Struweg (2016).

The 11 criteria follows in Figure 2.2 below:

**Figure 2.2: The South African Excellence Model**



Yang and Miller (2007: 21)

Drawn from Figure 2.2, the South African Excellence Model has three key pillars namely, leadership and processes with enablers and results. The leadership (100 points) focuses on policy (70 points), the customer and market (60 points), people management (90 points) and resource, and information management (60 points) and all these elements are viewed as enablers to the organisation, while processes (120 points) requires a working knowledge with in-depth understanding to be applied in complex public sector organisations. These elements have criteria that focus on effectiveness of the organisation. These are elements viewed as enablers and results that positively contribute to performance 'excellence'. The total points are pitched at a mark of 1 000 (at Level 1). Therefore, the South African Excellence Model classifies a situation, which links facts to patterns, whilst suggesting that more attention is paid to some matters and less to others.

The South African Excellence Model has much complexity and major conceptual shortcomings based on experiences from the private sector that are often transferred to public administration in practice. Gaining from the South African Excellence Model's perspective, an explicit element of policy allows

the strategy to be revisited and changed as circumstances change. Policy intent and effective policy implementation do not necessarily match, resulting in an organisational performance gap. It is a “private sector type” of an approach that assumes that the technology system is available to all senior managers, and that they are well-equipped to use information technology when they communicate, but most of public sector organisations lack effective technology infrastructure and information-sharing becomes ineffective.

Author Sindane (2007: 151) looks at policy execution in public organisations as the responsibility of public officials who need to understand the policy execution process. This reflects on the need to achieve better service delivery and requires a policy to give effect to the public service. The public policy discourse contributes towards effective public administration processes such as public financial management, improved delivery of goods and services, utilisation and maintenance of human resources, and organisational structures suitable for the executing government policy, adds Hanekom, (1996: 10).

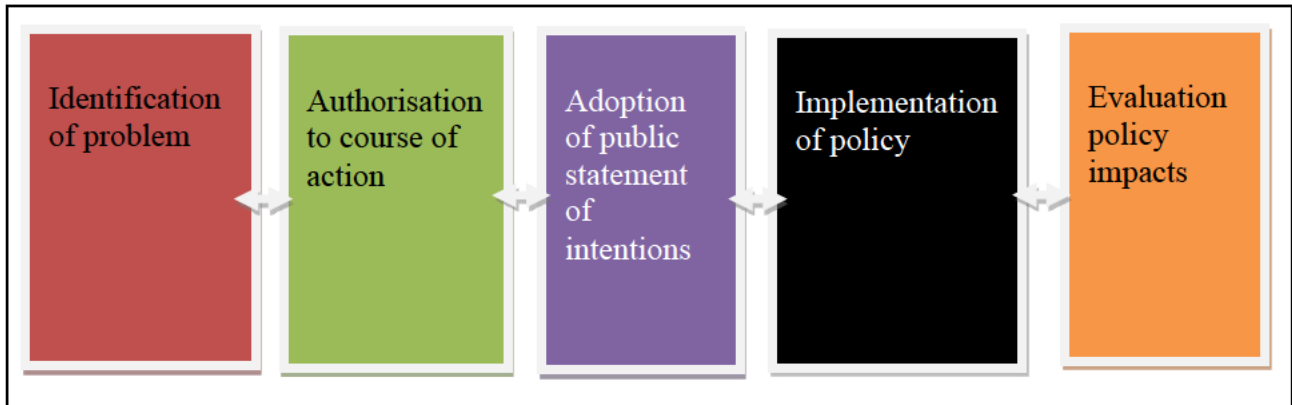
### **2.5.7 Perspectives of KZNDAE Public Policy Development**

The KZNDAE has regional offices in order to integrate its programmes and align them to Government’s Programme of Action. The services should be delivered in most appropriate levels that gives the public easy access to them. Despite the progress made on policy development, many public sector organisations have a challenge of turning policy into effective organisational performance. Anderson, (2006: 200) contends that policy development and implementation are neither a routine nor very predictable processes. Gumede, (2008: 167) concurs with Anderson that the policy emerges from public structures and practice.

The KZNDAE is an organ of the state and part of the government machinery. It is facing enormous challenges to accelerate utilisation of available resources. In the case of KZNDAE, the role of the political executive is to coordinate and have oversight of policy implementation, while policy decisions are most significantly based on the ‘mission statement’ and on appropriate values, maintains Dawson (1994:30).

In support of the preceding discussion, author Makinde, (2005: 65), views that there is little attention paid to policy development, and highlights the need to follow the Five-Phase policy processes in government departments, as reflected in Figure 2.3 below:

**Figure 2.3: Five-Phase Policy Processes**



Hanekom, (1996:52)

Drawn from Figure 2.3, which demonstrates the Five Phases for the Policy Cycle, public policy serves as an input into government through the Programme of Actions. Without a policy, nothing can be done in a specific situation, argues Hanekom (1996: 1, 4 and 10). The Five-Phase Policy process used for the improvement of controlling processes is characterised by a set of processes, which the policy-makers attempt to improve the governing of public administrative practices. In this context, five-phase policy process is a model defining the context of public policy processes. The objective is to make the policy serve better its purpose and the satisfaction of social needs as follows:

### **2.5.7.1 Identification of problem**

The public policy development is preceded by the diagnosis of a policy problem that warrants government attention. Brynard and de Coning, (2006: 180) views policy implementation as the multi-dimensional process, which is carried out by various public officials who are to translate policy into reality. It is particularly important to define policy problems in such a way that its extent and nature is properly understood by government policy-makers.

Problems that threaten Government's Programme of Action, service delivery and its Constitutional and legal responsibilities are key priorities. Each department is expected to identify and prioritise the development of policies that promote compliance with the legislation and successful execution of the government department's mandate; sound corporate governance, and to generally improve service delivery. Once a policy problem has been identified and defined, those who have vested interest in

seeing it resolved, have to advocate for policy-chosen solutions by generating sufficient interest to decision-makers and key stakeholders. This is referred to as agenda-setting; and placing the problem into government's agenda where top management feels compelled to attend to the issues.

Phase 1: As the first phase in the cycle, agenda setting helps 'policy makers' decide which problems to address. Types of identification of problems include general agendas that comprise all issues 'policy makers' consider worthy to be addressed within their authority. Here, 'policy makers' analyse problems and their proposed solutions in a specific time period. The decisions are taken, with a move to the next phase of the policy-making cycle. Author Martin, (2010: 3) finds significant coincidence in successful policy implementation through people who embrace difficult challenges, and continues to build an organisational culture that inspires work commitment on daily basis. The organisational culture is key to monitor and assess policy outputs and outcomes when policy change is embarked upon (OECD, 1999: 3). However, the main challenge in the public sector organisation is to develop a supporting culture that promotes ownership and accountability.

It is important that policy custodians generate credible evidence and analysis of the problem as the basis for policy solutions. It is on the basis that the policy addresses the problems that it is intended for, and minimises wastage and uncertainty. Once there is sufficient facts, the custodians can proceed to draft the proposed policy. The policy consultation processes with all the relevant stakeholders is initiated. Consultation seeks to solicit and respond to views about a policy proposal from relevant individuals and stakeholder groups. The unifying aspect of the public policy is the development and decision-making process.

#### **2.5.7.2 Authorisation to course of action**

Phase 2 deals with authorisation in policy formation, as solutions to problems are shaped and argued. This phase is characterized by intense negotiation between parties. Concerns might include budgetary issues or the protection of certain existing programs. Public policies are therefore, formed far more by the act of bargaining than by any other means. Policy formation is authorised to the course of action to move to the next adoption cycle. Once a policy problem is identified by officials, the management responsible must initiate a process to develop the necessary policy. The policy-maker authorises the act to ensure that the legislature will devote attention to solving a problem. The problems must be carefully defined and put into proper context with a view to understand, as well as frame its responses correctly. The problem must be of such a nature that it can effectively be resolved by government policy.

Consideration of the governing party system is representatively insufficient, and in effect, public involvement procedures are reduced by the selected areas and people, argues Gumede, (2008: 167). The executive and public managers are expected to document policy problems; identify gaps and, where policy development is identified as a need, prepare initial policy drafts for discussion. Mothae and Sindane (2007:146) view policy development as the thrust of any public sector organisation in that it relates to service delivery. Public policy relies on effective participation, which ought to be enabled by the government to adopt the proposal that becomes a public statement of the intentions.

Authorisation to course of action describes the challenges, which can arise when one person delegates the authority for decision-making to another and has different goals. Value is determined by an authorising environment that is permitting the institution to implement its policy objectives within available resources. Author Reddy (2016: 65) views that the authorisation to course of action has become a strategy, and that managers do not always perform in accordance with the expectations of the authorities and with that of public sector organisations. Moreover, employees do not always act in line with the policies as laid down by management. This authorising environment encompasses a multi-faceted link of participants frequently with unpredictable needs. To minimise this challenge, Reddy (2016: 66) suggests that management should develop procedure, process and systems to delegate such authority.

### **2.5.7.3 Adoption of public statement of intent**

Phase 3 involves the legitimacy of the policy, which means that the public considers the government's actions to be legal and authoritative. Once this happens, it is legislated, and can be implemented as such. The legitimacy of a policy is only as good as the willingness of citizens to accept it. The substantial standards of involvements are associated with democratic, transparent and fair processes. Through the adoption of the public statement of intent, the policy content sets the detailed objective and expected results (Brynard, 2000: 179; 2005: 17). Therefore, public administration is concerned with policy design and implementation of public programmes, and the management of organisations thereof.

Despite the public policy development processes, the prerequisite for adoption of the public statement of intent is to engage stakeholders to determine value associated with problems the policy-makers intend to solve. According to Reddy (2016: 66), public sector organisations operate in dynamic environments with diverse policies and strategic priorities that need to be implemented to address diverse public needs. Author Mutahaba (2006: 274) concurs with Brynard that adoption of the public

statement of intent and policy development are challenging, while making policy work is even more difficult and complex. Therefore, it is possible for people to reject policy if they view the legislation itself as unacceptable in some way.

#### **2.5.7.4 Towards effective policy implementation**

Phase 4: Policy Implementation is to put policies into action. Responsibility passes from ‘policy makers’ to policy implementers, and the policies themselves will be assessed, and may again develop further while this happens. Whether a policy succeeds or fails, it can often be traced back to this phase. The study of the public service is concerned with the detailed and systematic application of public law, which is closely linked with Constitutional standards and plays a significant role in shaping political values. Policy implementation then becomes a crucial activity that turns strategy into the achievement of public organisation legal mandates, asserts Hill and Hupe (2016: 288-290). The Head of Department and other senior management ought to provide direction regarding the comprehensive understanding to be applied in highly complex circumstances, since they are strategic leaders required to shape future policy reviews through recommendations to policy-making bodies (Cayer 2003: 38).

Author Naidoo (2005: 109) views that the slow pace of policy implementation by some government departments can be significantly attributed to a lack in leadership competencies. Authors Mothae and Sindane (2007: 151) concurred with Naidoo when they observed that the main implementers of public policies are not conversant with the requirements. Ehlers and Lazenby (2007: 213) supported Mothae and Sindane’s view that no matter how thorough the policy development process is, the implementation of policy is a key imperative to realise the objective of the policy. Many policies collapse or fail because of implementation, which is only considered at the end of the process, when the policy is already put in place. The study could contribute to the successful effective policy implementation, which focuses on leadership influences and on the organisational culture.

#### **2.5.7.5 Evaluation of policy impact**

Phase 5: Evaluation of policy hereto is to determine if the policies are effective in realising their planned goals. When determining the effectiveness of outcomes by navigating between the efficiency of a policy and its effectiveness. Assessment may occur during implementation or after the policy in question is finished. The results of the policy may lead to continuation, amendment or termination. When new issues arise, the policy-making cycle begins again, helping governing bodies to address

new and important challenges. Authors Reutener and Fourie (2015: 13) places emphasis on the importance of public participation as the pre-requisite for successful policy implementation, as it places the public at the centre of policy and administrative practices. The public policy-makers and policy implementers are specifically interested in the policy results, and the results are used as inputs into the rationalisation of policy for the future improvement. The contest of implementing public policies is also monitored and evaluated in order to determine their impact, submits Thornhill, (2009:39). This is a challenge because civil society is acknowledged as a key stakeholder, and is key to effective public policy application.

The policy and strategy execution could extend from months to years and could clarify key indicators and support over a prolonged period of time. Therefore, according to Thornhill (2009:39), public policy implementation capabilities are in this regard a requisite not only to foster effective public leadership, but also to facilitate successful policy implementation and sustainable development.

Finally, public authorities have been proved in many studies to lack the necessary competencies and capacity to implement public policies contrary to the powerful, competent and insulated bureaucracy characteristic of the developmental state. The study could contribute to the importance of monitoring and evaluation in order to improve the employees' knowledge-base of effective policy execution.

From the preceding discussion on the policy discourse in context of the study, the discussion on KZNDAE amidst the long-term strategic plan follows.

### **2.5.8 Contextualising the New Public Management**

Administrative transformation in response to governance challenges and administrative division of the public sector organisation is generally perceived as an embodiment of stability in at least two respects. First, regarding public managers who are appointed officials who serve elected officials (i.e. politicians). Second, regarding organisational structure, the administrative division of government is often perceived as an inactive machine, which is protected from competition and, as a result, from the pressure to transform. However, at last since the emergence of the concept known as New Public Management (NPM) in the early 1980s, administrations have been subject to transformations on an ongoing basis.

The NPM theory emphasises a post-modernist approach with emphasis and context of strategy execution practices to government departments to achieve improved efficiencies and overall

effectiveness in service delivery, submits Pollitt and Bouckaert, (2004: 100-101, 211). One of the challenges for public sector transformation globally is to reduce the administrative burden and review public policies that cannot be afforded due to fiscal pressure where government revenue could not cover expenditure and political pressure to transform the public sector, argues Pollitt and Bouckaert, (2004: 28). Author Hughes (2003: 56) adheres that common feature of NPM was corporatisation, which demands translating public entities into free standing enterprises. Therefore, the NPM is paving a way of improving public administration efficiency, since it brought another private sector technique, which entailed shaping products to be tested against the needs of the customers, maintains Chipkin and Lipietz (2012: 4-5).

Author Hughes (2003: 58-59) upholds that that NPM recognises the need of direct accountability between public managers and the public, as the NPM paved a way for public service efficiency. The NPM has also come under increasing criticism and the main criticism was its application, which was more privatised with individual values instead of common community ideals, submits Goodsell (2004: 151). The NPM theories are further characterised by two approaches: firstly, contract management, and secondly, the enhancement of organisational productivity, submits Lovell (1994: 9). However, it is a private sector approach that assumes that the technological system is available to all public managers, and that they are well equipped to use information technology when they communicate, but most public sector organisations lacked effective technology infrastructure and information sharing becomes a challenge.

The challenge for public sector organisations is to ensure that the guidelines it produces are both operative and efficient. Operative in the sense that they address the problems they were introduced to deal with, and efficient in the sense that they minimise costs and other indirect expenses which may be imposed on the public. The NPM sought to encourage leadership as a prime responsibility for any agency manager. It also encouraged a variety of corporate planning features, as well as a systematic management-by-results, or performance-based management regimes in the public sector. The emphasis was on “mission-driven” government, submits Osborne and Gaebler (1992). In particular, the focus was on positioning: the definition of what business a company is in, specifically, what products it offers and to which markets.

Various scholars have anticipated utilising the business model as an integrative mechanism for strategy (Yip, 2004; Hedman and Kalling; 2003, Amit and Zott, 2001). Author Levin (2004:11) upholds that the NPM brought the features of transparency and accountability, across-the-board people management systems, performance appraisal and customer-oriented focus. The author

maintains that like private sector managers, the public managers should work hard and produce valuable throughputs. In contrast, author Argyriades (2002) indicated that the use of the market paradigm in public administration is inappropriate. Furthermore, the White Paper on the Transformation of the Public Service laid down the national policy framework for transformation, which is against the NPM framework, submits Bardill, (2000:105). The KZNDAE is focusing on enhancing service delivery and community development regarding agriculture and environmental management, which is linked to the overall intention of White Paper on the Transformation of the Public Service.

The quest for efficiency in the public sector which was addressed by the NPM, typical policy instruments of NPM are the “marketisation” or outsourcing of particular services, the market-testing of public agencies compete with private enterprises, the privatization of state-owned entities, and the further disaggregation of departmental structures into service agencies, each responsible for a specific product. At the core of NPM, was the notion of installing a strategic intent in public sector organisations, requiring and to some extent, pushing them to articulate their purposes and drive, enable, empower and even inspire their departmental staff to pursue them. Since NPM focuses on the output of a particular organisation the performance of single agencies was a focal point. Generally speaking, NPM enhanced the “silo-character” of classical bureaucracies. It disregards cross-sectoral challenges because it focuses on how to increase the efficiency of particular organisations.

### **2.5.9 From New Public Management to New Public Governance Approach**

The paradigm shift in the focus *from* NPM *to* New Public Governance (NPG) is on the activities that the government was against in the background to transition. The reason for this was that the NPG model was based on the principle that customer satisfaction and people satisfaction could be achieved through leadership providing policy and strategic direction to enhance organisational performance, submits Smith, et al., (2007:43).

Author Osborne, (2015: 128) indicates the NPG aims to emancipate the command-and-control approach that has often disturbed governing programs and flexibility for solving the complex problems that affect the society. According to Bevir and Rhodes (2011: 205), the NPG perspective includes many modes of governance such as the integrated approach, networking approach, co-production and cooperation that are seen as alternative to privatisation of public service provision, particularly for social service. In contrast, author Poister (2010: 14-15) upholds contract management as a key twofold strategy method, with systematic practices such as work assessment and performance

incentives on the one hand, and emphasis on skills development resources and the establishment of conducive environment of which employee participation is promoted in the work place on the other.

Numerous public sector philosophers such as McNabb, (2009), Klijn, (2010), Bekers, Edelenbos, and Steijn, (2011) have widely debated improvement desires in NPM, and they described the concept of New Public Governance (NPG) as modernisation, which is crucial for effective transition and improvement. The authors highlighted ineffective management of resources that caused misappropriation of funds, due to unethical and illegitimate practices.

A main implication of the NPG was that there were complex processes of interactions amongst a range of different stakeholders that had a great deal of independence from governments, submits Dickinson (2016: 43). It has noticed that transition to NPG has not kept pace with the assessment of the implications of skills and abilities that public servants need as essential competencies to function within the new context.

#### **2.5.10 New Public Governance Contemporary Perspectives**

The challenge for public organisation is to ensure that the guidelines it produces are effective and efficient and they address the problem they were introduced to deal with. Compared to NPM, the guiding principle of “New Governance” was not efficiency but effectiveness as Jackson (2001, 20) indicates that emphasis has been given to techniques and managerialism and not enough to the processes of effective management. For most governance scholars, an important way of getting institutions right is to establish networks (Jervis and Richards 1997, 13; Börzel 1998, 254). The network mode of governance is assumed to deal effectively with complex issues because it provides access to important resources by involving those with a stake in a particular issue. Among the resources provided by networks were commitment and ownership, local knowledge, and the fact of voluntary co-operation itself as form of social asset. Since New Governance approaches focus on the interaction of a variety of actors over an extended period of time (Jervis and Richards 1997), they also favour an inter-organisational to an intra-organisational focus (Jann 2002, 288; Williams 2002, 105).

Author Bann (2010: 10-11) upholds that NPG entails mainly the socio-political aspects rather than the managerial or administrative or policy aspect of governing. The NPG does not advance the public effectiveness, since such a segmentation leads ultimately to some confusion, asserts Osborne, (2015: 129). According to Christensen and Laegreid (2011:407-410), the indication of governance, as part

of the NPG transformation signifies a broader inclusive method based on partnerships amongst stakeholders. The outcomes of NPG are governance aspects presenting themselves as different methods that encompass aspects of authority that are progressive and contextually diverse. The authors also revealed that the improvement of governance is uncommonly as given with the challenges in various leadership approaches.

Author Osborne, (2015: 129) indicates that an important objective of contemporary administration of public organisations is to organise and utilise effectively all types of organisational internal and external situations that would ensure realising strategic pre-determined objectives and goals, as well as satisfy the needs and expectations of the public. The important shift was to move towards linkages and partnerships rather than opposition or grading. Author Villanueva (2015: 128) upholds that the key approach and focus on New Public Governance contemporary perspectives is to decrease the NPG from a public administrative procedure to a particular governing activity, considered as public policy execution and service delivery.

Given the above situation, author Chitiga-Mabugu (2016: 169-171) urged that the application of the economy-wider approach should impact on service delivery. The author maintains that the alignment in an economy-wider approach be able to reveal evidence of continuous improvement in economic management and in general governance. The author also indicates that policy analysis includes alignment of resources (physical and human) and the availability of budgets. The authors thus suggest that the New Public Governance contemporary perspectives can be seen as a ‘sophisticated’ approach to public policy implementation and public service delivery.

### **2.5.11 KZNDAE Efficiency through Government Outcomes**

Perspectives of public policy implementation as Hanekom (1996: 4) highlighted, is how government organisations interact with the public through policy in action towards solving the community’s problems. As a result, public policies are increasingly key components of the service delivery agenda and cooperative or collaborative partnership arrangements. Author O’Toole Jr (2000:266) states that very few scholars such as Naidoo (2004: 210) highlight that the public service is organised to follow procedures that have culminated in a management culture that emphasizes conformity to law and regulations in achieving the national broad goal of social, economic and political development.

Authors Minnaar and Bekker (2005: 119) uphold the interpretation that the South African public organisations collaborate with stakeholders in order to improve service delivery. Consequently,

within this approach, the successful execution exhibits clear trends towards an inequitable orientation when the organisation cannot translate its policies and strategies into effective programmes of actions, argues Kaplan and Norton (1996:193).

The National Development Plan's vision for 2030 is long-term to enhance economic growth that will reduce unemployment, poverty and inequality, and promote more inclusive society. The KZNDAE efficiency through Government Outcomes is a wide range of contemporary themes and adapts to the individual government departments, including the challenges and changes they face. The twelve outcomes are based on the Election Manifesto ([www.anc.org.za](http://www.anc.org.za)) and the Medium-Term Strategic Framework, which were established to implement outcomes approached by both Ministerial and administrative components (RSA Guide to the outcome approach 2010:13).

The KZNDAE executes functions mandated in terms of Schedule 4 of the Republic of South Africa Constitution of 1996, and is aligned to the National Development Plan, 2030 (NDP). Accordingly, the reasoning behind the National Development Plan, 2030 is to solve public problems in an effective, efficient and economical way in order improve the lives of the public through government organisations that are mandated to deliver public services.

Therefore, government's outcomes that are relevant to the KZNDAE's strategic objectives as the Government Programme of Action, is contextualised in the discussion below:

#### **2.5.11.1 Outcome 4: Decent employment through inclusive economic growth**

The NDP deals with 2030's vision in tackling the triple challenges of unemployment, poverty and inequality. The importance of realising the goals that are enshrined in the NDP is the application of the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP) and the National Infrastructure Plan. These policies will be realised only if the country meets pre-determined goals to address strategy deficiencies by managing risks and exploring its economic opportunities in ways that can assist the majority of the society.

Efforts of a broad economy warrants that financial plans address unnecessary restrictions to development and strengthens growth in order to enhance investment, while improving the economic structures of the country. Development entails new types of production and services that are more equitable in order to improve employment opportunities and extend access to the economic growth.

### **2.5.11.2 Outcome 6: An efficient, competitive and responsive economic infrastructure network**

Ensuring enhanced realisation and success in managing the transition from outcome 6 to implementation. The study viewed a need for the establishment of an effective program to identify an integrated approach with lead departments that need to support the realisation of the outcome's objectives. It has been indicated that between 2014 and 2019, there are activities that are required to achieve the 2030 goals. One such goal is the reviewed national water-resource approach that should be concluded to provide direction to the growth of the economic sector. Notwithstanding the preceding important aspects, an integrated approach should be taken to ensure that the Outcome 6 desired results are realised in terms of providing the proper integrated approach.

### **2.5.11.3 Outcome 7: Vibrate equitable sustainable rural communities contributing towards food security for all**

The NDP, 2030 vision is a significant impetus for South Africa as a developmental state. The food security programme is highly prioritised on the economic agenda of the country. These priorities are supported by strategies to promote food security and rural development economic. The prioritisation is also in response to the efforts that are undertaken in the establishment of agriculture departments from national and provincial governments. In this regard, therefore, this study effort should respond to the pre-determined strategic objectives through the introduction of the strategy execution model, which could be also fundamental imperatives to be considered.

By 2030, agriculture should be able to create approximately one million decent jobs, contributing meaningfully to eliminating of unemployment rate. Realising the set goal, needs effective land reforms programmes, communal tenure security, financial and technical support to farmers, and the provision of social and physical infrastructure for successful application. It would also need the ability of the public and private sector organisations to work together in the implementation of these pre-planned goals.

### **2.5.11.4 Outcome 10: Protect and enhance environmental assets and natural resources**

The NDP, 2030 focuses on environmentally sustainable, climate-change resilience and low-carbon economy. It had been pre-planned to be phased in over the three successive Medium-Team Strategic Framework (MTSF) periods. The first planning, piloting and investing phase covers the period from 2014-2019. This phase will include reviewing regulatory limitations, data collection, establishing

baseline information and indicators assessing concepts to determine if the limitations could be reduced.

South Africa faces a problem of declining environmental quality due to pollution and natural resource degradation, destruction and/or depletion. If these challenges are not efficiently addressed, they will worsen to a rate of environmental degradation, and South Africa has a potential to realise its pre-planned Sustainable Development Goals (SDGs), as well as the NDP, 2030 as environmentally sustainable and climate-change goals.

#### **2.5.11.5 Outcome 12: An efficient, effective and development-orientated public service and an empowered, fair and inclusive citizenship**

The NDP indicates the need for efficiency and integrated public sector organisations with capable public servants who are dedicated to render effective public goods and consistently high-quality services. The government had to prove to societies that it could be trusted with taxpayers' monies and a commitment to improve efficacy of public programmes as the focal point. As defined in the NDP, there is presently unevenness in competency that is required to render effective public service delivery. The President also appointed Premiers and Director Generals, and is reflected as the principal government figure. The Ministers are chosen by the President and they are responsible for the actions, successes and failures of their department. The Premiers appoint their Members of Executive Council (MECs) who are responsible for their provincial departments. The Premiers also appoint Provincial Director General and Head of Provincial Departments. The following four steps are involved in the strategic approach:

##### **Step 1: Acceptance of strategic outcomes with measurable outputs**

As a result, the MTSF set out 10 planned objectives that were further advanced into 12 key strategic outcomes, together with high level outputs, key activities and metrics (Guide outcome approach 2010:53). The main aim of the outcomes approach was to ensure that government focused on realising its pre-determined strategic goals.

##### **Step 2: Performance agreements between President and Ministers**

The performance agreements outline the high level output, metrics and key activities for each outcome, but some cases where government departments do not contribute directly to the 12 outcomes, includes key outputs from the strategic plans of departments. The outcomes approach

clarifies what is to be accomplished, how it is anticipated to be realized, and how it will be known whether it is achieved or not (Guide to the outcome approach 2010:53).

### **Step 3: Transforming high level outputs and metrics**

The negotiated agreement spells out who will do what, by when and with what resources (Guide to the outcome approach 2010: 53). Therefore, employees and users are progressively becoming cognisant of public organisations' responsibilities towards communities and environment. All this, along with changing consumer preferences and expectations, is making public service even more complex. The key challenge is to identify, synergize and leverage distributed capabilities within the public organisation; and the ability to use available resource is key to service delivery.

### **Step 4: Establishment of effective coordination structures**

The creation of effective integrated structures would improve the partnership in delivery through agreements to work together for the four years during implementation and coordination of activities set out in the agreed outcomes. The coordinating structures will carry out monitoring and evaluation of the degree to which the outcomes are being achieved, which will provide a feedback loop to annual reviews of the delivery agreements (Guide to the outcome approach 2010: 53).

Drawn from these four steps, each government strategic outcome is clearly defined in terms of performance measurable outputs and key activities to realize the outputs. It is critically aligned to the public service department and to government strategy outcomes and priorities, but transition from strategy development to execution requires allocation of resources in ensuring accountability of responsible managers. These are important focal points in the research study in relation to the efficacy of translating government strategy into performance deliverables.

#### **2.5.12 KZN Department of Agriculture and Environmental Affairs Efficiency through the National Development Plan, 2030**

Public policy is the link between the governmental and managerial processes, and is the important link of the administrative process as such, and without a strategy regarding the specific circumstances nothing can be done, asserts Hanekom, (1996: 10). In the desired course of action, policy serves as an input to the all-inclusive public administrative process, which transforms it into action programmes (Hanekom, 1996: 1).

The South African Public Service is informed by a number of public policy documents developed in the early and formative stages of the democratic dispensation and the National Planning Framework

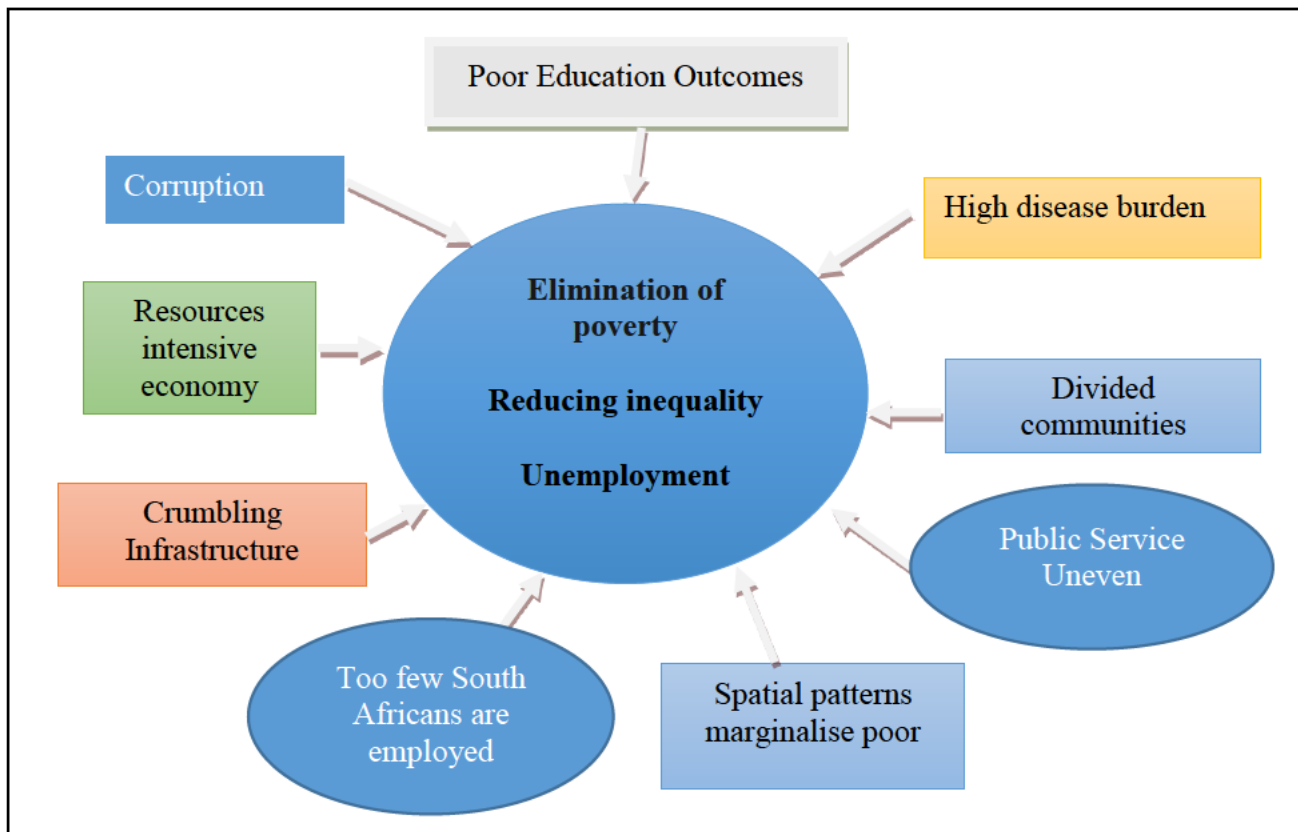
of the National Planning Commission to name a few strategic focus areas. The government has established a National Planning Commission in June 2009 that indicated that South Africa has transformed from that of the period before 1994. The NDP has mainly been directed not only to the public sector organisations, but to the country as a whole. This raised a question as to what are the organisational contributors and distracting factors for strategy execution in public sector organisations? The content of the NDP guides the vision of the country, but only actual implementation of the NDP is not yet ready. The main challenge for the public sector organisations is that government is experiencing extensive service delivery demonstrations across the country, mostly in local municipalities due to the frustrations expressed by local communities on the rate of poor service delivery and backlogs that need to be attended to as a matter of urgency and priority.

The National Planning Commission published its first report in June 2011 underlying South Africa's accomplishments and deficiencies of the new government's dispensation. The question could be: "Does South Africa have a Public Service that is capable to effectively execute its policies and strategies as a developmental state?" To answer this question, the study explored the effectiveness of the strategy execution through the analysis of the audit reports from 2009 to 2012 financial years as a case in point. The challenges that appeared during these years continue to surface in the current dispensation of the public service.

The MTSF reflects the commitment to implement the NDP key government priorities of decent work, education and capacity of the state. The public policy requires high level strategic planning in order to improve delivery of Government Programme of Actions. Authors Meier, O'Toole Jr, Boyne and Walker (2006: 359–300) agree with the idea that strategy implementation influences organisational performance and is a central element of generic management theory. The plan seeks to give effect to processes in order to enhance transformation. It further focuses on the key essentials and knowledge leaders or public managers needed to be effective and equipped to steer the economic transformation as set by the NDP 2030.

The government has established a National Planning Commission in June 2009, which clearly indicated the challenges facing South Africa as it approached the second decade of freedom in 2014, as presented in Figure 2.4 below:

**Figure 2.4: Challenges in the National Development Plan, 2030**



NPC Diagnostic Report (2010: 7)

Given these challenges in the above Figure 2.4, the NDP includes the provision of food security and the empowerment of farmer workers (these are also prevailing priorities in the current dispensation of government). The KZNDAE develops its strategy and operational plan aligned to the National Development Plan. The question could be asked not about government plans, but rather is the KZNDAE ready in terms of leadership, resources and skills to focus on the NDP strategic goals? Realising the NDP objectives will, *inter alia*, address one of the problems indicated in the NDP Diagnostic Report namely, that prevalence of corruption hampers service delivery and weakens public confidence towards public service. The report finds that there was a high level of unemployment and service delivery backlogs to address inequality, poverty and employment as the triple challenges facing the country.

Author Elbanna (2006: 2) indicates that there is much that has been done in the public service where strategic decisions are made, but the issue of unemployed graduates within the agricultural sector is

still posing an ongoing challenge. The improvement of service delivery is one of the important issues facing any public organisations, but little is known about strategy execution and its consequences for organisational performance and improved productivity.

The KZNDAE approved agrarian reform strategy focuses on commodity approaches in order to improve efficiency, and is fundamental to strategy execution and job creation initiatives. This framework would therefore, guide this study to establish KZNDAE's contribution to poverty alleviation and attempt to face the issue of unemployed graduates within the agricultural sector. The organisation should be equipped for ensuring that incremental improvements are effected, as long as there is recognised value adds, especially in light of ongoing successes.

## **2.6 CURRENT PUBLIC ADMINISTRATION DEBATE IN SOUTH AFRICA**

In government departments in South Africa, the public administration perspective brings two streams of executing authorities namely, political leader (Member of Executive Council-MEC) and managerial leader (Head of Department – HoD and other senior management service members - SMS) that separates the political and administrative extents of the public sector. From that, author Peters (2011: 871), addresses the problems of politicisation and de-politicisation of public administration, in which managerial attitudes influenced by a lack of fundamental leadership attributes and a lack of political will can be detrimental to the service delivery agenda. The author's viewpoints on the efficacy of public servants towards both citizens and the political group presently in power as the governing political party, and their openness to people and commitments to serve, are essential for consideration today.

Public policy development culminated in twelve strategic outcomes, which were established through a comprehensive consultation at both Ministerial and administrative levels (RSA Guide to the outcome approach 2010:13). In order for Public Service leadership to be successful at policy execution, they should effectively manage the government resources and ensure that employees are acting ethically when performing their work and making decisions. Author Henry (1990: 7) indicates successful policy execution depends on the capacities of public servants and on the interests of the elected office bearers. Author Roux (2002: 89) concurred with Henry on the view of politics as being the theoretical sub-field, which comprises a combination of partisan economy, organisation model, programme assessment and application. It can be said that, the public servants do the practical and administrative work of government. Moreover, it was to position public managers and their

employees in the public sector organisations to deal with effective and efficient execution of policies and strategies.

The need for transparency and accountability are key factors of the public service, which involves the informing of the communities about services to be rendered. Information is a strategic resource, and as such, is managed by public servants through policy implementation, and should be done in a responsible manner. The reasoning behind the public policy development and execution is to solve public problems in an operative, well-organised and cost-effective manner to improve public services, submits Minnaar and Bekker (2005: 119). It follows then, that there is a close association between employees' performance and organisational performance, thus putting the responsibility on public managers to communicate expectations and work effectively with their employees. It stands to reason, that supervisors and managers are selected into leadership positions because of their leadership skills and abilities, holds Gildenhuis (2004: 229), and as such, they are endowed with the responsibility to ensure that the strategic intent of public policies is implemented effectively and efficiently.

Author Mutahaba (2006: 274) agreed that the public service was, and continues to be faced with unprecedented policy transformation and improvement of systems. South Africa is increasingly seen as a goal-oriented developmental state, which is premised on the need for quantifiable outcomes and objectives to effect service delivery improvements. According Kuye (2014: 177), a research study in Public Administration can concentrate on a strategic role in the transformation of government organisations including strategy execution and service delivery. Administrative policies are the procedures established to administer organisations' activities. These policies need to promote continuous performance progresses in quantity, quality and equity of service provision.

Despite the progress made on policy development, many public sector organisations have a challenge of turning policy into effective organisational performance. The deficiency in policy implementation was also identified by leaders, who commissioned a study asking them why things do not work as planned, highlights South Africa Department of Public Service and Administration (2007: 13). Author Mutahaba (2006: 274) agreed that the public service was faced with unprecedented policy transformation and improvement of system. Public service transformation had become one of the essential government's priorities, which led to the introduction of the White Paper (South Africa, 1997).

In modern eras, the application of policies and regulations has formed a central topic within public policy and administration research, maintains Hupe and Hill (2016: 282). The authors view that

regulations are often developed outside the organisations' settings, and these directives are not easily translated to the local everyday practices. Thus, previous research has contended that policy through strategic direction changes are mainly challenging for public organisations to implement, as a result it leads to institutional complexity, submits Greenwood, et. al., (2011:317). Authors Canning and O'Dwyer (2013, 191) argue that the application of new national regulation is often related to significant gaps between the anticipated result and purpose of the regulation, and its actual execution at the public sector organisation level. The question can then be raised, what happens between the development of policy and its impact in the operations thereof.

According to Perner and Skjolsvk (2017), policy direction changes and strategy development can be a drawn out process. Furthermore, the Department of National Treasury released a directive on cost-cutting measures in 2013 and the goal of this plan was to create a strong culture of managing financial risks across the public service. The rationale regarding cost-cutting measures is to get people to prioritise their activities to deliver better public services with limited resources, which are seemingly deemed inappropriate due to heightened expectations of citizens, submits Cloutier, Denis, Langley and Lamothe (2016:263). Author Kuye (2016: 88) views theoretical models as the substantiation of NPM and NPG, from the perspectives of leadership, significant fundamentals, principles and themes that challenge the attainment of service delivery in their everyday activities. The theoretical aspects outline and signifies the improvement of service delivery and policy direction. That may describe the diverse or uncertain conclusions in the literature among public management theories.

## **2.7 CONCLUSION**

The public polices discussed in this chapter provided a legislative outline to evaluate public policy development and implementation. Although the policy transformation and capacity of the state remains uneven with service delivery inconsistencies, policy development has been the focus of public administration and has revealed a variety of opinions. In recent times, a renewed focus on policy implementation, including organisational performance and culture. Policy implementation is extremely difficult and often challenging, however, this chapter conceptualised policy implementation and organisational performance excellence. The policy analysis discussion is shaped by the continuous concerns about limitation of resources, such as budget and capacity constraints. The strategic factors for public service organisational performance is the key to government's Programme of Action. Policy implementation places importance on the need improve service delivery directives.

The framework reveals that each of them has unique features that are strategically placed in the intent of Government's Programmes of Action. The reasoning behind the public policy development and implementation is to solve public problems in an effective and economic approach. The NPM theory emphasises a post-modernist approach with emphasis and context on strategy execution practices for government departments to achieve improved efficiencies, and to contribute to the overall effectiveness in service delivery. The NPM has also come under increasing criticism, in that the major criticism of NPM is its application, which is the business model that introduces privatised individual values in place of common community ideals.

## **CHAPTER THREE**

# **CONTEXTUALISING STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR**

### **3.1 INTRODUCTION**

The study focused on the execution of strategy for public sector organisations with particular reference to the KZNDAE in realisation of pre-determined objectives. In the current turbulent environment, the ability to develop and execute new strategies means the difference between effective service delivery and failure on the part of public sector organisations. After comprehensive strategies have been developed, significant challenges are often encountered during the strategy execution process. It can be said, that the majority of strategies fail in the strategy execution phase. The growing needs of communities coincide with shrinking resources in public administration with fiscal and cost-effective means as a main concern to contribute to more effective service delivery with less resources. This then, stimulates the government departments to focus on efficiency of services. Public sector organisations have thus implemented different methods to improve service delivery such as introducing results-oriented approaches, review of their organisational structures, introducing performance management systems and monitoring methods and a focus on a whole-of-government approach.

Strategic management mechanisms have been introduced in public administration globally to enhance capacities and organisational performance due to increasing economic and political challenges, submits Bryson and Alston, (2005). Authors Pearce and Robinson (2007: 3) uphold that strategic management is regarded as the senior management role and responsibilities that results in strategy development, application and monitoring with a set of strategic objectives within a sector in which organisations functions. Strategy execution is regarded as a practice that transforms the strategic plan into sequence of activities that ensures that the pre-determined strategic objectives of the organisation are effectively realised as pre-determined, as expected by Thompson and Strickland (2003: 365). For many years, strategy development was widely viewed as a significant part of the strategic management process than strategy execution. However, contemporary studies find that strategy execution is a prerequisite for effective organisational performance and service delivery, is the view put forward by Wauters, (2017); Ferlie and Ongaro, (2015). According to the KwaZulu-Natal Department of Agriculture and Environmental Affairs (2014: 2), KZNDAE seeks to align its

strategies with service delivery, but the strategic results are not satisfying. The chapter focused on strategic management models, and highlighted an emphasis on strategy execution in the selected public sector organisation. In the KZNDAE, the demand for effective service delivery continues to grow as beneficiaries' expectations are continually on the rise.

### **3.2 EXAMINATION OF EXISTING SCHOLARS**

The conceptualisation of strategic management processes in the public sector organisations focused on addressing four research objectives, namely, to (i) establish the strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE, (ii) establish the impact of the leadership behaviour in the strategy execution process for service delivery, (iii) contextualise organisational factors detracting and contributing to the effective strategy execution; and (iv) determine the extent to which public managers in KZNDAE are gaining support from other stakeholders in executing strategy. In order to realise the study objectives, the study theorised strategy in KZNDAE within public policy and public administration perspectives. To examine features of public strategic management process, it is significant to delineate the theory of public strategic management. There is no undistinguishable clarification of what strategic management processes precisely involve, submits Stoney (2001: 27-33). However, authors Walker, Andrews, Boyne, Meier, and O'Toole (2010: 524), argued that strategic management processes are made up of two significant organisational processes namely, the strategy development, which requires crafting strategies, objectives and actions in order to have a strategic plan that determines future ideal of the organisation and strategy execution complemented by resource allocation and strategy control and evaluation. Therefore, strategic management process is the central integrative process that gives the organisation a sense of direction and ensures a concerted effort to realise strategic goals and objectives, submit Poister and Streib (1999: 323). Author Bryson (2010) concurs that strategic management is a process that integrates strategic development and strategy implementation on an ongoing basis in order to realise legal mandates

There are a number of studies in the strategic development processes in public sector organisations and its link to the organisational performance, submits authors Poister, Edwards, Pasha and Edwards (2013), Jiminez, (2016) and Johansen, (2016). Though it is mostly theorized that the approach of strategy execution creates an impact on the organisational performance outcomes, only a few studies have investigated strategy execution along with service delivery in a public sector context. Importantly put, author Horwitz (2006: 48) maintains that strategy execution, rather than strategy development alone, is a prerequisite for effective organisational performance. The challenges in

strategy execution and the key organisational factors have been identified as drivers and inhibitors in some studies, as highlighted by these authors (Stone, Bigelow and Crittenden, 1999, Alashloo, Castka and Sharp, 2005, Alamsjah, 2011; Carter and Pucko, 2010; Higgins, 2006; Okumas, 2003; Elbanna, Andrews and Pollanen, 2016).

Author Bryson (1988: 118) describes strategic management largely as a well-organised effort to produce significant results and activities that define ‘what’ an organisation is, ‘what’ it does, and ‘why’ such services, programs and projects exist; and ‘how it should be done’. In contrast, authors Abdulwahid, Muhamad Sehar Arshad and Iftekhar (2013), Greenwood, Raynard, Kodeih, Micelotta and Lounsbury (2011), Smets, Jarzabkowski, Burke, and Spee (2015) view strategy planning as important integrated process, but the author’s perspective on the application of strategy is seen as the key process that takes a longer time-frame than planning, involves many people and has more task complexities. The South Africa: Public Service Commission (2008:13-15) states that Head of Departments (HoDs) have unplanned transition from one leader to another of taking over pre-determined strategy objectives that causes instability and inconsistencies amongst public sector organisations. Authors Poister, Pitts and Edwards (2010: 253) cohere that strategic planning approaches in public sector organisations are not always designed at improving organisational performance of ongoing programs.

Authors Cloutier et al., (2016) urged that a comprehensive study of the strategic execution and its relationship with the realisation of strategic objectives is inadequate. Furthermore, authors Forman and Argenti (2005: 255) uphold that little attention is paid to the link between strategy and communication. Other studies concur with this statement, as well as the influence on other processes, suggests Canning and O’Dwyer (2013) and Hupe (2014). Author Johansen (2016: 344-346) concurs with the statement that there is little known about the communication content to be addressed through the strategic management processes. The public sector organisations have to address these challenges at strategic and operational levels in order to be effective.

Author Abdullah (2008: 21), maintains that strategy is an adopted plan to conduct operations, attract customers and achieve organisational objectives. Author Hupe (2014) indicates that strategic management is a unit of planned decisions that envisages the ideal organisation’s future and setting of strategic goals. According to authors Zondi and Reddy (2016:28), stakeholders have become knowledgeable of effective customer-care and quality of services by the private sector organisations and they are not expecting an improved service delivery from the organisations. Therefore, public

managers are expected to display the ability to manage and engage in complex strategic information processing in order to realise Government’s Programme of Action through strategy execution.

Authors Hill and Jones (2008) state that execution of strategy encompasses pre-determined strategy objectives and service delivery models, reviewing the organisational design and organisational philosophy that support the strategy. According to Haines (2000: 38), strategic management needs five interlinked questions that should be answered, which cascade logically from the first to the last in strategic phases. These questions are in phases as reflected below in Table: 3.1.

**Table 3.1: Five Questions for Strategic Management Model**

Phases	Defining Questions
Phase A	Where does the organisation want to be (i.e., organisational ends, outcomes, purposes, goals, holistic vision)?
Phase B	How will the organisation know when it gets there (i.e., the customers’ needs and wants as connected to a systematic feedback system)?
Phase C	Where is the organisation presently (i.e., today’s issues and difficulties)?
Phase D	How does the organisation get there (i.e., close the gap from Phase C through Phase A [a “backwards process”] in a complete and holistic way)?
Phase E	What will change in an on-going sense in the organisation’s environment?

Haines (2000: 38)

From Table 3.1, Haines indicates that successful strategy lies in asking the right questions and explains how posing these questions can help managers make good choices. Author Bryson (2004: ix), concurs that the five questions for the strategy management model is a set of processes and procedures intended to support leadership and senior managers to lead and manage the organisation effectively. Five Questions for the Strategic Management Model is presented in the analysis and discussion of the strategic management processes (Poister, Pitts, and Edwards 2010). As far as possible, questions shown in the Table aim at identifying the sequences, particularly useful as it provides insights into strategic management processes, in essence, consists of formulating an intended strategy, complemented by strategy implementation and evaluation. As a result, it operationalizes the theoretical model within the context of organising the sequence of strategic development, execution and evaluation. The idea of strategy execution might at first seem quite straightforward, namely that the strategy is articulated and then executed. However, converting strategies into action is a far more complex and challenging mission, and this was confirmed in the review of strategy implementation literature.

Few studies considered a participative approach that can be explored on how the interface amongst policy-makers and public sector organisations effects the strategic application (McDermott, Hamel, Steel, Flood and Mkee, 2015, Canning et. al., 2013; Cloutier *et. al.*, 2016). By outlining the process through the pertinent Five-Questions model in its application approach, is to ensure that new strategies are developed and in fact, actually works. However, authors Thompson, Strickland and Gamble (2008: 256) maintain that strategy is a key to everyone in the organisation who shares a common purpose, since it informs and guides decision-making and actions.

Author Coulter (2005:75-76), maintains these questions or phases direct the organisation’s processes and effective allocation of organisational resources. Burns (2009: 245, 247), upholds that strategy is a course of action stating how an organisation will achieve its long-term objectives by sharing a common view of its determination, which informs decision-making and actions. However, Jones and George (2003: 277) indicates that these five strategic management questions model was not effectively used to clearly identify application of the strategies in the organisations. Furthermore, Cloutier et. al., (2016) view that the five-question model does not make it possible to trace the stakeholders and their actions, that is, a top-down approach from leadership to implementers, but it also does not reflect on how the top-down and bottom-up approaches are intertwined.

Conclusions of other studies’ findings are diverse focusing on the difficulty of the strategy-to-performance examination, submits a range of authors including Falshaw, Gleister and Tatuglo (2006); Hult, Ketchen and Slater (2005); Mankins and Steele (2005); Short, Ketchen, Palmer and Hult (2007); Wery and Waco (2004: 153-157). Furthermore, authors Thompson, Strickland and Gamble (2008: 256) have also introduced a strategic management model that has five (5) phases of planning, as reflected in Table 3.2 below:

**Table 3.2: Strategy Management Model**

One	Two	Three	Four	Five
Define the organisation and the vision and mission	Setting strategic goals and objectives	Developing of performance targets	Executing of the strategic plan	Monitoring and evaluation of performance and reformulating the strategy

Thompson, Strickland and Gamble (2008: 256)

Inferring from Table 3.2, leadership does not necessarily go through the phases as indicated. The *first three* phases identify the philosophy of focussing of strategic planning processes in the organisation. *Firstly*, the boundaries between phases are sought to change the basic method of managing the strategic planning processes. Leadership and senior managers described what are the vision and mission of the organisation. *Secondly*, is the link between the vision and mission that leads to what are features of strategic goals and objectives. *Thirdly*, the phase involves development of performance targets in order to link to strategic objectives. The *fourth* phase consists of a series of steps performed by various resources within the organisational levels. The execution of strategies need planning and managing processes, which is a large part of management, since customers expect better and customised services. Management ought to learn to respond to customers' needs in order to render effective services and products. This also involves not only managing, but also the administrative burden to turn the strategic plans into desired results, and the processes take time to produce the products. The *fifth* phase, focuses on the effects and not the causes. It focuses on the monitoring and evaluation and is both the end and the beginning of the strategic management cycle. Developing and executing strategy must be regarded as something that is constant and progressive.

It follows then, that these phases relate logically and link amongst different components of work and activities to effectively allocate resources to realise the predetermined goals. In this regard, Elbama (2006: 2), points out that the strategy management model would also contribute to effective transition *from* strategy development *to* strategy realisation, which is a complex process. The model is not inclusive, since it does not highlight the collective co-production and ownership, as well as 'buy-in' in the implementation levels, concedes Bovaird, Stoker and Loeffler (2016) and Parrado, van Ryzin, Bovaird and Loeffler (2013).

In contextualising the strategy execution perspective, there is no generally accepted definition of strategy execution in that the separation of strategy development and execution causes fragmentation in the top-down strategy approach *versus* the bottom-up strategy development that are noticeable factors in public sector organisations, asserts Hupe (2014) and Saetren (2014). In order to use Table 3.2, the Strategy Management Model must understand the bigger picture before starting with the execution of the strategy. The Strategy Management Model lacks detail in that there is no clear transition from Phase One, Two and Three to Phase Four, and it can be viewed as a Top-down approach that does not provide an understanding of the strategic plan, philosophy or changes, argues (Hupe et al., 2016). On the another hand, in the bottom-up approach, employees at all levels need to better understand the role of their activities and they participate in strategic processes so that there are relationships between operations, senior management and middle managers and officials at all

levels in directing their actions within set rule and objectives, submits Hill (2003). Therefore, the model seems lacking in the integrative approaches, since the focus is to increase better quality products and services with less costs and the integrative approach having advantages of clearly defining supporting structures to realise strategies.

Authors Pearce and Robinson (2007: 3), view that management should provide direction and certainty in the organisations by taking strategic decisions, administrative decisions and operational decisions so that the people at all levels will understand the organisational goals within the organisation. In addition, these decisions are contributors towards improvement of service delivery, not only on the strategic management level, but on the career of the people who implement these strategies. These features of organisational decisions are summarised in Table 3.3 below:

**Table 3.3 Features of Organisational Decisions**

<b>Strategic Decisions</b>	<b>Administrative Decisions</b>	<b>Operational Decisions</b>
Setting vision and direction serve as the overarching strategic framework in the public sector organisation	Operational rules are taken daily	Tactical procedures guiding daily operations
Provide long-term organisational focus	These are operational compliance	These are short-terms based decisions
Provide a social, economic and context with prioritisation of interventions	The performance indicators based on the operational plans	These are taken in accordance administrative decision.
The establishment of clear institutional arrangements to secure ownership	The individual employees' performance management	These are related to job performance and skills
Ensure strategy achieve alignment and integration across the organisation	The conducive working conditions	These are related to service delivery and individual growth

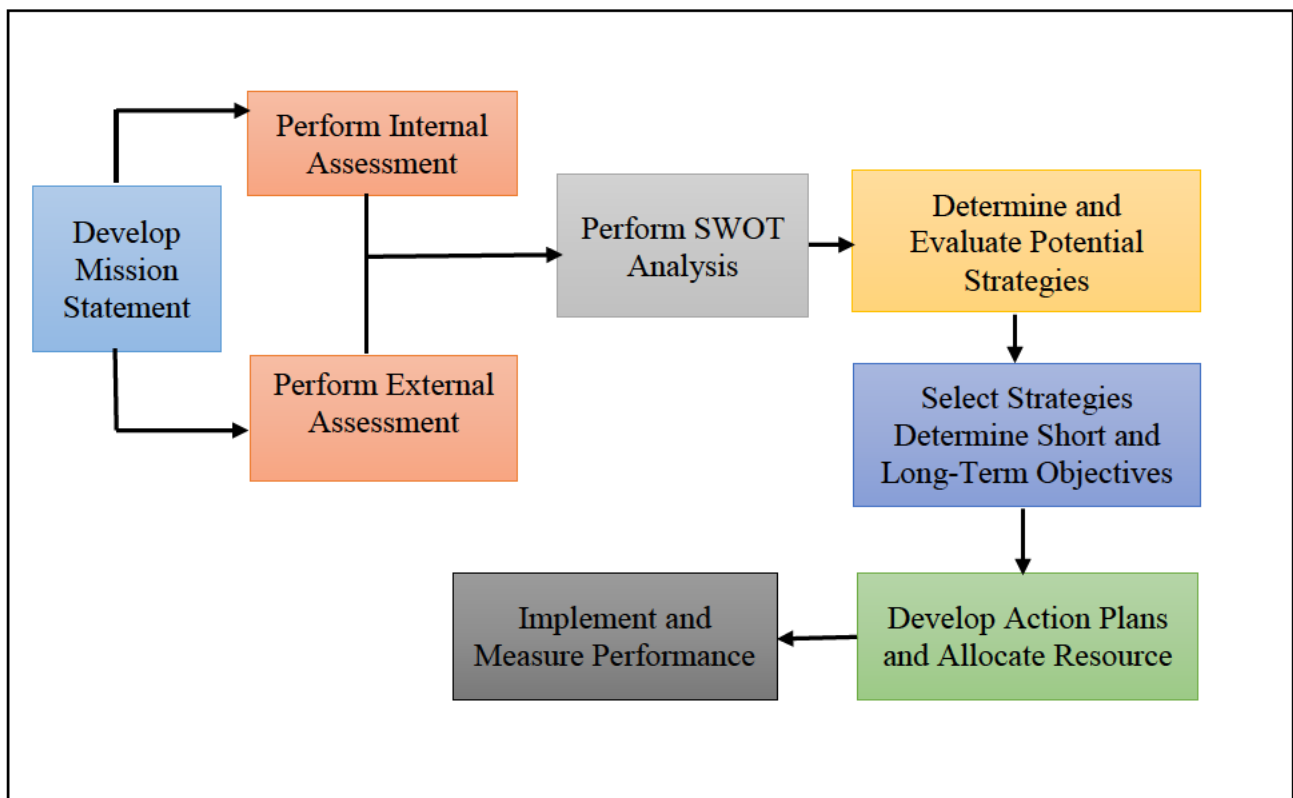
Pearce and Robinson (2007: 3)

From Table 3.3, the authors reflect an understanding of the features of organisational decisions that must be made in organisations. The authors view organisational decisions as being different from strategic, administrative and operational decisions. These decisions involve the nature of the organisation, existing working environment, objectives of the organisation, time factors and so on. It

would be valuable if future research would be conducted in which these decisions can be implemented at different stages of public sector organisations.

On this basis, government has an obligation to act strategically and set strategic objectives in order to address issues of resource scarcity and financial management, particularly in relation to fulfilling its mandates. Authors Colgan, Rochford and Burke (2016: 27) assert that the effectiveness of public sector strategies is on effective leadership and management. However, Smets et. al., (2015:942-943) view leadership effectiveness as most visible when an organisation develops its strategy, but the visibility of leaders when executing the strategy is minimum. Thus, information such as setting objectives, utilisation of resources and monitoring the process are additions to the original strategic models. Thus, Stavros, Cooperrider and Kelly (2014: 4) indicate a characteristic strategic management process in contemporary management literature, as is reflected in Figure 3.1 below:

**Figure 3.1 Strategic Planning Model (1990s to present)**



Stavros, Cooperrider and Kelly (2014: 4)

Drawn from Figure 3.1 above, the transition *from* strategy development *to* strategy execution remains a gap, which is complex, since it involves many people who operate at different levels of the organisation, submits Harrington and Williams, (2004: 297-306). Author Neuman (2006: 111) states that the primary strategy is to view an organisation as a system of improving the performance of each

organisational component. According to Stavros, Cooperrider and Kelly (2014: 5), a major emphasis of the strategy planning is to set the stage of defining and coordinating the interdependent factors or operations by improving service delivery or productivity. Author Hupe et. al., (2016) uphold that it is difficult, if not impossible, for public managers to state the overall mission and objectives of their organisations, as they are not all encompassing and measurable as revenue results. In contrast thereof, authors Mukherjee and Mukherjee (2017) view the desirable outcomes as likely to rely on embracing behavioural changes on the planning processes of programmes in which ownership by the communities ought to be the key factor.

The lessons learned from Figure 3.1 on the Strategic Planning Model (1990s to present) have implications in the day-to-day functioning environment of any organisation. The application of the strategies provides advantage to the leadership and senior management during the transition to focus on the organisational performance that will propel public sector organisations to effective service delivery. However, authors Bovaird, Stoker and Loeffler (2016: 47-48) urge that citizens more importantly, should be involved in the planning process. To build empirical understanding of the strategy execution in the public sector, this study focused on the KZNDAE. The following section looked at the imperative of the strategy in order to uncover what organisational factors might influence the effective execution of the strategy in public sector organisations.

### **3.3 IMPERATIVES OF STRATEGY EXECUTION**

The leadership and senior management usually focused on the strategy development processes on how best to realise organisational mandates. They expect that strategic planning processes would pay off and yet, results from well-crafted strategies, could not produce a desired result. The organisations have shifted their focus to strategy execution and consistent delivery of services. It can be said, that the majority of strategies fail in the strategy execution phase. This then, stimulates public organisations to focus on strategic management processes, thus different methods to improve service delivery were introduced such as results-oriented approaches, performance management systems, monitoring and evaluation and a whole-of-government approach. Therefore, there are organisational factors that set apart any organisation with the greatest performance outcomes and those organisational factors are more at execution, because they assist organisations in closing the strategy development and strategy execution gaps. It can be said that effective execution starts with a strategic planning processes, and when strategic plans are developed, they are not always aligned with the organisational factors that are critical for delivering results, submit Olivier and Schwella (2018:10-12).

The concept of accountability requires that the leadership and management at all levels are expected to provide reasons to the community for their actions (or inactions), and allows the public to express an opinion on their ability to deliver. According to Thornhill (2015: 78), it is crucial that public officials and the executive authority understand the need for accountability and governance because the behaviour of various public role-layers directly affects organisational performance and the realisation of pre-determined strategic objectives. Hence, Section 195(1) of the Constitution of 1996 outlines the values and principles governing public administration, and as such, executives and public officials in positions of authority have a moral obligation to carry out the responsibilities assigned to them in an ethical manner, as expected by society at large.

Sections 188 and 189 of the Constitution of 1996, also makes provision for the formation of the Auditor General of South Africa (AGSA) who has an obligation to submit audit reports to the relevant legislature (Parliament, provincial legislature or municipal council) or any other authority prescribed by national legislation. The 2017 report of the Auditor-General for 2015-2016 financial year contains a number of examples of auditees (institutions audited) that showed a lack of planning and lack of proper reporting according to performance targets, in particular, the KZNDAE as a case study.

The public sector organisations need to be managed mostly to allow effective and meaningful involvement of the public and communities. The strategy execution constitutes an integrated part of accountability and the realisation of pre-determined strategic objectives and policies governing service delivery. The implication of the above-mentioned statutory conditions is that the HOD must ensure that effective administrative processes and procedures are established to ensure efficient service delivery. The HOD has to ensure that effective administrative policies are developed within which the functions of the government departments and the strategy is developed. Organisational structures are also designed to maintain clear lines of communication and authority among all employees in the department so that procedures are organised in such a manner that every official could determine how each function could be performed to be able to render support to the executive (member of executive council) political structures so that their actions are performed efficiently and are ethically acceptable to the norms of society. Therefore, this places importance on the fact that strategic planning focuses on strategy execution and service delivery, and the effective strategy execution model should be in place to enable the HOD to report on the realisation of pre-determined strategic objectives.

It follows then, that successful execution directly or indirectly relates to all facets of management. Strategy execution interacts with organisational variables that affect the overall strategy execution

process and outcome (Okumus, 2003: 871-882). Strategy is the key in public sector organisations and for leaders (executive authorities and senior managers) in planning how best to achieve their organisational mandates. According Ndevu and Muller (2017: 14-15), public officials are employed to deliver services by which the public welfare is upheld. It can thus, be justifiably expected of officials at all levels to perform their duties in such a way that they contribute toward the realisation of the organisation's pre-determined strategic objectives, and be able to account for their actions. Furthermore, human resource management and financial administration and management related functions must be ethically and administratively justifiable and as such, be audited by the AGSA and presented to the legislative authority. Therefore, the manner in which the strategy is to be executed, is the main component of the broader public service, maintains Anderson, (2003: 193).

The inability of public organisations to effectively execute their strategies limits their success due to limited available resources, upholds Madue, (2008: 200). Successful execution of strategy depends on the capacities of public servants. According to Manyaka and Sebola (2012:302), a close relationship between employees' performance and organisational performance exists, thus putting the responsibility on managers to communicate expectations and work effectively with their employees. It is for this reason that supervisors and managers are selected into leadership positions because of their leadership skills and abilities to be successful at strategy execution, submits Gildenhuis (2004: 229). Strategy execution is important but difficult, because it is driven by individuals, and there is greater task complexity and concurrent thinking on the part of middle managers, is the view of authors Brynard, (2005: 653), Dye, (2005: 53) and Anderson, (2003: 193).

According to Ahearne, Lam and Kraus (2013: 35), middle management can play a key role in the organisational performance because their contribution occur through the process that can be defined as a coherent set of actions performed. It implies that for each middle management, there are processes and systems, which impact on the realisation of pre-determined strategic objectives. Senior Management Services Members (SMS members) are collective senior management from Director up to the Head of Department who should provide strategic direction to employees and work together with them to set daily work activities, targets and review performance. They also ultimately pay performance incentives and facilitate the strategy execution, is the view that is significantly shared by Melnyk, Bititci, Tobias and Andersen (2014:173). Authors Cavalluzzo and Ittner (2004:251), further argue that an organisation that adopts performance processes should achieve improved decision-making approaches in order to realise the organisation's mandate or purpose of existence.

To further add to the above discussion, Manyaka and Sebola (2012:302), indicate that a close relationship exists between employees' performance and the organisation's interaction with their employees. Dye (2005:53) concurs that strategy execution is considered a process that transforms strategy into activities. However, in this regard, the AGSA identified a lack of consequence management in its 2015/2016 report as one of the reasons why ineffective strategy execution continues in many public organisations in the modern era of governance.

Policy and legislative processes have been successful in addressing many of the disparities and inequities of the past. Strategy execution is important but challenging, because execution of activities takes a longer time frame and involves more individuals, which becomes a challenge as the public service is a complex environment, argues Brynard (2005: 651,653). However, Dransfield (2001: 61) and Mattis (2001: 372) view strategy execution as operational plans and procedures to translate strategy into actionable steps. Moreover, and importantly, Graetz (2000: 550) and Mattis (2001: 375), indicate that one of the roles of leadership and senior management is to be involved in providing the important strategic direction. Therefore, it is essential that all stakeholders understand the strategy in order to know its impact on day-to-day tasks, which gives them a commitment when contacting with the customers (Brynard, 2007: 357). Thus, monitoring and reporting is an important part of a public manager's job specification. If there is no such control, there is no management, since the reality of any organisation, public or private, is that its effective always focusses on a significant degree of internal oversight roles and in-year monitoring as part of internal control procedures.

A study was conducted by Nelson, Martin, and Power (2008: 2) where they invited thousands of staff members (about 25% of whom came from executive ranks) to complete an online assessment of their organisations' capabilities. These staff members represented more than 1000 organisations including public sector organisations and non-profit organisations from over 50 countries. Their finding was significant in that three out of every five organisations rated their organisation as weak at the strategy execution level. It seems to be easy for leaders to decide where they wanted to go with the organisation, but the hard part is to get organisations to act on the new strategic priorities, argues Floyd and Wooldridge (1992b: 27).

It stands to reason, that strategy execution is necessary to continuously examine the appropriateness of the legislative framework and managerial practices within public sector contexts in assessing the efficacy of their functionality on government departments as a concerned focal point in the developmental state. From the perspectives raised in this study, it is envisaged that the discourse would lead towards future research into the variables impacting on strategy execution, and inform

debates on government programs in terms of both policy and practice in addressing current and perceived dysfunctions in governance, as suggested by the authors. Public sector institutions, like private sector organisations, are facing a more dynamic and more turbulent environment. This requires institutions to be innovative and to develop an innovation culture. Through the literature review, there is a need to contribute with a new theoretical framework and foundations for a strategy execution model, and how it may be applied in public sector institutions. The effective strategy execution model is required to empower the public service managers in today's dynamic and ever-changing environment.

Research has revealed numerous distracting factors to effective execution in order to realise a strategy (Hrebiniak 2005: 17; Kaplan and Norton 2004: 277). Lack of resource allocation is another reason for failure of strategy execution. Kaplan and Norton (1996:195) were of the view that failure to link action programmes and resource allocations to long-term strategy priorities becomes an obstacle in implementing the strategy.

### **3.4 STRATEGY EVALUATION**

Following on from the preceding discussion, is that of strategy evaluation and the benefit is that planning gives the organisation an opportunity to link strategy-to-performance in order to create a sense of shared mission and values, and can be used as a governmental instrument to develop support for organisational transformation. During and after the strategic management process, the monitoring and evaluation is constructed within the set framework of the management and control systems. Strategy evaluation identifies where the opportunity for improvement exists and reviews the current strategy to prepare for the future strategy. Strategic assessment is the last stage of strategic management, and it contributes to risk management and control, which are done on the quarterly basis as part of the strategy of in-year monitoring as alluded to in the earlier discussion.

According to Rajasekar (2014: 73), there are numerous causes for the failure of strategy execution such as strategic formulation is usually a top-down approach, and realisation of strategy cannot be achieved by leadership alone. Leaders have to monitor and evaluate the suitability of the contemporary strategies taking into account the socio-economic, political and technological innovations. Author Nzimakwe (2015: 64) views the strategic evaluation process as typically involving an organisation-wide initiative to review and develop strategic goals and establish new approaches of attaining those goals. The author views the process as that one stimulates the creation of new methods to the organisation's mission and work.

Author Tshiyoyo (2015: 145) urges that effective leadership advances efficiency and effective service delivery that requires top-down, bottom-up and across approaches in order to tackle effective strategy execution. Therefore, efficient and effective management is essential for service delivery in order to monitor and evaluate strategy execution processes according to the general principles set by the Audit General. The significance of strategy assessment depends on the organisation's ability to harmonise the tasks performed by managers, groups, and components within the organisation through control of performance.

The key concern in strategy is the difficulty to predict the effective realisation of pre-determined strategic objectives. The strategic evaluation provides information regarding the actual impact of the strategy on the organisational performance. Data gathered from strategy evaluation processes identified the areas that need to be reviewed. Strategy evaluation is a stage of determining the level of uncertainty with regard to the efficacy of strategy execution and whether strategy development was executed to its full potential. What is significantly stated, is whether strategy was fully understood amongst the employees and the level of communication of the strategy to the employees, argues Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012: 272-274).

### **3.5 PERSPECTIVES FOR STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR**

Strategic management processes are described in Chapter Two which embraces public policies and planning as part of a broader strategy process, gained significant ground in theory and in practice. Strategic management is now prominent due to the introduction of the National Treasury Strategic Framework where strategic management processes become the core of the public sector organisations in order to generate insights into the complex direct and indirect links among public strategic management processes (Wolf and Floyd 2013, 7). Theoretically, the context of public strategic management is linked to the level of inclusiveness and convention of the process. The strategic planning processes have received more attention in the light of the South African Excellence Model, NPM, NPG, government outcomes and NDP 2030, and the idea is to create an effective service delivery model. There are possibilities of applying strategic theories in the public organisations, especially by introductions of The National Treasury Strategic Framework, but in the public sector, the emphasis is on cost which is more prevalent feature, especially when defining delivery systems.

Strategic development for administrative transformation is required for successful transition to the strategy execution and sustainable development as depicted in the operational programmes in the public sector organisations. The existence of public service departments is traced back to their

legislative mandate translated into legislative and statutory measures within which policies are captured (Minnaar and Bekker, 2005: 120). Public administration focuses on undertaking functions in response to changing needs and demands based on a set of rules, procedures and systems that govern public services (Mutahaba, 2006: 274).

The hypothetical assumption that public strategic plans lead to positive outcomes, is explained by Walker, Andrews, Boyne, Meier and O'Toole (2010). These authors (2010) indicate that strategies vary across organisations, and organisational variables are diverse and taken into account. Indeed, strategic plans shape the impact of constraints on performance, and is in theory, both directly and indirectly linked to performance. The empirical material is based on document studies conducted in the private sector organisations. However, this study argues the importance to further elaborate strategic management processes on the perspective of public sector organisations by addressing a greater range of theories, and their usefulness for public administration.

Public senior managers are the “guardians” to ensure the continuity of the government service delivery throughout their work and influencing the collective processes submits Cook, (1998: 225-230). Within government, planning of and budgeting for programmes and projects cannot occur properly without such policy considerations, and it is the basis for tracking and assessment of programmes of action (Valadez and Bamberger, 1994:59-61). Hanekom (1987: 8) indicated that public policies are about the plans of the policy-maker towards the public, about the direction in which the policy-maker wants to steer the social order, and the utilisation of nation-wide resources.

Disagreeing to what Hanekom (1987: 8) specified, it is not only about the intents of the policy-maker, and it is also about the needs of people and the representation to enact those needs entrusted in the policy-makers and public service. Policy pronouncement should address a specific public need. The role of policy-makers is *firstly*, to make statements reflecting those needs and *secondly*, to monitor whether officers are addressing the needs through the application of policies. With public policy as the focal point of public administration, the implementation of the Public Service Act, 1994 and the Minister of Public Service and Administration (MPSA) are responsible for effectiveness and efficiency in the public services in relation to transformation and improvement of service delivery. The PFMA and the latest Public Service Regulations, 2016 assigns powers and authorities to the relevant executing authority to formulate and execute their strategy within the set framework.

According to the South Africa National Treasury (2010: 2), the essence of a framework for strategic planning and annual performance planning outlines key concepts that recognise that government

institutions vary in terms of their roles and responsibilities. These legislative mandates are set to ensure effective, efficient and better utilisation of state resources, suggests Cloete (1995: 29). National Treasury provides a strategic framework for understanding of strategic management that is grounded in the private sector. Minnaar and Bekker, (2005: 122) observe that strategy development is a critical process to state-owned entities and government departments, since it determines service delivery outcomes. Hunter (2007: 20), supports Naidoo that if the process, irrespective of the exact nature of a policy, is inadequate in terms of capacity or know-how, or both, then it will count for little tangible outcomes.

Public policy development is based on the Election Manifesto and the Medium-Term Strategic Framework, including the twelve (12) national strategic outcomes, which were established through comprehensive consultations at both Ministerial and administrative levels (RSA Guide to the outcome approach 2010: 13). The strategy links to planning frameworks and other programmes of action, as well as budget processes promote accountability, as well as the need for monitoring and reporting (South Africa National Treasury, 2010: 1-2). The National Treasury's policy defines the scope within which the organisation can operate and empowers senior management to deal with the strategy decision. According to Jones and George (2003: 277), organisational planning must contain five phases for the allocation of roles and responsibilities for strategy execution, develop operational plans with schedules, allocate the necessary resources, and ensure accountability of responsible managers.

Authors Sail, Usman, Zufiqar, Satti and Khursheed (2013: 33), define the scope and parameters within which the public sector organisations function and decisions to be taken by the executive authority or senior management. Organisational planning is viewed as a bigger picture approach that blends objective analysis of values, goals, and priorities to map a future direction, submits Poister (2010:246). Therefore, government departments formulate strategy in accordance with Chapter 11 of the WPTPS.

Author Lorange (1998:20-23), indicates that a successful execution begins with the development phase and a failure to find that link between strategy development and strategy execution is a step towards strategy failure. Strategy development is basically entrepreneurial in nature and requires thorough analysis, decision-making, and innovation. However, Chapman (2002: 18), concurs with Lorange that strategy execution requires administrative and managerial skills and an ability to analytically envisage impediments that might arise in strategy execution.

Author Naidoo (2005: 109), views that the slow pace of execution by some government departments can be ascribed to a shortage in management competencies. Authors Kaplan and Norton (1996: 10), agreed that leadership can strategically drive both policy processes by the effective utilisation of public servants. Authors Bana and Shitindi (2009: 61) contend that an organisation without a strategy is thus viewed as purposeless and unsure of its service delivery and production processes.

Authors Thompson and Strickland (2003: 365), view strategy execution as an important part of organisational performance in order to realise predetermined objectives to enhance service delivery. However, strategy execution has been progressed by the transformative programmes as set in 1995. There had to be a move from bureaucratic rule-driven systems in public service management to an outcomes-based approach to government's effective service delivery. Therefore, public service organisations are anticipated to function within the NPM model, where the focus is on achievement of measurable results and effective service delivery.

Despite the quest for efficiency through NPM and disapproval of unethical conduct by public service, there are still complaints of unreliable behaviour by public servants including senior management (Lues and Bester, 2007: 93). Authors Welman, Kruger and Mitchell (2005: 12, 20), emphasised the lack of understanding of the complexity within which public organisations are operating. This can be strengthened by organisational policies, organisational culture, organisational structure and systems, which are key for effective public management practices. Authors Kreitner and Kinicki (2010: 66-67) support Welman, Kruger and Mitchell that the values are concepts that pertain to desirable behaviours and are important for the individual and organisation to succeed in pursuing organisational strategy.

The government strategic goals approach has been replaced with an outcomes-based approach, as advanced by South Africa National Treasury, (2010: 2). The fiscal "harshness" and public organisations are to adopt strategic development to support leadership with senior managers to contain their budgets and maintain funding for the government's priority areas. Therefore, although the strategic development process and strategic choice are made and executed, but there are organisational factors that affect its effectiveness in the realisation of predetermined objectives (Elbanna, 2006: 2).

### 3.5.1 Public Service Planning Framework and Other Plans

Efficiency is achieved by linking the policy-making process with the resources needed to make the policy a reality. In South Africa, the public demands for effective service demands continue to grow as people’s expectations about service delivery continually arise. The significant number of participants involved in the execution includes middle management, production staff, and the users of the public service, who are crucial for effective organisational performance, adds Guth and MacMillan, (1986: 313-327). Authors Cook, (1998: 225-230) and Martin (2010: 3) finds substantial merit in that successful strategy execution is through people who embrace difficult challenges and continue to build an organisational culture that encourages work commitment on a daily basis. With public policy as the focal point of public administration, the strategic execution process is intended to get the organisation to where it wants to be, is the view held by Canfield, (2005: 29).

Funds are always insufficient and have to be carefully managed to get the most out of resource constraints, taking cognisance of efficiency and effectiveness Pencheon, Guest, Melzer and Muir Gray (2008: 3787) consider the relations amongst plans, programmes, the organisational principles and transformation as the important factors of effective service delivery. The relationships between policy, strategy, and implementation with models, are illustrated in the Table 3:4 below:

**Table 3.4 Relationships between Policy, Strategy, And Implementation**

Policy	Strategy	Implementation
Particular philosophies accepted by management are frequently built on policy as evidence.  Influenced by policy mandate of the services, politics, public opinion, and the media.  Instance: It is the strategy of the government to convert policies into programmes and strategies.	Important steps that need to be taken are critical to deliver the services over a 5-year period.  Needs to be supported by strategy goals and objectives.  Example: Pre-determined strategic objectives set (5) years, guide the operations and resources allocation of the public sector organisation in order to improve service delivery and sustained projects.	Ensure that agreed set of objectives and targets provide common platform to better leverage budget and other resources alignment and translate strategy into action.  Example: The application of strategy enabling public sector organisation to measure its progress in realising the agreed initiatives to advance strategic objectives for growth and project implementation.

Pencheon, Guest, Melzer and Muir Gray (2008: 3787)

Drawn from Table 3.4, integration among policy, strategy and implementation as stimulated by government’s need to regulate to link organisations’ performance targets with budget allocations.

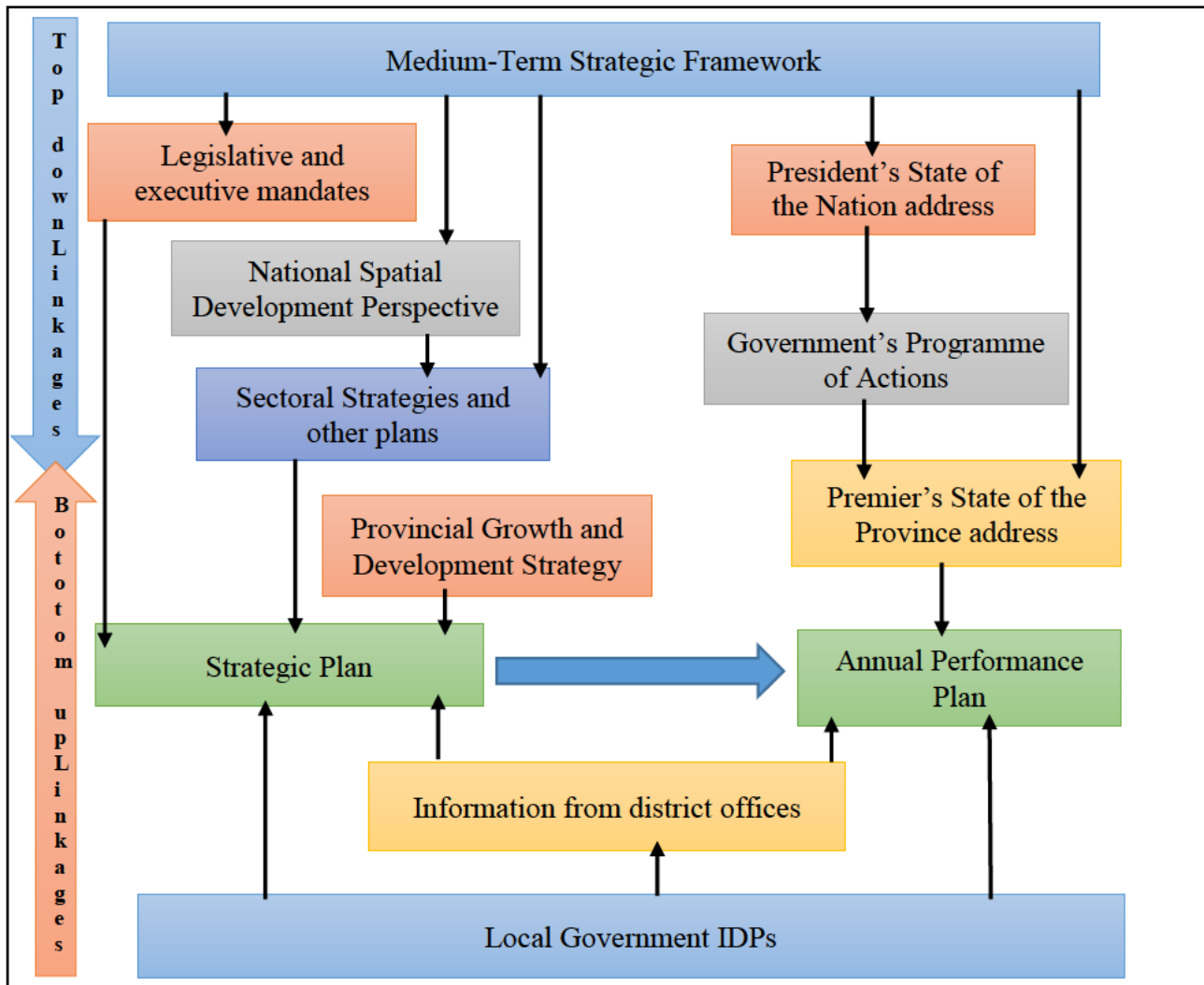
Author Bryson (1995: 32) supported this model as it contains the purpose, policies, programmes, activities and results that outline what an organisation wants to achieve. Author Henry (2008: 8) concurs that functional strategy is basically responsible for the provision of support to business strategy and is the responsibility of managers in the different functional units to ensure that their activities are geared to assist and complement the efforts towards achieving the business strategy.

Public administration and management has been faced with unprecedented policy change and systems (Henry, 2001: 150-174). It has been noted, that most public service departments are struggling to implement the Batho Pele initiative (South Africa. RSA, 2003: 8, South African Public Service Commission-PSC, 2004: 3, 22). However, Daft (2011: 350), is of the firm belief that the public service is a mechanism to improve service delivery through effective strategy execution.

South Africa National Treasury (2010: 4) gives guidelines for the Public Service Planning framework that culminate to the strategic development plan in the public sector organisation. The framework is preceded by a number of policy decisions from national to provincial, as well as local municipality levels and spread of resources to give effect to the processes. The Public Service Planning Frameworks and other plans start from the Medium-Term Strategic Framework (MTSF) backed by the legislative mandates through the State of the Nation address and devises Government's Programme of Action and what resources would be required via Provincial address. Together, they lead to the development of the Provincial Growth Development Growth Plan and the formation of strategy for the various departments at provincial and local spheres. The process is about coherent activities backed by set legislative frameworks that eventually concentrates on resources in order to realise pre-determined strategic objectives. The challenge of the Public Service Planning frameworks is the environment from national to provincial and specifically public sector organisations within the different targets and spreading of resources through various agendas.

Figure 3.2 reflects the frameworks below on how the strategic intent is translated so that service delivery may take place:

**Figure 3.2: Public Service Planning Frameworks and Other Plans**



Treasury Regulations, (2010: 4)

Each public sector organisation must develop a five-year strategic plan, which aligns with the programme of actions, as expressed in the MTSF and the Government. However, it is expected that each government department or public organisations ought to have strategic plans. Author Hughes (2003: 136), identifies challenges in the Public Service Planning Frameworks and other plans as compared to the private sector organisations. The author is of the view that appropriate benefits of Public Service Planning Frameworks and other plans requires capacity for the executing of strategies and set plans that should be identified and developed during the planning processes. This implies that the leadership and management role is also to provide strategic direction and contribute towards organisational developments that could be viewed as coherent sets of activities executed at strategic management positions. However, Naidoo (2004: 210) asserts that inadequate alignment of strategy

planning and strategy implementation could lead to ineffective service delivery and the realisation of pre-determined strategic objectives.

In contrast, as reflected in Figure 3.2, the public sector organisation's planning consists of a number of legislative mandates, Sectoral Strategies and the Provincial Growth and Development Strategy with role-players outside the organisations make central contributions to the strategic planning and other plans. These different plans should be integrated into a single strategic plan for a public sector organisation. Authors Guth and MacMillan (1986: 313-327) view that the challenge of strategy application is to link strategic controls, since imbalance of strategic controls fails to outline the boundaries of the leadership and management role that can impact negatively on the public sector organisation. Kaplan and Norton (1996: 10) concur that strategy-focused leadership can strategically drive policy processes by the effective utilisation of public servants.

### **3.6 ORGANISATIONAL FACTORS AFFECTING STRATEGY EXECUTION**

The strategies are carried out by employees who are performing activities within their job contents that contribute toward converting strategies into tangible and intangible service delivery, submits Dye (2005: 53) and Anderson (2003: 193). Author Hantang (2005: 45-46) views that the planning processes in Figure 3.2 has challenged leadership and senior management roles, but the roles of middle managers and employees who implement the programmes are not well illustrated.

The planning process in Figure 3.2 impacts on all employees in different ways at different component levels in the current rapidly changing environment that necessitates the integrated management approaches. Despite the quest for efficiency and disapproval of unethical conduct by public managers, there are still accusations of disreputable behaviour, submits Lues and Bester (2007: 93). Authors Kreitner and Kinicki (2010: 66-67) concurs with Lues and Bester that the values that pertain to desirable behaviours in pursuing organisational strategy have been lacking in the public sector organisations. Furthermore, government noticed that the policy development phase had not produced the desired strategic outcomes, hence a focus changed to service delivery during the period of 1997 to 2003.

Author Naidoo (2005: 109) argues on the slow pace of policy implementation by some public service departments which can be attributed to a deficiency in leadership competencies Author Horwitz (2006:48) views this statement as a gap, of which this study attempted to address through providing an approach to improve strategy execution in the public sector organisations. The strategy execution

model could impact on service delivery and organisational performance, maintains Elenkov (2008: 37). This implies that public service managers need to regularly rethink and realign service delivery plans and linkage of budgets to the strategic programmes within the government department's purpose of existence, submits Dickey, (1992: 124-126). Therefore, strategy execution was a focus point of the study, and is a contemporary focus area in public governance and management of public sector organisations in the current dispensation of government.

Strategy execution interacts with organisational variables that affects the overall realisation of pre-determined strategic objectives, coheres Okumus (2003: 871-882). However, Hunter (2007: 20) agreed with Okumus that the execution of strategy needs people with capacity and other resources to be allocated and managed at all component levels. Author Cloete (1995: 29) urges that public administration is the collection of moral principles, norms, attitudes, values and obligations to ensure that Government's Programme of Action remains a central focus on the promotion of the general welfare of all members of the population. The importance of organisational factors enabling effective functioning of the public sector organisations is discussed below.

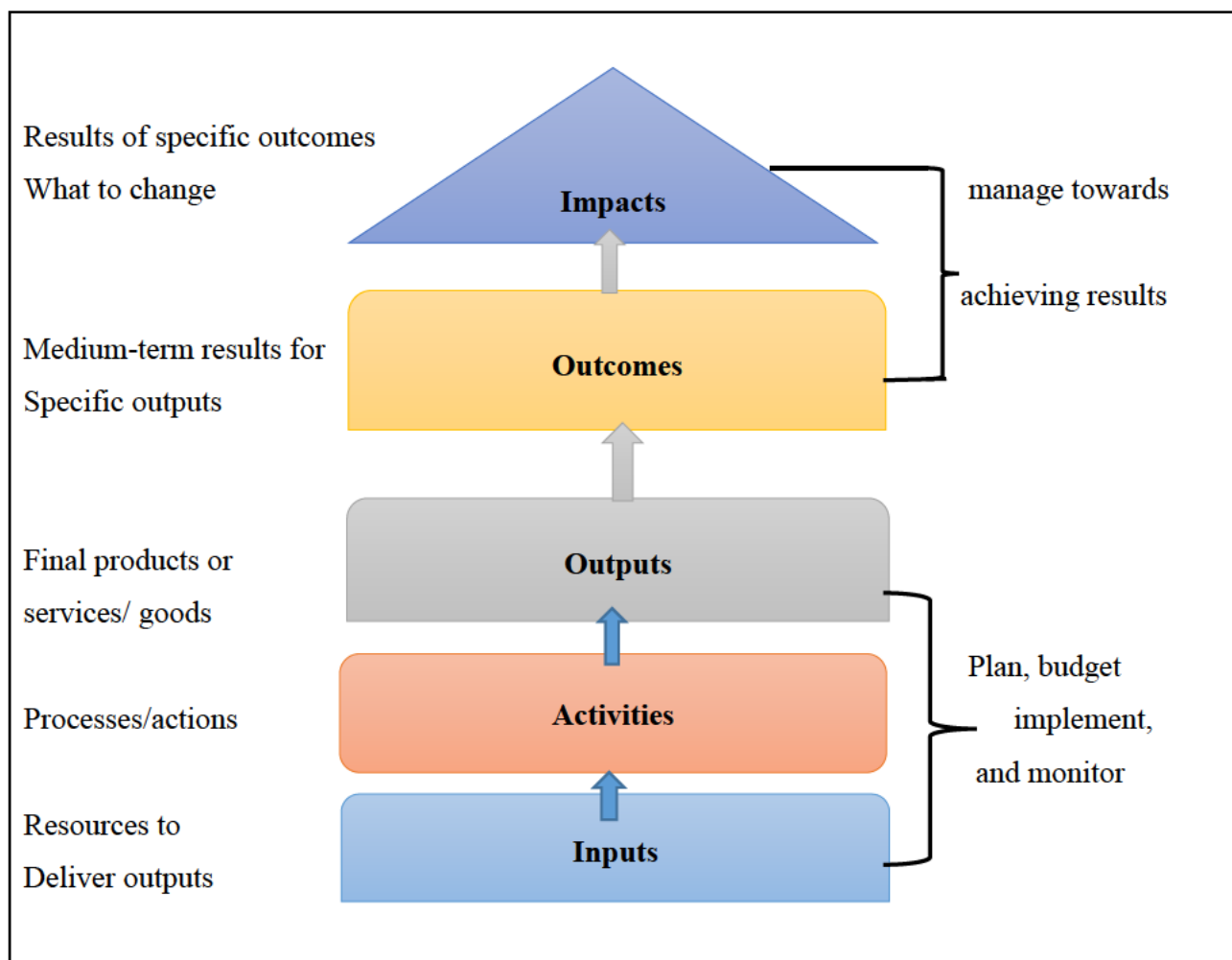
### **3.6.1 Linking Budgets to Strategy Execution**

Once the strategy is developed, government departments considers a variety of public policies to address both the financial management capacity and improvement of service delivery. The linking of budgeting to strategy execution emphasises the involvement of the broader role-players in the allocation of resources. According to Chitiga-Mabugu (2016:168), government uses policies to guide the application of different programmes and actions to realise anticipated objectives. The budget programme structures provides the relationship between the pre-determined strategic objectives and operational budgets in order to ensure value-for-money. Consequently, the public leaders and managers are accountable for public funds allocated to the public sector organisations, as voted by the parliament and provincial legislatures. From the perspective of budgeting linked to strategy execution, one may consider financial management to be an important systematic variable influencing service delivery, submits De Coning (2006: 4).

The PFMA in the context of budgeting and Treasury Regulations are key in the government budgeting frameworks and highlights good governance. Integrated budgeting planning is key in allocation of funds and strategies are developed to ensure comply with PFMA statutory requirements to be allocated required funds for implementation of government programmes. According to Radomska (2014: 77), linking the budget to a strategy becomes a key challenge for senior managers that is

associated with high risks. However, National Treasury provided the performance information framework that could be used to link budget and strategy as reflected in Figure 3.3 below:

**Figure 3.3: Performance Information Model**



Treasury Regulations, (2010: i)

Drawn from Figure 3.3, the Performance Information required in the budget is highlighted. It is critical for budget plans to link to strategy to ensure that strategic objectives and priorities are budgeted for and achieved as deliverables. The Performance Information Model is rooted in the school of economics and concerned with the allocation of resources. As a result of social complexity, it implies that public sector organisations should do more with limited resources and consider the inputs, activities, outputs, outcomes and impacts of the organisational performance. The challenge is that the budget focus is on the short-term perspective, and planning generally takes three to five years over the Medium-Term Expenditure Framework known as the MTEF. Given South Africa's development challenges, a strategy needs to inform the allocation of resources so that historical inequities can be progressively eliminated. However, the operational plans have to be developed within the context of available resources informed by longer-term planning and priorities.

As stated in Matters, Leeds and Carroll (2015:96), strategic changes happen effectively in the organisation which have a real effect on all aspects of the organisational factors such as leadership, management, the people involved, its culture, structures and processes. Without structured performance, management information strategy becomes pointless when they are executed, and within this aspect, the study contributed to alignment of organisational factors into effective strategy execution.

### **3.6.2 Perspective of the Audit Reports**

The AGSA's responsibility is as required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the PFMA. Each public sector organisation should have developed at least five-year strategic plans, which are linked to the MSTF and the Government's POA. Within this context, the realisation of pre-determined strategic objectives has become a key responsibility to the public leaders and managers, submits Bryson (2004:50). It is therefore, important for the public sector organisation to develop its strategic plans, and have ability to execute it, although it is found to be more difficult than formulating it.

AGSA audits public sector organisations strategies based on the pre-determined strategic objectives whether the organisations have been able to realise their set objectives, and how the public resources were utilised during the financial year, which starts by 1<sup>st</sup> April and ends on 31<sup>st</sup> March of the following year calendar month. AGSA expressed an opinion based on the typologies of three criteria: namely, unqualified report meaning that the organisation has delivered on its predetermined objectives, which is a clean report. The qualified report means the organisation has made significant strides relating from performance to implement its predetermined objectives with certain specific recommendations to be implemented by the organisation. The disclaimer report is when it is difficult for the AGSA to express opinions, which then means that the organisation has not progressed according to pre-determined objectives.

The AGSA study revealed that the department and public entities have challenges in the realisation of their pre-determined strategic objectives (South Africa National Treasury, 2010: 11). The AGSA reports were based on actual service delivery performance and the realisation of pre-determined strategic objectives against the set performance indicators and targets in the strategic plan. The focus was also on the annual performance plans and report on the findings that were presented before the relevant legislature and parliament. The AGSA has given many accounts of the organisational factors

behind the failure to deliver effective services and the remedial actions that should be taken for many other implementation failures.

The following are prevalent deficiencies cited almost all audit general reports found in the public sector organisations:

- Unclear reporting as a result of prolonged processes of filling leadership or senior management positions;
- Implementation of projects not aligned to predetermined strategic objectives as a result of lack of control;
- Failure to follow monitoring processes; and
- Imbalance of budgeting planning for the two core functions (agriculture and environmental affairs) resulting in non-result oriented actions.

The findings revealed the poor compliance with public service regulations, legislations, standards and prescripts and other requirements that were identified as a challenge throughout the KZNDAE public sector organisation. An AGSA snapshot of lessons from past failures included requirements for success such as:

- Know the organisational responsibilities; and
- The role of management to own the process and be an active leader in management.

Hitherto these challenges in KZNDAE in particular, is the high number of vacancies which exists in Senior Management positions within departments and public entities in the South African Public Sector which has an adverse effect on effective strategy execution. Findings of the Auditor-General particularly in leadership and governance, are significantly noted and ought to be addressed in the public sector organisation. Departments and public sector organisations are facing problems in their employment processes, including delays due to the verification of qualifications and vetting of applicants, and having to advertise posts a number of times due to applicants not being suitable for the positions.

A study on KwaZulu-Natal's Provincial analysis of 3-year audit outcomes on auditors reporting against the predetermined objectives conducted by AGSA (2011: 37-38) reveals and highlights low rates of realisation of pre-determined strategic objectives in the public sector organisations in both

public entities and provincial government departments alike, as significantly depicted in the Table 3.5 below:

**Table 3.5: Provincial Analysis on Auditors Reporting against Pre-determined Objectives**

Provinces	Non-compliance				Usefulness				Reliability				Presentation	
	Depts	Public entities	Depts	Public entities	Depts	Public entities	Depts	Public entities	Depts	Public entities	Depts	Public entities	Depts	Public entities
	2010-2011	2010-2011	2009-2010	2009-2010	2010-2011	2010-2011	2009-2010	2009-2010	2010-2011	2010-2011	2009-2010	2009-2010		
EC	9	13	5	8	8	11	5	6	8	7	5	4	9	18
FS	10	7	2	4	1	4	1	1	10	9	1	1	5	0
GP	1	10	5	16	4	5	4	12	3	6	1	8	17	5
KZN	1	3	16	21	2	4	5	14	5	4	1	2	0	3
Limpopo	3	5	2	2	6	4	1	3	5	10	1	1	0	0
MP	0	6	2	3	2	6	0	3	7	8	1	3	7	25
NC	5	5	2	1	5	7	2	1	6	7	2	0	31	50
NW	4	10	7	8	7	8	7	5	6	6	5	4	17	2
WC	0	2	1	1	0	1	1	2	2	4	0	2	0	0
Total number auditees	33	61	42	64	36	50	26	47	52	61	17	25	12%	9%
	27%	49%	42%	52%	28%	40%	26%	39%	43%	49%	17%	20%		

AGSA (2011:37) Consolidated General report on the Provincial Audit Outcomes for 2010/2011

Drawing from Table 3.5, the auditor focused on non-compliance in relation to the uniformity and application of pre-planned programmes and achievements against predetermined strategic objectives. The compliance rate was questionable in some government departments, which revealed that:

- Inconsistencies among the objectives set and the real goals achieved are not clarified in the performance reports of 33 departments, one legislature and 26 public entities;
- Key audit trends of the public organisations performance is highly variable in achieving strategy-desired results and outcomes; and
- Performance information is not reliable, and not aligned to set objectives and targets.

From the preceding discussion, it can be said that the incapacity of public sector organisations to efficiently accomplish pre-determined objectives was one of the main organisational factors and

poses problems to leadership and senior management, argues Ehlers and Lazenby (2007: 213). The trends are still prevalent in the public sector organisations and government departments in the contemporary era. The audit reports still remain a tool to reflect organisational performance against pre-determined strategic objectives and government programmes, submits Canfield, (2005: 29).

### **3.7 STRATEGY EXECUTION FACTORS**

Successful strategy execution is key for any organisation. Many studies indicate that the most allocation of time is to the strategic planning processes than strategy implementation, and the problem of strategies often fail not because of insufficient strategy planning, but because of the lack of execution. According to Rajasekar (2014: 169), quotes Ashkens and Francis (2000) and Atkinson (2006), it can be indicated that higher rates of strategy failure between 50% and 80% are recorded in most organisations. Strategy execution is a service delivery driver in public sector organisations as is the case in the KZNDAE. The organisational factors affecting effectiveness strategy execution are highlighted and discussed in this section.

#### **3.7.1 Leadership and Management**

Chapter Two of this study highlighted the need of good collaboration of political heads (leadership) and senior management members as one of the key aspects of realisation of the strategies. In Chapter Three, management and leadership come together as the core in the public sector organisations. Public sector makes policy and strategic frameworks for the functioning of the rest of the country through agriculture and environmental prescripts and other legislation, infrastructure, education, research and development. Therefore, effective leadership and management in the public organisations is critical for policy and strategy execution that impacts on service delivery.

The topic on leadership and strategic management has been investigated by a number of scholars (Judge and Piccolo, 2004; Khurana, 2002; Chemers, 2000; House and Aditya, 1997). Authors Leinonen and Juntunen (2007: 2) contend that rational ways of public administration calls for a new type of leadership and management. Adopting the new type of public sector leadership and management will be able to decide on how to design or reconfigure public sector organisations in developing strategic plans and building organisational capabilities, submits Nag, Hambrick, and Chen (2007: 935-955). Therefore, leadership should translate strategy into manageable actions for the middle managers' adaptation, since they are considered as generally responsible for success or failure of an organisation, which need communication, resources and autonomy.

The responsibility of leadership to provide strategic direction and ensure functionality to strategy execution is of concern, submits O' Reilly (2010: 12). The importance of leadership and management has to start at first-line supervisor up to the senior management and Chief Executive Offices on organisational performance (Hoffman and Jones 2005, Thomas, 1998). The significance of leadership is defined as one of the main strategic contributors in the realisation of pre-determined objectives, maintains Piennar, Muell, and Cronje (2008: 13).

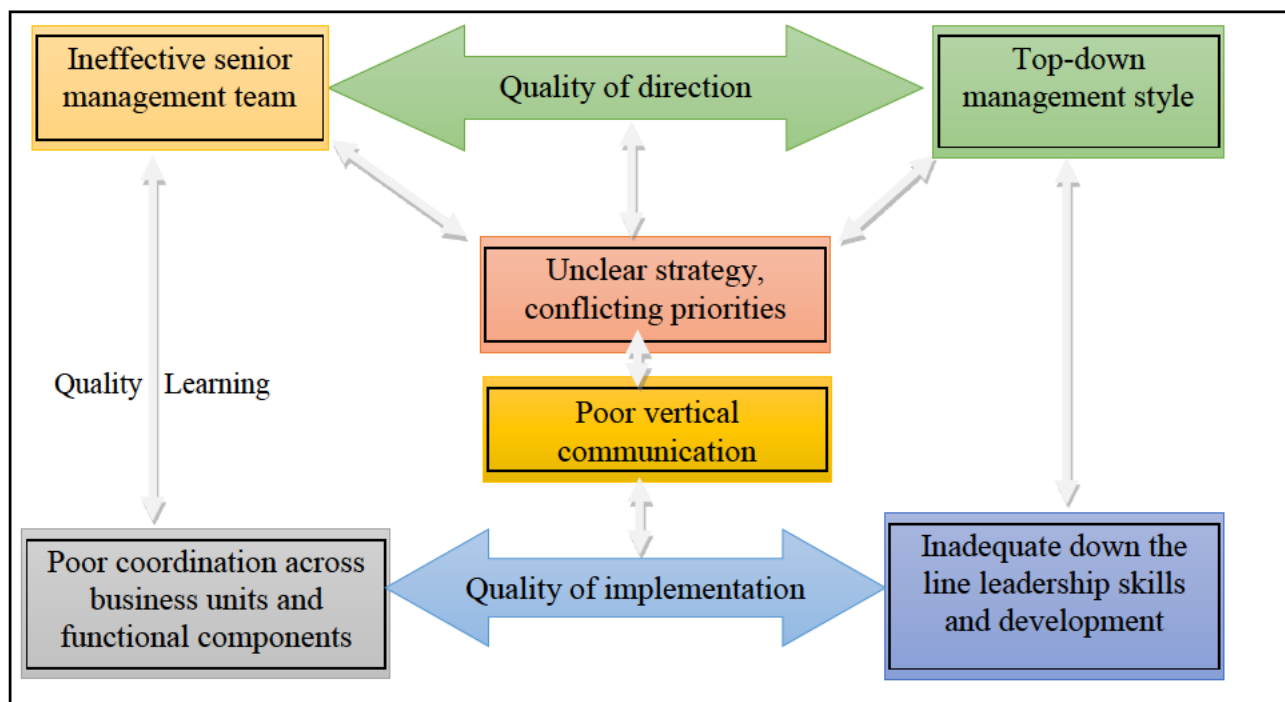
The importance of leadership is to provide direction to the organisation, which is key factor for strategic management, maintains Pienaar, et al., (2008: 13), Hrebiniak (2005: 17) and Kaplan and Norton (2004: 277). The daily activities are performed by various public servants at organisational components contributing towards the policy intents, is the view of Botes, (1994: 24). Leadership needs to ensure employees are acting ethically when performing their work and making decisions, and management can take several measures by appointing people who are behaving ethically in the position, and use the labour relations process against people who are not performing ethically whilst employing stronger measures to promote ethical behaviour (Lues and Bester, 2007: 94).

Author Stock (2007: 2) indicates that it is essential that the leaders accept accountability for organisational performance, comprising financial management and human resources. Leadership and management is multi-functional which encompasses direction and attainment of results through others, asserts Huey (1994: 42–50). The Heads of Department are responsible for the effective administration and management of the government department as the Accounting Officer in terms of PFMA, 1999. Authors Kaplan and Norton (1996:199) indicate that there should be a link among the activities to know what should be regarded as the realisation of the strategy. It is evident that leaders could prove to be as essential element of the change from improvement to institutionalisation. The question can then be asked, why it is so difficult to improve strategy execution in most government departments.

The study conducted by the Public Service Commission (2008: viii-ix) on the Turn-over Rate of Heads of Departments reflects that one of the key challenges of the public sector organisations is to keep skilful leaders and managers in the public service. It had also shown that it takes about six months to a year for the new leaders to settle in. It was found that the new HoDs establishes a new strategy, and is therefore unable to account for progress that took place during the erstwhile HoDs' era. which causes instability during transition from one leader to another, as is the case of KZNDAE during 2009-2012. Therefore, a lack of continuity to fulfil the strategic mandates impacts on policy implementation.

Authors Beer and Eisenstat (2000: 37) within strategy execution and learning have indicated ‘six strategic killers’. The focus is on the leadership from a different perspective. The authors proposed that the lack of effective leadership and changing priorities will result in poor coordination because employees will reflect uncertainty about senior management. Authors (2000:29) indicate that the ‘six strategic killers’ are risks for effective execution of the strategy and they should be undertaken. The authors’ views are reflected in the graphic illustration in Figure 3.4 on how the “strategic killers” interact.

**Figure 3.4: Interaction of “Six Strategic Killers”**



Beer and Eisenstat (2000: 29)

Drawn from Figure 3.4, it provides elements of strategic killers that need to be tackled during the strategic management processes. However, poor vertical communication is at a core as it presents integrated strategic management approaches. The top-down approach gives tendency to by-pass middle managers and go directly to the lower level employees to give orders to get things done. This approach is viewed as causing uncertainty and inconsistency. It results in lack of leadership where senior managers do not provide strategic direction to their subordinates towards the common strategic objectives. This also affects the quality of strategic direction. The issues of poor coordination across business units and functional components turns to affect effective reporting and monitoring of organisational performance. This is viewed as influenced by ineffective senior management team that skipped the middle management levels and give instructions to the lower level employees. Lack of strategy management associated with lack of effective management as a top-down approach, is where

only leadership and senior, managers know and understand the bigger picture of the organisational strategy. Organisations are looking for people who will be able to work across the organisations' components.

Authors Pacheco, Caulliraux and Spiegel (2014) uphold that ineffective senior management teams and leadership approaches are viewed as key organisational factors affecting the quality of learning that impacts on co-ordination of activities and developing skills and competencies in the lower level management so as to keep employees committed to strategy execution. Interaction of the 'six strategic killers' model shows how can these factors can influence strategy execution. Author Dransfield (2001:69) urges that effective sharing of information is needed in developing a plan. Hitt et. al., (2001: 500) views that the importance of leadership and senior management arose from providing strategic direction and developing management controls in order to develop and sustain operational attitude and moral principles while improving organisational performance.

Leadership researchers who focused on strategic-leadership and little focus on leadership development at all organisational levels impacts on organisational performance (Sosik, et al., 2005: 47). Strategic planning is a tool that public sector organisations could obtain to ensure the benefits of realising the pre-determined strategic objectives, however, literature indicates there are organisational factors that need to be effectively managed, maintains Elbanna, Andrews and Pollanen (2016: 1037).

According to Ehlers and Lazenby (2007:213), challenges are posed to management is to share information and ensure employees understand the strategic change and realise their roles and contributions. Kaplan and Norton's findings (1996: 10) concur that strategy-focused leadership could be driven by policy process as a central point for the management of organisational factors and deployments of resources. In support of this point, Dransfield (2001: 85) maintains that there are a number of approaches that can be applied to deal with strategic change and staff empowerments.

### **3.7.2 Organisational Structure and Culture**

According to Huey (1994: 42–50), organisational structure and culture requires strategic leadership and management to integrate and align them to strategy execution. Leadership is also considered the key element to decide on how to structure staff and lay out plans in building organisational capabilities (Nag, Hambrick, and Chen, 2007: 935-955). Ethics refers to the values and principles which are manifested in leadership's behaviour that impact on organisational performance. More than ever, it

seems that the success of institutes and the well-being of society are affected by ethical choices made by the leadership in the organisations.

While strategy relates to all facets of management, strategy execution interacts with organisational variables that affects the overall outcome. Consequently, though, the demands and expectations on government to deliver public services are unlimited, whilst government resources to meet these demands are limited. The test of a strategy is in its execution where employees and leadership have been recognised as the key organisational factors to effective strategy execution (Hrebiniak, 2005: 17; Kaplan and Norton, 2004: 277). It stands to reason that strategy execution is a thoughtful process for the managing of any organisation.

Kaplan and Norton (1996: 10) view strategy-focused leadership as a strategically driven organisational structure and culture, since strategy execution requires both tangible resources and processes. Authors O'Reilly, et al., (2009: 106) view the allocation of resources in two phases, phase one focused mainly on strategic planning and articulation of the pre-determined objectives and phase two involved allocation of tangible resources such as senior managers involved in the planning processes.

Authors Slater, Olson, and Hult (2010: 470,472) view a need for the leadership and management to consider the alignment of organisations towards new strategies. In contrast, Bimani and Longfield-Smith (2007), maintain that alignment of organisational structure and culture to the strategy needs to be monitored, since organisational structure typically segregates the functions and duties into different levels of the organisation. Bushardt, Glascoff, and Doty (2011: 60-65) concur that the link between organisational structure and strategy affects organisational culture. Progression of the public service transformation does not seem to have produced a desired result that was envisaged, submits Nengwekhulu (2009: 342,345). Author Hrebiniak (2006) concurs in a study conducted by obstacles to effective strategy implementation and found that insufficient information sharing, unclear responsibilities and accountabilities work against pre-determined strategic objectives. However, the impact of organisational culture and implementing strategies do exist, maintains Rajasekar (2014: 171). Second phase places emphasis on alignment of organisational structures and interaction between the employees and management, as well as beneficiaries of organisational services regarding the 'rendering of services or doing business'. This organisational structure plays a critical role to allocate human resources and the key challenges are employees' perceptions towards strategy and behaviours towards clients or beneficiaries of the services.

Authors Rapert and Wren (1998: 289-294), have accepted the double nature of organisational structure, covering both the decentralisation and centralisation models, as well as the communication channels within the set structure. The authors viewed two models, which have continued to show understanding of organisations, and are comparable due to communication processes, which appeared in the daily performing of organisational work. According to Hillman, Siam (2014), the influence of organisational structures and cultures impacts on organisational performance. Other scholars who studied the organisational culture and values such as Brenes, Mena, Molina (2008), Hrebiniak (2005), Alashloo, Castka, and Sharp (2005), Raps (2004), Okumas (2003) and Alton and Ikavako (2002) concur that organisational structures and values plays a key role in sharing information and communication of strategy execution and organisational performance.

Unethical behaviour can take many forms, including the misuse of property and public resources, public officials taking a percentage on government contracts, contracting government business to themselves, friends and relatives, and receiving excessive performance bonuses or offers from government contractors, suggests Clapper, De Jager and Fourie, (2002: 33). Moreover, organisational culture is an important key factor of ethical behaviour in an organisation. Finally, organisations can train and develop their employees on ethics, and how to deal with ethical challenges.

### **3.7.3 Information Technology and Communication**

Leaders and managers should effectively share strategic information with all stakeholders within and outside the organisation. Figure 3.3 highlighted in earlier discussion in this chapter, also suggests that communication within the public sector organisation has a key role in strategy development, but also in the effective strategy execution. Authors O'Reilly, et al., (2010: 112-114), indicated that leaders and managers at different levels of the organisation should create strategy awareness amongst the employees that would enhance service delivery. The Information Technology and Communication systems should be utilised and effectively managed as the responsibility of leadership and management.

Information technology and communication is regarded as an important factor of organisational effectiveness through understanding the roles, and to create a sense of ownership to all role-players, submits Noble (1999b: 120). Authors Long and Franklin (2004: 311) concur that communication is key to implementation of policies and strategies. Further, Hrebiniak (2005: 15, 23) urges that the absence of effective information technology and communication will contribute towards the conflicting priorities.

Authors Forma and Argenti (2005: 255-256) maintain that organisations where employees have access to information through open and supportive information technology communication networks are inclined to exceed those with more limiting communication situations. Authors Long and Franklin (2004: 311) view information technology and communication as a key factor to share strategic information with middle management who are at the interface of strategy and operations. These authors also view information technology and communication as a significant organisational factor towards effective strategy execution.

### **3.8 ORGANISATIONAL FACTORS DETRACTING OR CONTRIBUTING TO EFFECTIVE STRATEGY EXECUTION**

Scarcity of resources affects effective organisational performance and service delivery, and most organisations have processes of translating strategy into desired outcomes. However, the strategies do not produce desired outcomes. Authors Ehlers and Lazenby (2007: 213) view execution as a means of focusing on the operational plans, and to address any unanticipated deviations.

#### **3.8.1 Factors Detracting from Successful Strategy Execution**

Strategy execution is essential, but demanding because execution activities take a longer time frame and involves more individuals, which become a challenge as the public service is a complex environment (Brynard, 2005: 651,653). The incapacity of public organisations to efficiently accomplish their set strategic goals is one of the factors that limits their success, which requires constant investment in managing resources (Madue, 2008: 200).

Research studies revealed that leadership is one of key organisational detracting factors to effective execution of strategy (Hrebiniak 2005: 17; Kaplan and Norton 2004: 277). Furthermore, Rahimnia, Polychronakis, and Sharp, (2009: 246-260), concurred on the “blemishes” in strategic planning as the contributor to the inhibitors to strategy execution. The authors highlighted key inhibitors of strategy execution within the organisation, which were planning results, organisational arrangements, individuals (people), as well as leadership. Moreover, when key people in the development of a strategy are not participating in the execution, the ownership is lost in many cases.

The lack of resources allocation is another reason for failure of strategy execution. Kaplan and Norton (1996:195) are of the opinion that failure to link action programmes and resources allocation to long-term strategy priorities becomes an obstacle in implementing the strategy. The causes of failure in

strategy execution relate to the abilities, process and activities that are needed to bring strategy to success, submits. Cocks (2010: 75). The author further holds the view that strategy execution is exercising authority over resources, employees and their work. Accordingly, successful organisations adapt by improving their internal processes, systems, competencies and services.

A study was conducted by Nelson, Martin, and Power (2008: 2) where they invite thousands of staff members, and about twenty-five percent of whom came from executive ranks to complete an online assessment of their organisations' capabilities. The staff members represented more than 1000 organisations, public sector organisations and non-profit organisations from over 50 countries. Their finding was that three out of every five organisations rated their organisation as weak at strategy execution. It seems to be losing strategic focus and has to be redirected to ensure continued focus on a desirable future (Floyd and Wooldridge 1992a: 20).

Mothae and Sindane (2007: 151) observe that the execution of policies in public organisations is the duty of public officials who need to understand them. The leadership could be the solution to many challenges experienced by public servants during strategy execution, stresses Mfene, (2008: 212). Aligned with this point of view, Naidoo (2005: 109) argues that deficiency in strategy execution has been identified by leaders who are asking themselves why things do not work as planned. The public managers face significant resistance to change at all levels in the public service.

Kaplan and Norton (1996: 10, 199) indicate that there should be a link among the activities of leadership in providing strategic direction and policy implementation. Leadership is one of the key contributors towards effective strategy execution, submits Pienaar, et al., (2008: 13), and Hitt, Ireland, and Hoskisson, (2007: 375, 384). Leadership has a strong impact through their day-to-day tasks, which give them direct contact with the customers (Brynard, 2007: 357). To ensure employees are acting ethically when performing their work and making decisions, management can take several measures by appointing people who are behaving ethically in the position, and use the labour relations process against people who are not performing ethically; also to employ strong measures to promote ethical behaviour (Lues and Bester, 2007: 94).

### **3.9 PERSPECTIVES OF STRATEGY MANAGEMENT FOR KZNDAAE**

Public administration is an “institution” in practice and senior managers are the “guardians” of the public good because they ensure the continuity of the government (Cook, 1998: 277-278). The high strategy failures are due to the lack of proper execution and it is rarely due to a lack of strategic goals.

Hence, this study explored the strategy execution processes followed in a service public organisation, which is KZNDAE. The study viewed organisational features that influence execution strategy. The effects reveal that governance is by far the significant feature in respect of a successful execution strategy in the public sector.

The studies indicate organisational planning has been investigated on how the strategic management processes have been relating to both the vision and mission statements. As a result, policies ensure that there is a collective responsibility of what needs to be attained at all organisational levels. It is also a methodology used to realise a target as prescribed in the Government's Programme of Actions. It also provides senior management with tools for delegation of powers to the middle management in order to improve service delivery. Author Khosa (2003: 49), notes on a project entitled "Closing the gap between policy and execution in South Africa", that "the discrepancies between policy development and execution are largely caused by the lack of effective environmental analysis". Arnoud's (2009) view concurs that strategy execution is a challenging task than strategy development, Authors Franken, et al., (2009: 49-50) maintain that some organisations realise 60 per cent of their set strategic objectives due to inadequate resources in the strategy execution process.

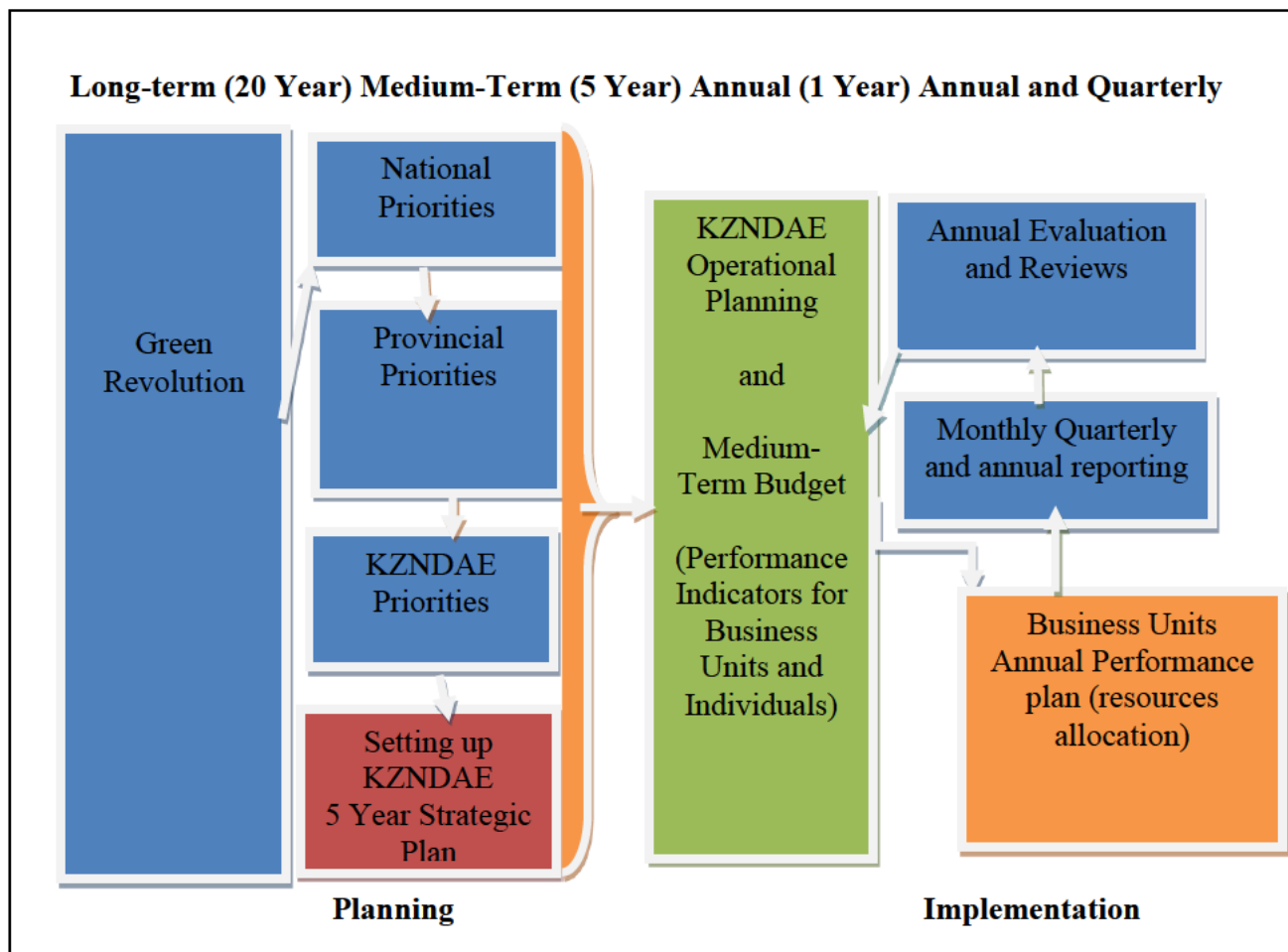
The organisational culture impacts on people's work attitudes toward their individual daily activities in the strategy execution that affects the realisation of objectives (Kaplan and Norton 2000: 1). Without a culture that supports change and execution, inefficiencies in execution make it very difficult to realise the strategy. According to the Rajasekar (2014: 169), strategic planning has also been the target of criticism, the objection is that of development of strategy without the involvement of middle managers. It is thus evident, that strategy execution currently is a continuing problem in South African organisations.

### **3.9.1 KZNDAE Planning and Review Cycle**

The KZNDAE's planning and review cycle articulates the organisational direction. Each government department is expected to produce a five-year strategic plan, which is aligned to the Government's Programme of Action, as expressed in the Medium-Term Strategic Framework (MTSF) [www.psc.gov.za](http://www.psc.gov.za). The MTSF has a long-term green revolution, with medium-terms that links national and provincial priorities that lead to strategic plans, annual plans and quarterly reporting strategies and annual performance plans, as the case in the KZNDAE.

The Strategy Planning Process for KZNDAE is illustrated in Table 3.6 below:

**Table 3.6 Strategy Planning Process for KZNDAE**



KZNDAE Strategic plan (2005-2010:15)

Arising from the above Table 3:6, illustrations, the government has a long-term ‘green revolution’ vision which is translated from the political vision to national priorities and provincial priorities. The provincial department priorities develop as part of their five-year strategic plan as the programme of action, which is incorporated in the operational planning to deliver ‘outcomes’ and desired changes.

The KZNDAE strategic plan took into account the protection of the environment from inappropriate use and general exploitation, and intends to provide sustainable interventions and flagship programmes that are significant for natural resources management, as was outlined in its KZNDAE strategic plan, (2010-2015: 14-15), and continues into the next and current phase of its strategic plan for the period of 2015-2020 (21-22) which is aligned to Provincial Growth Development Plan (PGDP). PSDP has seven strategic goals of which thirty strategic objectives are basic for forming

Action Working Groups with the Department leading Action Working Group One of unleashing agricultural potential.

Authors Flood, et al., (2000: 2) view the strategy execution difficulties as substantially lost opportunities that are costly to the organisation, but the public sector is guided by strategic frameworks with the intention of improving service delivery (South Africa National Treasury, 2010: 11). To achieve these interaction and coherence, it needs to determine and maintain links among different components of work and activities and effectively allocate, as well as use resources to realise the predetermined goals. Moreover, Mintzberg and Waters (1985: 258), as quoted by Burns (2009) stated that it is important that everyone in the organisation shares a common view of its purpose and direction, which informs and guides decision-making and actions. Therefore, strategy is often used as everyday language as a means of how predetermined objectives can be realised.

The KZNDAE Strategic Plans are aligned to key policy priorities and its mandate, but it became a challenge when there is a change of focus during the financial years. This was where the difficulties began for the change of priority focus due to political change or public service's policy focus. The change is something that raises difficulties of the unknown to the public servants. The KZNDAE seeks to explore the government departmental strategy, audit reports and focus on the organisational factors within the KZNDAE. Key focus was on strategic execution patterns from audit reports, leadership behaviour in the strategy execution and support received from stakeholders during strategy execution phase. As part of the planning process, the plans are updated annually.

The KZNDAE strategic decisions moves to operational decisions and to tactical decisions. The operational level is within the organisation's components with functional levels occupied by the middle management. The middle management is the middle layer between the strategic leadership and tactical level (operations) and it comprises a vital link between strategic objectives and the functionaries where the strategic objectives are realised. The senior management should translate strategy into manageable actions for the middle managers' adaptation, since they are considered as generally responsible for success or failure of an organisation, which need communication, resources, and autonomy. Therefore, strategic development and strategic execution decisions allow to effectively work with the full hierarchy of planning activities and implementation process.

Strategy development and execution decisions are critical components for the realisation of strategy, as reflected as Table 3.7 below:

**Table 3.7 Strategy Development and Execution of Decisions**

<b>Strategy Development</b>	<b>Strategy Execution</b>
Develop mission statement to define the organisation desired future.	Operational planning to align strategic objectives with programmes.
Set it shared valued by identify its customer – focus product offering or service delivery.	Identify key performance and risk areas and associated targets and measures.
Incorporate the stakeholders interests and Government Programme of Actions	Align and integrate structures and operations to strategy
Set strategic direction with long-terms pre-determined objectives and goals.	Allocation of resources
Define the link between governance and strategic plan.	Develop operational policies and procedures.
Ensures that long-term objectives will result in sustainable results	Communicate and provide clear direction to employees.
Ensure alignment of organisation with the purpose of existence.	Strategic control; Monitoring and evaluation of implementation.
Approval strategic plan precedes execution.	Strategic execution follows strategy

MacMillan and Tampoe, (2005: 8)

Draw from Table 3.7, the benefits of creating and implementing strategic plans are:

- Increased effectiveness and efficiency;
- Enhanced organisational capabilities;
- Improved communications;
- Improved organisational culture;
- Improved organisation and employees' growth; and
- Increased compliance with environmental changes.

Strategy development therefore prepares a framework of how the organisation's strategy will be implemented, whereas strategy execution deals with the structural systems and procedural adjustments that are required to execute strategy (MacMillan and Tampoe, 2005: 8). Authors

Welman, Kruger and Mitchell (2005: 12, 20) view strategy execution in public organisations as strengthened and influenced by political issues, organisational culture, organisational structure and systems. Authors Coetzee (1988: 16, 45) maintains the public administration as concerned with the execution of the legislation of the government of the country.

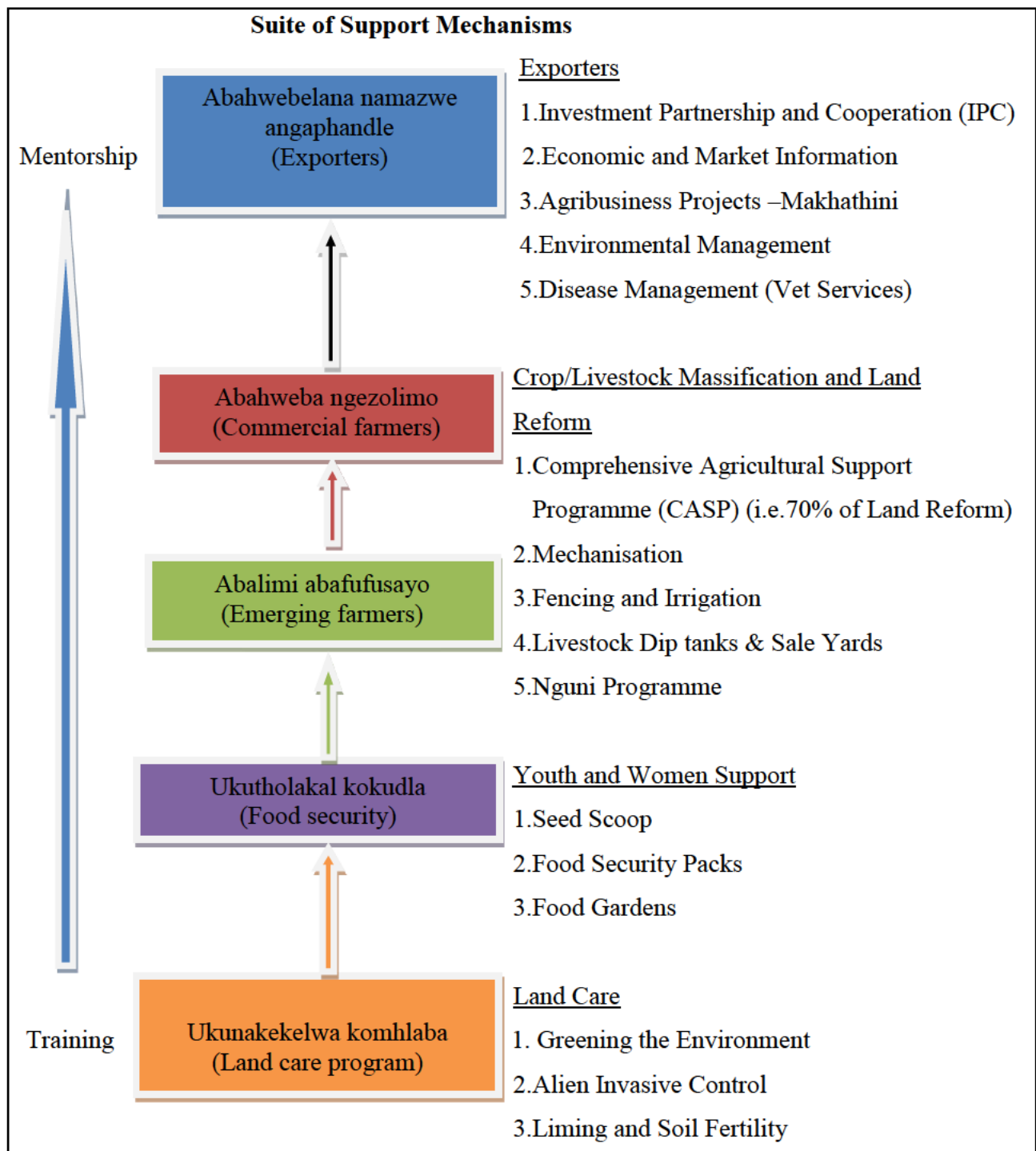
Owing to execution failure within public organisations, it can be said that much of the influence is through the financial performance promised in their strategic plans. Strategy execution looks like an incoherent knowledge base, with some agreement on the significant gaps that influence organisational performance and which needs to be closed (Eriksen, 2008: 625). Some researchers are of the view that this gap is attributable to strategy development processes, while others perceive it as strategy execution barriers.

The organisational culture impacts on people's work attitudes toward their individual daily activities in the strategy execution, which is a key requirement for effective organisational performance, concedes Kaplan and Norton (2000: 1). It is against this background that the researcher analysed the challenges affecting the implementation of strategic decisions by the public service head of department in KZNDAE. Without a culture that supports change and execution, inefficiencies in execution make it very difficult to realise the strategy.

Authors Myrick, Dawood and Maphiri (2008: 30), highlighted in the report done for the Office of the Presidency based on Markinor's survey of 2004 that 40% of respondents agreed that there was improvement on service delivery in terms of financial reporting, but one of the findings was the lack of skilled trained staff which was critical in the execution of PFMA. Without a strong involvement of the middle management, the users of the potential for excellent strategy execution will be difficult to realise (Booth and Farquhar, 2003: 17-18). The KZNDAE is evidently faced by the challenge of not effectively executing its strategies, and the study focuses on the organisational factors that contribute to and those that are distracting from the strategy execution.

The main components of the strategy execution model are designed to help the emerging farmers to progress from land care up to the level of the exporters as reflected in the Figure 3.5 below:

**Figure 3.5: Ladder of Agricultural Development**



KZNDAE Strategic Plan (2010-2015: 19-20)

Drawn from Figure 3.4, the KZNDAE’s Ladder of Agricultural Development Model empowers communities over their own project planning decision and accountability on the implementation of their projects in order to eradicate poverty and equity in the agricultural industry. The factors of the

model need effective communication among stakeholders (framers and employees). Author Armstrong (1997: 616), concurs that effective communication is required to achieve results in an organisation. According to Peng and Littlejohn, (2001: 361-363), communication is the fundamental key for implanting any programme and project.

The employees make a key impact on the realisation of strategic objectives and organisational performance through their individual work contributions. Similarly, Harrington and Williams (2004) indicate that a total organisational involvement of employees at all levels during after strategic management process has a positive effect on the level of realisation of predetermined objectives.

The KZNDAE's core mandate is to render agriculture and environmental affairs services. The focus of its strategy is to align to both the provincial and national priority areas, and mostly relates to agriculture and environmental management. It emphasises the need for agricultural potential to be unleashed to ensure food security and growth in the contribution of poverty alleviation. The strategic management processes involve leadership and senior management due to the complexity of KZNDAE organisational structure and complexity of functions such as veterinary services, laboratories, agriculture research and development, agricultural training colleges, environmental management and support services. This suggests that strategic management is not a choice for the department, but a compulsory exercise to comply with the broader national and provincial strategic imperatives.

Within this context, leadership and senior managers become strategic thinkers and leaders of the organisational culture. However, implementation of plans and strategies ought to involve all employees who operate at different levels of the public service department. To ensure employees are acting ethically when performing their work and making decisions, management should also behave ethically, and also take strong measures to promote ethical behaviour, is the view put forward by Lues and Bester, (2007: 94). Minimum involvement of the middle managers affects the strategy execution due to the lack of ownership. Author Brynard (2001: 181,192), coheres that organisations should develop capacity in order to deliver both tangible and intangible goods and services.

### **3.9.2 Strategy Execution in the KZNDAE**

The deficiency in strategic management has been identified by leaders who commissioned a study asking them why things do not work as planned (South Africa Department of Public Service and Administration, 2007: 13 and AGSA, 2017). Authors Allison and Kaye (2005: 7-13) observed that

the private sector organisations can easily develop and review strategic plans as needs arise, but not the public sector organisations. This reasoning is appropriate for governments in South Africa, as the foundation of planning since 1994 has remained within the five-yearly Medium-Term Strategic Framework and the three-yearly Medium-Term Expenditure Framework. Public managers recognise the need for departmental strategy and they spend significant time, effort and money on strategy development. The study attempted to determine how to execute strategy effectively so that its intent is effective to realise a high degree of organisational performance results.

In view of the organisational factors, strategy execution is seen as challenging for it involves multiple factors that interact with each other, which reveals a gap in the following areas:

- Lack of integration between strategy development and execution; as it has been identified as an important facet of strategic management (Brynard, 2007: 357); and
- Strategy management should link strategy development, execution plans, resource allocation, and strategy evaluation.

Strategy execution involves the alignment of the organisational structure, systems and processes on the decided strategy. Strategy execution is important, but it is difficult to link strategy and execution, because application and operationalisation takes a longer period than strategic planning. In view thereof, AGSA's report states that a lack of leadership and specifically non-filling of strategic positions is a key factor towards ineffective strategy execution.

Strategic management philosophies have been brought into play by governments to enhance capacities and service delivery in the face of progressively challenging economic and political conditions. The challenges are in executing strategies and the key organisational factors of successful strategy execution have been identified in several scholars. This study explored strategy execution in the public sector organisation, as is the case of KZNDAE, and careful consideration was given to policy and strategic frameworks and the KZDAE strategic delivery model. Strategic models and frameworks are apparently more complex or challenging and the literature identifies a gap due to the high failure rate of transformation processes in relation to both policy and strategies initiatives. Ineffective communication and lack of understanding of the strategic intent by stakeholders was also a key distracting factor to effective strategy execution and service delivery or organisational performance. Furthermore, fragmentation of functions, lack of coordination and ineffective leadership approaches affects service delivery. The leadership was also viewed as contributing factors, since it needs to provide strategic direction during strategic development and in the strategy

execution. It was also evident that the strategic execution model should be established getting individuals and other role-players to follow particular techniques for ensuring that strategy execution follows a model in relation to pre-planned activities and phases.

### **3.10 CONCLUSION**

The study could assist the KZNDAE in improving the execution of pre-determined objectives and strategic goals that impact on the beneficiaries. In so doing, the quality of life of communities would be improved. The significance of this study is to contribute towards further empirical research in the field of public management in particular relating to the synergistic linkage of leadership management and governance and strategy execution. The implication of the future research would be based on the public service strategy execution, whereby leaders are involved in the formulation of strategy and for taking ownership of the strategy execution in accordance with the mandate. This could be expanded to impact on senior leadership to counter the challenges experienced including addressing the anomalies in operationalising strategic management towards efficacy in service delivery.

## CHAPTER FOUR

### METHODOLOGY AND RESEARCH PROCESS

#### 4.1 INTRODUCTION

Every piece of research is as good as its design and methodology by which reliable and valid conclusions about administrative, social, cultural, economic, and political phenomena can be ascertain, If they are applied appropriately, methodological tools and techniques enable researchers and scholars to develop questionnaires and use them to gather and analyse data systematically to arrive at useable knowledge and enlighten greater understanding of the field, As an applied field, public administration and policy research aims mostly to:

- Identify and address public problems systematically,
- Carefully adduce scientific and practical evidence, and
- Formulate evidence-based solutions towards improving decision-making.

As a result, public administration and policy being interdisciplinary and multidisciplinary in nature, a variety of research methodologies and tools are applicable to the study and are explained in the chapter. Techniques, and methods are available to researchers and scholars who tend to “build on diverse epistemological and ontological point of view”. By focusing on and explicating the research design and methodology including research philosophy and design, hypothesis testing, research questions, population and sampling approaches amongst others.

The research design and methodology approaches are utilised to ensure the realisation of the goals and objectives. *Secondly*, it should allow the researcher to determine the suitable methodology to undertake the study in order to ensure the validity of the end product. The study emanated from the strategy execution challenges observed in the KZNDAE. The KZNDAE has the competency to provide and oversee the provision of agriculture services and environmental management. The research was conducted in this Department in the Province of KwaZulu-Natal in the Republic of South Africa. The Department of Agriculture and Environment Affairs is one of fourteen KwaZulu-Natal Government Departments that is mandated to deliver on government’s significant mandate of agriculture and environmental management services within the developmental state agenda.

The reason why an explanatory aspect has been adopted, is to find out from senior managers in the KZNDAE how the strategy is executed. According to Babbie and Mouton (2001:79-81), exploratory research is the examination of new knowledge in order to study it further. Descriptive research defines a recognised societal presentation and explanatory research focuses on ‘why’ things are the way they are, and wishes to describe it further. The results of the study have the potential to initiate transformation in the way strategy execution is managed within the public services. For ease of management and implementation of departmental programmes in the Province, the Department has twelve districts offices in KwaZulu-Natal. Each district is managed by a District Director who is in charge of all local offices under which district office is informed. Therefore, the study location was selected on the basis that the researcher would have easier access to respondents within the KZNDAE.

## **4.2 RESEARCH OBJECTIVES**

The study intended to propose solutions to the organisational problems and suggests interventions to mitigate the problem. Failure to convert strategy intents into deliverables, ultimately affects the efficacy of service delivery as discussed in chapter 1. In so doing, the study examined strategic management processes focusing more on the organisational factors. The objectives informing the study were to establish the strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE; establish the impact of the leadership behaviour in the strategy execution process for service delivery; contextualise organisational factors detracting and contributing to the effective strategy execution; and determine the extent to which public managers in KZNDAE are gaining support from other stakeholders in executing strategy.

## **4.3 RESEARCH QUESTIONS**

The research questions are imperative for understanding the data collection methods chosen. They determine the scope, border and direction of the study with its factors. The questions are also important in determining the category of information required in the study to explore and respond to the study problem. The questions indicate the study participants (employees, managers and beneficiaries) and details the nature of the study. The questions were aligned to the research methodology and practice with regard to strategy execution. The research questions were:

- To what extent are strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE?

- What is the impact of the leadership behaviour in the strategy execution process for enhancing service delivery?
- What are the organisational factors related to the effective strategy execution at KZNDAE? and
- To what extent are public leaders and managers gaining support from other stakeholders during the strategy execution phase?

By focusing on participants' strategic knowledge processes and levels of application, the study hoped to gain further and new insights into their practice. Question one also allowed the researcher to probe the senior managers' responses to strategy execution. Exploring such identifications was significant because of the related relationship that seems to occur between knowledge and practice. These questions enabled the researcher to reveal a point of disjuncture that exists between strategy development and execution of strategy. For an understanding of the issues, the questionnaires for the employees.

#### **4.4 RESEACH SETTING IN KZNDAE**

This study was conducted in the KZNDAE in the KwaZulu-Natal Province in the Republic of South Africa, which is one of the fourteen Provincial Administration departments, and its mandate is to deliver effective agricultural development and environmental management. The research problem emanated from the observations of how the strategy is executed in the KZNDAE. KwaZulu-Natal is one of the nine South African Provinces located on the East Coast and it has eleven district municipalities. The KZNDAE is demarcated into three regional offices and districts that are the same as the politically determined municipal district boundaries.

UMgungundlovu District Office was selected due to the fact that all departmental district services are similar throughout KwaZulu-Natal district municipalities. Two local municipality offices out of six municipalities under UMgungundlovu District Municipality were chosen because all local municipalities are rendering the similar KZNDAE's services. The Msunduze Local Municipality encompasses both urban and rural elements under its jurisdiction. At the same time, the Department services are rendered to communities who reside in both urban and tribal areas. UMshwathi Local Municipality encompasses commercial farming and rural development where the department services are rendered. The reason why an explanatory aspect has been adopted, is to find out from senior managers in the KZNDAE how the strategy is executed. According to Babbie and Mouton (2001:79-81), exploratory research is the examination of new knowledge in order to study it further. Descriptive

research defines a recognised societal presentation and explanatory research focuses on ‘why’ things are the way they are, and wishes to describe it further.

The results of the study have the potential to initiate transformation in the way strategy execution is managed within the public services. For ease of management and implementation of departmental programmes in the Province, the Department has twelve districts offices in KwaZulu-Natal. Each district is managed by a District Director who is in charge of all local offices under which district office is informed. Therefore, the study location was selected on the basis that the researcher would conduct research within the KZNDAE, and provide some recommendations in addressing the gaps for the department in particular, and the public sector organisations in general.

#### **4.5 POPULATION AND SAMPLING APPROACHES**

For the purpose of population and sampling approaches, the selection of the portion of people resemble the whole targeted communities for the study, submits Mugenda (1999: 41). Describing and defining the sample should be representatives of the target population. The selection of sample reflects two types of sampling approaches, namely probability sampling and non-probability sampling, submits Bless and Higson-Smith (1995:88). Welman and Kruger (1999: 18) uphold that a population includes the entire collection of cases or units about which the researcher desires to make a conclusion. On the other hand, a population is defined as the hypothetically quantified combination of study factors, submits Babbie (1998: 201) Whereas Mugenda (1999: 51-52) points out that non-probability sampling includes: purposive sampling, snowball sampling, quota sampling, convenient sampling, and dimensional sampling.

Probability sampling happens when the prospect of the people can be determined. Non-probability sampling represents to the case where the probability of the population cannot be identified. Authors Kathuri and Pals (1993:48) indicate that the sampling method of choosing few cases can provide data that could be used to make findings as representatives of greater quantity of environments. Further Kathuri and Pals (1993: 48) indicates that one way to select the sample is through random selection, which is often viewed as non-probability sampling technique. In random sampling, every member of the population has an equal opportunity of being included in the sample. Authors Leedy and Ormrod (2001: 214-216) clarify the numerous categories of non-probability sampling as follows:

- Simple random sampling is a predictable selection. Every member in the population of the study has an equal chance of being selected;

- Stratified random sampling method is utilised when the people surveyed are not similar in terms of required features. The researcher differentiates the population into two or more groups. Stratified random sampling gives assurance of equal representation of each identified groups. The population was divided into three groups (strata) according to their common attributes. Stratified random sampling was used to ensure that the sample represented employees and users of KNDAE's services, as well as SMS members who are ensuring the implementation of strategies. The interviews with SMS was appropriate for the data collection method. The advantage was to reduce sampling error and ensure a greater representation. The disadvantage of stratified random sampling required knowledge of strata membership for the study, and research process took a longer period of time due to extra stages (including complexity to analysis) in the sampling procedure.
- Proportional stratified sampling is used when there are more features within the given strata. It ensures that dissimilar groups are represented in the sample;
- Cluster sampling comprises random selection of groups from larger population of clusters. All population members of a selected cluster are comprised in the sample. The difference between cluster sampling and stratified sampling is sampling unit in the cluster and stratified random sampling is individual elements within the strata; and
- Systematic sampling encompasses selecting people or groups according to a pre-determined structure. Author Mugenda (1999: 51) specifies that non-probability sampling is purposive sampling, snowball sampling, quota sampling, convenient sampling, and dimensional sampling.

The researcher identifies the extent of which variables in the population can be explored and ensures that each grouping is represented by at least one case. Authors Kathuri and Pals (1993: 52) state that the larger the size of the sample, the more likely would be the mean and standard deviation. The larger the sample, the less likely the researcher will obtain negative results or fail to get the truth. Researcher Mugenda (1999: 52) describes sampling error as the discrepancy between the features of the people and sample features, although the sample is drawn from that specific population.

A population is defined as a group of people who possess related features and from which a sample is drawn to determine the features of the whole, submits Singh (2007: 8). The non-probability sampling methods was used based on randomisation, as defined by Maree and Petersen, (2007: 172).

The samples were selected as follows for these two phases: sample size of 280 total participants which comprised 20 senior management service members which were Deputy Director Generals, Chief Directors, and Directors were interviewed out of a complement of 50 Senior Managers, 80 Middle Managers (Deputy Directors and Assistant Directors) out of a total of 590 staff complement, and 120 Production Staff out of a complement of 2070 employees. Table 4.1 below reflects the population and sampling schematically in the table:

**Table 4.1: Population and Sampling**

PROVINCE	ORGANISATION	POPULATION	TOTAL NUMBER	SAMPLE FOR THE STUDY
KwaZulu-Natal	Agriculture and Environmental Affairs	Senior Management Services Members	50	20
		Middle Management Services	590	80
		Production staff Members (salary level 7 up to 9)	2070	120
<b>Total</b>			<b>2710</b>	<b>220</b>
	Msunduze: Municipality	Beneficiaries (users)		30
	UMshwati Municipality	Beneficiaries (users)		30
<b>Total</b>	UMgungundlovu District Municipality	Beneficiaries (users)	<b>More than 5000</b>	<b>60</b>
<b>Grand-total</b>				<b>280</b>

The respondents were selected randomly from a large population of 50 Senior Management Services (Head of Departments, Deputy Director Generals, Chief Directors, Directors), 590 Middle Management Services (Deputy Directors and Assistant Directors), and 2070 Production Staff members who are performing day-to-day activities in execution of programmes. More than 5000 beneficiaries of the departmental services in the UMgungundlovu District Municipality within the past 36 months and total number of participants. Eighty (80) Middle Management Members, and 120 production staff members (from salary level 7 to 9) took part in the survey. The random sampling process was used to obtain unbiased results of the sampled population being surveyed.

The rationale for selecting specific senior managers was that they represented different components within the Department and some senior managers perform strategic responsibilities, while others occupied positions at operational levels. Deputy Director Generals and Chief Directors are

strategically located to give strategic policy directives and to oversee the implementation thereof. The Directors and Acting Directors had to see that policy directives taken are followed through and executed throughout the organisation. Strategy execution is about service delivery and effective organisational performance, which is the leadership role, and has a significant impact on this study.

Author Goforth, (2015) indicates that openness was paramount to a study interview in that it had the potential of capturing the real essence of what the research intended to produce. For the purpose of objectivity, the senior managers are providing direction towards the implementation of strategic plans, as well as give guidance to employees on the daily operations. Senior managers who were in acting capacity participated in the study. The senior managers participated in the research and their profiles are reflected below:

**Table 4.2 Senior Management Services Members Features**

Position in the organisation	Highest Qualifications	Age Group	Years in the post	Staff managed Directly	Staff Managed indirectly	Gender	Race
Deputy Director General: Chief of Operations	MSc: Town Planning	47 yrs	10 yrs	3	720	Male	White
Chief Director: Agriculture Services Central Region	Hons BSc Agric	51yrs	6yrs	4	350	Male	Black
Chief Director: Agriculture Services South Region	MSc Agric Science	58yrs	20 yrs	4	564	Male	White
Chief Director: Agriculture Services North Region	BTech: Agric	56 yrs	8yrs	4	482	Male	Black
Chief Director: Environment Management	MA: Environmental	58yrs	12yrs	4	42	Male	Indian
D: Asset Management	B:Com	45yrs	4yrs	2	15	Female	White
Director: Financial Management	B:Com	44yrs	4yrs	3	20	Female	White
Director: Budgeting (Acting Chief Financial Officer)	Matric	50yrs	8yrs	6	12	Male	White
Director: Environmental Management: South Region	MA: Environmental	40yrs	4yrs	4	85	Male	Black
Acting Director: Environ Management: North Region	Hons BSc: Environmental	58yrs	12yrs	4	65	Male	Black
Director: Enviro Central	MA: Enviro	50yrs	5yrs	3	56	Male	Black
Director: Management Advisory Services	NHD: Finance	54yrs	10yrs	4	16	Male	White
Director: HR Administration	MBA	40yrs	7yrs	5	46	Male	Black
Director : Labour Relations	MA: Law	41yrs	2yrs	3	14	Male	White
Director : Communication	BA: Com	40yrs	3yrs	3	14	Male	Black
Director :External Communication Services	Hon B. Admin	58yrs	8yrs	2	12	Male	Black
Acting Director: Admin North Region	ND: HRM	58yrs	2yrs	3	38	Male	Black
Director: Veterinary Services	D:Vet Science	60yrs	14yrs	5	180	Male	Black
Director :Intergovernmental	MA: Com	48yrs	12yrs	2	8	Female	White
Director: Agric Research	PhD: Agric Science	57yrs	6yrs	5	340	Male	White

The sample selected was purposive. Senior Management Service members were invited to participate, by agreeing to be interviewed. The Head of Department post was vacant during the research period, but the Deputy Director General: Operations who was the acting Head of Department was available. The qualifications of senior managers varied but included a Matric Certificate (1), National Diploma (1), National Higher Diploma (1), bachelor's (4), a Honours Degree's (3), a master's degree (8) and a doctoral degree (2). The subject backgrounds of the senior managers also varied and covered environmental management (3), agriculture services (4), veterinary services (1) and administrative support (8).

It is a known fact that leadership in any organisation is determined or influenced by the educational background and organisational structure or positions of influence. Years of experience as senior management service members range between 0-3 years (3), 4-6 years (5), 7-9 years (4), and over 10 years (6). As a result of their long and wide range of experience, most senior management services members were serving on strategic positions. This could be deduced from the analysis because the strategic positions are for the well-educated and experienced senior management services members.

#### **4.6 ETHICAL CONSIDERATIONS**

Ethical requirements are key to ethical integrity of any study project and it goes beyond the issues of plagiarism and confidentiality. The issue concerning the ethical aspects of getting prior informed consent from the respondents is essential in ensuring that participants take part in the study of their own voluntary choice (Given, 2008: 276). Scholarly diligence is paramount to the ethical integrity of any enquiry. A study that involves people to provide information has to give due consideration to the way informants are treated (Walliman 2005; Motsoledi, 2015). It was imperative that precaution was taken to protect the academic consideration of the examination, as well as the integrity, rights and dignity of the participants in the study. Some of the steps taken were:

- Ethical clearance letter from the University of KwaZulu-Natal, refer to a EC clearance letter attached as Annexure A;
- Consent was sought and granted by the Head of Department to undertake the study in the KZNDAE, refer to gate keeper letter attached as Annexure B;
- Letter from language practitioner as Annexure C
- Informed consent letter for questionnaires attached as Annexure D,
- Research questionnaires for employees attached as Annexure E1;

- Research questionnaires for users (beneficiaries) attached as Annexure E2;
- Informed consent letter for interviews were duly signed by all senior managers who participated in the study, refer to annexure F
- Interview guide refer to Annexure G1;
- Senior Management Services Questions, refer to Annexure G2; and
- Letter from language practitioner, refer to annexure G.

The study that involves people to provide information has to pay attention to the manner in which respondents are treated. Information was collected and interpreted using qualitative and quantitative approaches followed without compromising confidentiality, dignity and integrity of study participants (Boeije 2010: 46). Furthermore, cognisance was given to all scholarly materials, which was duly acknowledged.

The anonymity and protection of identity of participants are key requirements that were taken into account in the study (Boeije, 2010: 46). Due cognisance was given to the literature and sources consulted subjecting the work through Turnitin Software to obtain a Similarity Index of a maximum of 10% to ensure credibility of the sourced materials. In this regard, all sources in this study were fully acknowledged. Authors Cassell and Symon (2004: 56) indicate that ethical requirements are the preferences that have an influence on behaviour in certain human relations. The rights, dignity, risks, benefits, and integrity of respondents must be protected at all costs and time. Garbers (1996: 342), Vanclay, Baines and Taylor, (2013) assert that the ethical honesty in scholastic work is specifically shown when the researcher acknowledges all sources fully from the original perspective in which they appear in order to utilise them for individual advantage in the research study. In this regard, careful attention has been paid to diligently acknowledging all sources (Walliman 2008: 336).

It follows then, that all participants were under no pressure to participate in the study, and they were able to withdraw and discontinue from participation in the research, without consequences of any kind. Authors Rosnow and Rosenthal (2002: 15) refer to this as autonomy, namely, a participant's independence. Participants were permitted not to respond when they deemed necessary without being pressurised.

#### **4.6.1 Informed Consent**

The aim and benefits of the study was explained to the participants in order to undo any discomfort that the participants might possibly have experienced (Mitchell and Jolly, 2007: 21). All participants

were informed that they are at liberty to end their participation in the study at any point, should they have the need to do so, given the voluntary nature of the participation process. Receiving informed consent from potential participants is critical in ensuring that people take part in the study of their own choice and are not pressured into involvement. The informed consent served as the agreement of an individual to participate in a study after being fully informed about study procedures and potential risks (Mitchell and Jolly, 2007: 4).

According to Mitchell and Jolly, (2001: 21) researcher needs to clarify the purpose and benefits of the study to the participants beforehand. All people involved in the study were well-informed that they were permitted to pull out or withdraw from the participation in the study at any point, should they have the need to do so, given the voluntary nature of the participation process. Receiving informed consent from potential participants is critical in ensuring that people take part in the study of their own choice, and are not pressured into involvement. The informed consent served as the agreement of an individual to participate in the research, and the study procedures were well explained with no potential risks (Mitchell and Jolly, 2001: 4).

When dealing with research that requires the participation of human beings, it is essential that those who participate in the research project are fully conversant with the type and aim of the study. It was therefore, necessary to inform participants at the outset what the research was about and to ensure that voluntary participation was upheld. In this context, Mitchell and Jolly (2001) indicate that confidentiality should be the least problematic of ethical issues, provided that the identity of participants is safeguarded while using the information. The anonymity of all other managers has been maintained at all times. The assurance granted to participants that their identity would be protected is critical to obtaining credible information that enhances the quality of the research, suggests Walliman (2005: 344). The information obtained from this research study is of significance to the Department and of public interest. Furthermore, identified senior managers agreed to participate in the research.

The participants had time to seek more information, since the consent was sought from each SMS member's office who participated in the study individually, and on the group interviews that were arranged prior to when the interviews took place. All participants voluntarily signed the informed consent form(s) and received a copy prior to participation in the study. It was essential that the forms were completed without errors and omissions of signatures and dates.

#### **4.6.2 Confidentiality**

During the investigation, the researcher notified the respondents that they had the right to privacy. The nature of information provided is confidential and the participants were alerted prior to their participation. The participants participated of their own accord (voluntary participation). Research of this nature requires that the information supplied by respondents is treated in the strictest of confidence and that respondents are alerted prior to their participation. Furthermore, it is worth noting that the information obtained would not be used to prejudice their relationship with their employer or tenure of employment. The researcher gave this undertaking prior to the collection of data, and as highlighted in earlier discussions, respondents participated of their own preference. Refer to Annexures E and F

#### **4.7 HYPOTHESIS TESTING**

A hypothesis is a statement about the population. It may be right or wrong, and the data enables one to make a decision about which hypothesis to accept. Hypothesis testing uses data to decide between two possibilities. The main function of a hypothesis is to guide the direction of the study. The analytical framework is constituted on the background of the literature review. Cooper and Schindler (1998: 45) uphold that an acceptable hypothesis should be acceptable for its purpose and testable. *P*-Value are used in this study to determine the significance of the results and weigh the strength of the data. A *p*-value is a measure of how much evidence there is against the null hypothesis ( $H_0$ ). The smaller the *p*-value, the more evidence there is against  $H_0$ . The null hypothesis is rejected when the *p*-value is less than the significance level ( $\alpha$ ) of 0.05. When the null hypothesis is rejected, the result is statistically significant (Cooper and Schindler, 1998: 476). Hence, Chi-Square tests a method assessing the goodness of fit between a set of observed value and those expected theoretically and analysis performed to assess statistical significance and correlation amongst the variables.

#### **4.8 RESEARCH PHILOSOPHY AND DESIGN**

The ultimate drive of research is methodical justification to ascertain and text universal rules of human behaviour. Since research is systematic and measured, people have confidence in the results of empirical scientific study, which is collected through the scientific procedures and the ideal of objectivity is pursued. The theory is a set of interconnected concepts that present a methodical understanding of phenomena by identifying relations among variables, the aim of clarifying and

visualising the phenomena. The author indicates that research theories can be utilised to provide the research design by organising factors from testing the hypothesis.

One of the challenges faced in research, is understanding the role and importance of research philosophy and design in a study. Consequently, the concepts necessitate some clarification. According to Sarantakos (2005: 51), the research philosophy and design refers to the methodology adopted by researchers to collect information. Authors Blumberg, Cooper and Schindler (2011:36) concur that the research philosophy and design entails the theoretical principles and frameworks that provide the guidelines about how research is to be done. In this study, it was necessary to be conscious of the fact that selection of an appropriate research philosophy and design depended on the nature of the research questions, which are guided by the proposed aims, and objectives of the research itself.

Authors Smith and Dainty (1991:68) view research as a methodical approach to examine and discover new information and to expand existing knowledge. It is therefore, the research philosophy and design used to expand knowledge in a study under review, submits Kruger and Welman (2001:1). Researchers should follow a well-defined research design that includes various steps to reach a conclusion regarding a particular topic(s) that is being explored. In this regard, Mouton (2001:55) defines a research design as a plan of how the researcher intends to undertake the study.

Author Bipath (2007: 82) indicates that paradigms relate to the way of looking at the world on a day-to-day basis, which can be utilised to direct the study strategy by producing measurable concepts and give indications from measuring these philosophies. Taylor and Edgar (1999: 27) view a paradigm as a broad system of interconnected practice, and describes the nature of exploration along the research paradigms. According to Scotland (2012), understanding the application of strategic policies such as the strategic management from a research perspective, as it pertains to the public service environment requires both ontology and epistemological focus. Attempting to summarise ideas on paradigms, Scotland (2012: 9-16) stated once relating models that there are three key questions:

- What is real (ontology)?
- How can we know anything (epistemology)?
- What methods should we use to conduct research (methodology)?

TerreBlanche and Durrheim, (1999: 96) concur that theory is as a set of inter-related paradigms, explanation and a plan that presents a logical opinion of phenomena by specifying interactions between variables, the purpose of defining and predicating the phenomena of ontology, epistemology

and methodology. Therefore, it is an all-inclusive system of consistent practice and thinking that defines the nature of enquiry along these three dimensions.

According to O'Dwyer and Bernauer (2014:36), research paradigms are a logical examination for pertinent information with a purpose to discover new knowledge. Author Mugenda (1999:1) asserts that research is a systematic investigation of a given phenomenon following approximately reliable system. Mugenda further adds that investigation contains a key analysis of available philosophies with regard to recently revealed evidences. Further, author (1999:2) indicates that the objective of the study is to contribute new empirical knowledge by finding of new evidences, their thorough analysis and presentation of information, which is reliable and effective.

It is evident that epistemology defines what generates an appropriate experimental data in a field of study and the main question is that epistemology could be the method to explore the natural sciences. The response to that survey provides the indication of the appropriateness of the data obtained from the study process. In contrast, ontology focuses on the nature of authenticity. To what extent has the epistemology been considered? This gives rise to two aspects of ontology to be considered by business and management researchers. According to Lather (1986: 259), research paradigms are integrally part of people's views about the domain they are located in and want to live in. Therefore, both ontology and epistemology features focus on what is usually stated as an individual's domain, which has an important effect on the perceived factors of real life. This study utilises these research paradigms from both understandings and interpreting them as complementary.

#### **4.8.1 Epistemological Inquiry**

According to author Hirschheim (1985: 20), the researcher's choice indicates awareness of philosophical, epistemological and practical questions and possible responses. This includes gathering observed regular occurrences of the variables of interest in order to test the theorised relationship amongst the variables. Authors Guba and Lincoln (1994:105), maintain that research paradigms inform research, authors indicate that the nature of research is essentially and mainly dependent upon the nature of the methodology used for a particular study. For this study, the discussion is contextualised hereunder.

##### **4.8.1.1 Positivist paradigm**

The Positivist paradigm uses empirical evidence to measure impacts, particularly in group differences. The method of gathering information focus on hard data in numerical format to enable

information to be presented in quantitative method. The reality of the positivist approach is designed to obtain results through the substantiation and replication of observable data, suggests (Neuman, 2003).

There are several research paradigms that inform research. For this study, the discussion is contextualised hereunder. Accordingly, Galliers (1991: 30-37), states that there are two main research models: the Positivist and Interpretivist. This includes handling of acceptability with differences in independent variable to determine consistencies between some of the essential components of the social domain.

The Positivist research paradigm underpins quantitative methodology. According to Sarantakos (2005: 226-227), the positivist idea upholds that systematic information contains of evidences by means of experimental designs to assess effects and data collection methods. Author Tuli (2010: 98-99) supports the category of shared authenticity for positivists in that empirical evidences do not occur together with individual philosophies and are administered by laws of cause-and-effect. Therefore, it can be deduced, that the Positivist viewpoint contends that there is one objective reality. In positivism literature, the responsibility of the researcher is limited to data gathering and interpretation through unbiased methods and study results are often measureable.

The findings depend on measureable observations of the researchers that lead to the statistical analysis. It emphasizes the need to focus on understanding the interpretation that social actions have on the people being studied. The validity of research can only be demonstrated by the degree of proof that can be corresponded to the phenomena represented by that study, submits Hope and Waterman, (2003: 20-23). It highlights the need to focus on analysis and interpretation that group activities have on the individuals being studied.

Positivism as an Epistemology is linked to a number of deficiencies. *Firstly*, Positivism depends on people's understanding as a valid source of information. However, there are various significant factors such as cause, time and space, which are not involved on knowledge. *Secondly*, Positivism consents that all kinds of procedures are supposed to be a definite deviation of activities of people or interactions between people. *Thirdly*, the assumption of Positivism in group studies and other studies can be challenged for dependence to *status quo*, since study results are only descriptive, thus they lack insight into in-depth issues.

#### **4.8.1.2 Interpretivist paradigms**

Authors Reeves and Hedberg (2003: 32) the “Interpretivist” draws examination into perspective. The explanatory pattern is the opinion that the shared domain may not be focused on the same approaches of study as natural science such as chemistry. Interpretivists contend that it only through the subjective analysis and intervention that realism can be fully understood, maintains Neuman (1997: 63). An interpretive model is supported by hypothesis and observation, thus to observe is to gather data about actions, while to deduce is to make sense of data by drawing inferences or by judging the match between the data and some rational summary.

Interpretivists concede that explanations of authenticity are a part of systematic information structures, submits Cole, (2006). Author De Villiers (2005) argues that the Interpretivist approach is valued, as results cannot be generalised to locations other than the context in which the study was undertaken, and various researchers will also interpret answers according to their understanding. Establishing a relationship with research participants can lead to in-depth insights into the perspective of the subject under exploration, adding efficacy and foundation of information. Since interpretive scholars highlight great importance on better understanding of the realm through first-hand involvement, reliable analysis and references of actual discussion comes from participants’ viewpoints than testing the laws of human behaviour, submits Neuman, (2003: 20-25). The benefit of Interpretivism lies in allowing a researcher to obtain rich, in-depth data from participants.

Owing to the above assertion interviews, deliberations and realistic observation are the most widely used methods to collect information by researchers using qualitative study approach (Neuman, 2003:27-30). Thus, author Silverman (2000: 60) states that qualitative approaches not focusing on generalisability, and are more focus on importance of the exploration of the feature in its unique context.

#### **4.8.2 Ontology**

Ontology deals with the situation of reality and is a system of faith that reveals an understanding of an individual about what constitutes a fact. Accordingly, objectivism and subjectivism can be defined as two main features of ontology. Constructionism is an ontological locality, which declares that social phenomena and their significances are frequently being accomplished by social players. Therefore, Ontology is related with a key question of whether societal entities need to be observed as objective or subjective.

Positivist study uses empirical approaches to assess impacts group changes. The statistics collection emphasis is on collecting information numerical in order to present information in a quantitative manner, maintains Neuman, (2003). In terms of procedure, reality in Positivist analysis is attained through the authentication and repetition of observable results. However, Olsen, Lodwick, and Dunlop, (1992: 16) argue that the key determining factor of the study of philosophy be adopted for the study question. In this study, the focus was on strategy execution in public sector organisations with particular reference to KZNDAE, and it is part of the participants' perspective of their day-to-day strategy operations.

#### **4.9 RESEARCH DESIGN**

A research design is a strategy for choosing the sources and kinds of data used to response the research questions. It is a context for identifying the connections amongst the research variables, and a design that is arranged for each procedure from the viewpoints to the examination of data. Different methods may be utilised to realise the objective of survey of a specific question under review. Its purpose is to select the methodology that was followed during the study research. Author Mouton (2001:56) describes research design as a strategy of a research project, providing the overall structure for data collection. Author Mouton (1996: 175) also states that the research design outlines subjects, research sites and data collection procedures to answer the research question(s).

According to Author Yin (2003:19), the research design is an action plan, which may be defined as the original set of questions to be answered a set of responses. Authors Welman, Kruger and Mitchell (2005:52), specified that the research design guides the researcher on how to obtain data about the research phenomenon, from the focus group participants or the respondents. The attainment of a research design depends largely on the suitability and determination of the research design chosen to carry out the research project, maintains Scandura and Williams, (2000: 1248). Generally, qualitative and quantitative research paradigms are often positioned as opposing approaches, even though there is no specific rule prescribing that only one approach may be utilised in the study, scholars usually embrace only one of the two approaches and the need exists for using both in the mixed method that combine different data coherent measures for a unified transfer of data through qualitative and quantitative approaches. Author Mouton (2012: 107) upholds that research design is a schedule to be followed in the conducting the study.

Mouton (2001:148) indicates that research methodology is the 'how' aspect of the examination, evidence gathered, analysed and presented. Mouton and Marais (2001:74) describe methodology, and

how it should provide a better understanding of the study that was undertaken. Therefore, Babbie and Mouton (2005:105) provide a distinction that the research design is specific, detailed and has planned steps, and the methodology contains procedures of executing the research plan.

#### **4.10 RESEARCH PROCESS**

The methodology is viewed as a systematic process for the research design (Babbie and Mouton, 2010:74). Authors Babbie and Mouton (1996:28) define research methodology as principles, procedures, and practices that govern research. The research method was chosen to support the results and the significance thereof, and research methodology is viewed as a systematic process for the research design, maintains Babbie and Mouton (2010:74). However, authors Leedy and Ormord (2010:3) indicate that research methodology is an approach that organises the gathering, analysing, processing and interpretation of information in order to enhance the accepting of the phenomena about which a researcher is exploring.

Author Mouton (2012:438) indicates that research methodology is the ‘how’ aspect of the examination, evidence gathered, analysed and presented. While Mouton (2001:74) describes the research design as a plan of how the researcher intends to conduct research, the research methodology should provide a better understanding of how the research was conducted. Therefore, Babbie and Mouton (2005:105) provide a distinction that the research design is specific, detailed and has specific planned steps while the research methodology aspect contains the methods and procedures that are used in the process of executing the research plan.

Author Neuman (1997: 19-21) emphasises the importance of creating a theoretical approach towards the investigation in conducting research. Merriman (1998:3) indicates that it is valuable to link research and theoretical approaches in order to illustrate different research approaches. It is primarily concerned with public policies and strategic management both for private and public sector organisations. Chapters One and Two have provided the policy imperative, while Chapter Three provided the strategic theoretical framework for both private and public sector contexts that were explored in the context of the study. Author Neuman (2000: 122) maintains that methodology encompasses qualitative and quantitative and mixed approaches. Author Anon (2003: 1), indicates that the purpose of qualitative analysis is a comprehensive description that allows for distinctions to be drawn, as it is not necessary to categorise the data into a finite number of classifications. Author Allan (1993: 80), concurs with the above statements and notes that qualitative approaches are regarded as exploratory. Authors Kaplan and Maxwell (1994: 5-6) indicate that the qualitative

dimension is an interactive approach. Quantitative data is numeric data, submits Blanche and Durrheim, (1999: 96). Author Neuman (1997: 19-21) argues that there are three main research methods and mixed methods research is a combination of both quantitative and qualitative methods in data collection.

#### 4.10.1 Comparison amongst Quantitative, Qualitative and Mixed Methods

For the purpose of the study, three methods of data collection are identified and compared in order to enhance the understanding of each method and the combination thereof. According to authors Kuhns and Mortorana (1982: 4), comparison of the three methods are the guidelines provided to help a researcher when conducting a research study. Three methods are comparably reflected in Figure 4.1 below:

**Figure 4.1: Comparison amongst Quantitative, Qualitative and Mixed Methods**

QUANTITATIVE METHOD	QUALITATIVE METHOD	MIXED METHOD
i. Positivism means significance of findings that the researcher wants to ascertain. ii. Theories are in the form of different variables. iii. Processes are analytically created before data collection and are uniform. iv. Data are in the form of numbers from the measurement scale; numerical description, causal explanation, and prediction. v. Concept is largely unintended and is reasonable deductive approach. vi. Measures are standard and repetition is implicit, and vii. Scrutiny proceeds by using statistics tables and discussing how they are related to the hypotheses.	i. Interpretivism captures and realises significance once the study becomes occupied in the data; ii. Theories are subjective explanation in the form of themes, generalisations and classifications with empathetic understanding. iii. Processes are specific to the individual setting, created in an <i>ad hoc</i> manner and are often specific to the individual setting. iv. Data are in the form of words and descriptions from documents, observation and transcripts; described as hermeneutical. v. Concepts can be causal and is often inductive. vi. Research procedures are particular and replication is rare, and vii. Analysis proceeds by extracting themes or generalisations from evidence and organising data to present a coherent, consistent picture.	i. It involves both quantitative and qualitative methods for collecting, analyzing, and integrating data in a single study. ii. The purpose of this form of research is that both qualitative and quantitative research, in combination, provide a better understanding of a research problem or issue than either research approach alone.

Kuhns and Mortorana (1982: 4)

Drawn from the Figure 4.1 above, there are clear distinctions amongst these three methods which are largely viewed as separated systematic models. According to Zikmund and Babin (2010:97), participants in qualitative approaches do not use numerical responses to the questions, but a researcher depends on narrative responses that usually recorded during the interviews, analysing and abstracting relevant information from open-ended questions. Author Kumar (2014:3) upholds that quantitative approaches differ from qualitative methods, as the quantitative approach aims at quantifying the variation in the phenomena and analysis of data aimed at ascertaining the magnitude of the variation, while the qualitative model describes situational approach and phenomena using account of people perspective and information gather from the literature.

#### **4.10.2 Quantitative Research Method**

Quantitative is numeric data. In this regard, information based on ordinal and ratio measures is used. In quantitative research, data is gathered and analysed using statistical procedures to either confirm or disagree with the proposition, submits Blanche and Durrheim, (1999: 96). The quantitative method relied on assumptions based on positive philosophy, submits author Neuman (1997: 106). Author Henning, et.al., (2004: 57) coheres that quantitative describes causal relations and the qualitative outlines experiences gathered during interviews.

According to Neuman (1997: 107), the philosophical approach of the quantitative study is the variables and the relationship amongst variables. Variables are unpredictable and have more than one value and the variable has more than a single characteristic. Quantitative approach depends largely on expectations from the positivist approach to science (Neuman 1997: 106). Further, the author (1997: 108) indicates that there are three types of variables, independent variable acts on another variable and it is caused upon is the dependent variable. The independent variable has effects on other variables and the dominant variable is complex and intermediates among the independent and dependent variable. The quantitative data gathered are analysed using statistical procedures to either confirm or deny the assumptions, asserts Blanche and Durrheim (1999: 96).

It should be noted that in Neuman (1993: 63). In the positivist study, the researcher assesses hypotheses as mechanisms of improving the understanding. Causal relationship is speculative in nature because it is difficult to ratify the dependability. In this study, the quantitative approach adopted is part of the study in the form of the questionnaires because of its advantages to source numerical data, and determines the variances amongst the phenomenon. The other method used to gather information is the interview method, Author O'Sullivan, Rassel and Berner (2010: 191) assert

that qualitative method provides face-to-face interviews between respondents and researchers in that it allows researchers to gain more information, is able to probe for in-depth information and seek more clarities.

### **4.10.3 Qualitative Research Method**

Author Anon (2003: 1), defines qualitative approach as a comprehensive narrative that consents adequate differences to be confirmed. Author Maxwell (2006: 5-6), views the qualitative exploration project as an interactive approach. Fryer (1991: 3) submits that qualitative researchers are typically concerned with investigation that endeavours to precisely define, interpret and deduce the exact values to individuals' experiences that they encounter in their normal societal context and are usually pre-occupied with complication, validity and contextualisation, shared subjectivity of the scholar and reducing the misapprehension. Within this approach, one of the techniques utilised to gather information was the interview process.

The qualitative method also contains reporting on the observations and experiences relating to the theoretical concept in strategic management positions and in making certain deductions Authors O'Sullivan, et. al., (2010: 191) indicate that a large amount of information is gathered during the interviews. There are structure interviews, that is closed-ended questions with pre-determined possible answers to the questions and in-depth interviews where interviewers ask broad questions within the factors, which is open-ended questions. It depends on how the interviewees respond to the questions. According to Yin (2014:106), the strengths of interviews includes the provision of clarifications of factors and respondents' perspectives.

According to Terre-Blanche and Kelly (1999: 123), qualitative research defines and interprets people's feelings and experiences in human terms rather than through quantification and measurement. It uses data-sets, diagrams, pictures, drawings, charts, as well as people's memories, notes and tape recordings of the spoken words (Wessels 1999b: 412). It requires getting closer to the individuals and situations under investigation, in order to understand the issues being studied in totality. It also strives to understand phenomena and situation as a whole (Kuhns and Martorana 1982: 8-9). The method is designed to produce datasets suitable for statistical analysis, submits Babbie (1992: 261).

Insights were drawn from the research philosophy that uses multiple methods to explore features that characterise this study, *namely*, interpretive paradigm, positive paradigm, and deductive reasons

(TerreBlanche and Kelly, 1999: 472). This interpretive approach gives people the origin of their belief and outlooks, is what is put forward by TerreBlanche and Kelly, (1999: 483). Therefore, qualitative methods are often criticised as biased, small scale, subjective, and lacking thoroughness. However, when qualitative methods are carried out properly, it is unbiased, in-depth, valid, reliable, creditable and rigorous.

#### **4.10.4 Mixed Research Method**

Mixed research method comprises the grouping of quantitative and qualitative approaches in data collection. Quantitative approach relies mainly on the collection of quantitative information. Qualitative approach relies on the collection of qualitative information. Authors Babbie and Mouton (1996:28), Zohrabi (2013: 254-258) assert that research methodology focuses on the way in which the research was planned, structured and executed in order to conform with scientific principles. A mixed methods approach was adopted in this study, and the researcher used an exploratory mixed methods research design where qualitative and quantitative phases occurred one after the other in a sequential manner.

The complexity of the research problem, study objectives and research questions relate to the research design to attain the purpose of research. A mixed method was adopted, and author Creswell (2009: 14) states that using a mixed method can provide more insights on the topic. Creswell and Plano Clerk (2007: 255) view mixed methods as a hybrid technique in producing data and linking the information to real life understandings that provides in-depth insight into the subject that is examined. The mixed method sought to obtain a holistic view of the particular feature or series of the events to be able to assist, where leaders, staff and service users are the samples in the population, submits Terre-Blanche and Durrheim, (1999: 9).

The mixed method is viewed as being appropriate for the study, since the quantitative approach focused on important causal relationships, whereas qualitative was for confirmation or further clarification of the variables and understanding of facts from people's experiences in their settings during interviews, submits Henning, at el., (2004: 57). However, the research started by studying the available literature on strategic management documents for both public and private sector organisations. According to Boeije (2010: 2), literature examination classifies the body of knowledge that is available and assists in gaining insights into the subject under review. Furthermore, it would assist the KZNDAE to identify the root cause(s) and potential solution(s) to address organisational factors for future organisational strategy execution.

The mixed method allowed exploration of the study topic by the qualitative feature generating theories, and then using that exploration to guide the subsequent qualitative results (Creswell and Plano Clark, 2011: 411). The strategy execution in the public service can be approached from a number of different angles depending on the nature of the problem under review. Through the mixed methods, the ability to utilise multiple sources of information was available, adds Yin (2014: 29), including documents, interviews, observation, and questionnaires. Furthermore, it would assist the KZNDAE to identify the root cause(s) and potential solution(s) to address organisational factors for future organisational strategy execution.

The research started by studying the available literature on strategic management documents for both public and private sector organisations. According to Boeije (2010: 2), literature examination classifies the body of knowledge that is available and assists in gaining insights into the subject under review. The mixed method sought to obtain a holistic view of the particular feature or series of the events to be able to assist, where leaders, staff and service users are the samples in the population, submits Terre-Blanche and Durrheim, (1999: 9).

The complexity of the research problem, research objectives and research questions relate to the research design to meet the needs of the research rationale. For this reason, a *mixed methods research design* was chosen to conduct this study. A mixed method was adopted to increase the probability and variety of the study, in order to address the research problem and the related research questions. Author Creswell (2009: 14) indicates that utilisation of mixed methods can provide more insights on the topic. Creswell and Plano Clerk (2007: 255) view mixed methods as a hybrid technique in producing data and linking the information to real life understandings that provides in-depth insights into the subject that is examined.

For the purposes of the study, the scholar used an empirical study involving a survey and interviews to gain insight into the distinctive experiences of the participants in order to arrive at comprehensive conclusions. Leedy and Ormrod (2010:141) reveal that the *study* attempts to understand people's perspectives and views of strategic management. By looking at several perspectives on the same situation, the researcher could make generalisations on what is the functioning from both inside and outside perspectives. Creswell (2009:57) regards the study as one that describes the meanings that the lived experiences of a phenomenon has for various people.

The perspective was to use a mixed methods approach to explore that the research phenomenon that is appropriate to the research problem (Bergman, 2008: 53, Delport and Fouche', 2011: 434, Singh, 2007: 63). The nature of this research was to get information and feedback from individual employees in relation to the strategy execution as it is applicable in the KZNDAE services, and to find out whether the pre-determined objectives and programmes are being realised. The quantitative data was collected from employees and service users or beneficiaries in the selected samples from departmental district and local offices. The qualitative feature of the research was focused on the questions in the interviews conducted with senior managers, and the quantitative feature was focusing on questionnaires relating to middle management and production employees. In-depth interviews were conducted with Senior Management Services (SMS) Members. The study was part of a larger population of managers, and was deemed essential for the purpose of generation of the findings.

The mixed method is seen as being appropriate for the study, since quantitative focuses on fundamental causal relationships, whereas qualitative concerns itself with learning and understanding of lived experiences and occurrence in their settings gathered during interviews (Henning, et. al., 2004: 57). There is evidence that indicates how various quantitative and qualitative features of the study were used in the study. The study was part of a larger population of managers, and was deemed essential for the purpose of generation of the findings.

The advantage of using mixed method is the complementary connection between quantitative and qualitative approaches. The study used quantitative approach focused on middle management, production employees and users to collect data through questionnaires from selected departmental district and offices. The qualitative approach was used conducting interviews with senior management to get relevant information and feedback in relation to the strategy execution and its application in the KZNDAE.

#### **4.11 RESEARCH INSTRUMENTS**

The study method used in this research was a written questionnaire, which was delivered personally to the sample population by the researcher, and collected after ten working days. The research instruments utilised were questionnaires and interviews. The questionnaires targeted employees and users of KZNDAE services, while interviews were conducted on the SMS members. The questionnaires consisted of structured questions, which allowed for the collection of quantitative information from the respondents. The respondents were required to complete questionnaires as honestly and completely as possible, which they did without raising any objections to any elements of the questionnaires.

Questionnaires have both advantages and disadvantages, and one of their weaknesses is that they produce answers by asking questions. The strength of questionnaires is that they make it possible to collect data intended to response of particular questions, which can be statistically tested. The research instruments used in this study were developed to examine strategic management processes that the impact at all organisational levels. In order to ensure the validity and reliability of the measurement instrument of this study, it was essential to define the key organisational factors accurately and clearly. For this purpose, questions from existing measuring instruments that had proven reliable and valid for the study.

The interviews times were established with the participants ahead of interview time. All interviews were conducted during official working hours without disturbance of any kind. The interviews conducted in the close offices (closed doors) to ensure privacy and anonymity of the twenty senior managers and middle managers who were acting in the positions of senior managers at the time of the study. Interviews with the senior managers were conducted through a series of questions pertaining to research questions and organisational factors affecting strategy execution in KZNDAE in particular. For the individual interviews with senior managers, interviews were scheduled at the workplace in order to facilitate data collection. Twenty senior management services members were interviewed consisting of seventeen males and three female participants. Each interview took approximately 20-35 minutes.

#### **4.11.1 Questionnaires**

Two set of questionnaires were instituted preceding to the interviews. The questions were selected on the background of the gathered empirical information. The objective of these questionnaires was to gather experiential data on the strategic management processes of the public organisation and to diagnose the potential benefits the organisation can gain from strategies. Moreover, study aimed to measure the effects of organisational factors within the KZNDAE. The employees' questionnaire focused upon the leadership impact, organisational factors in relation to strategy execution and stakeholder support during strategy execution, whilst users of the Department's services questionnaire focused on the similar issues as the employees.

Primary data represents data that has been collected for the study through direct interaction with participants, and secondary data is data that already exists in the field of examination (Babbie and Mouton 2004: 76). The case study research provided opportunities for collecting pertinent and relevant data without restrictions and inhibitions. Gustavsson (2007: 93) writes that all methods and

techniques may be used, provided that, it ensures that one crucial condition is met, in that satisfactory access to the reality under investigation is noted.

The completed questionnaires were received, it was necessary to extract and collate the data in the form for analysis and interpretation. Record numbers were manually assigned to each received questionnaire. The responses were coded. The completed questionnaires were captured and analysed through the professional services of a qualified statistician and with assistance from the academic supervisor for its interpretation and deduction. The researcher used qualitative methods in order to facilitate a more holistic understanding of the phenomenon being studied. The interviews on the other hand allowed for the qualitative information to enhance the empirical evidence. In collecting data for the objective of the study, various methods of data collection were used.

Author Neuman (2000: 251) outlines that enquiries be arranged within the research questions focusing on the variables under review so that they flow smoothly. Furthermore, Author Welman and Kruger (2001: 170), assert that questions should be related to the themes so that respondents do not repeatedly switch their focus. The questionnaire contained the following key factors within the sections of the questionnaire questions:

- Leadership impact on strategy execution for enhancement of service delivery;
- Organisational factors in relation to strategy execution; and
- Stakeholder support during strategy execution phase.

The researcher distributed a larger number of questionnaires over a larger geographic area (Babbie, 1998: 258). The accuracy and completeness of responses to the questions are often inadequate. The researcher cannot visually observe the respondents' reactions, physical features or setting. Some disadvantages are taken into account when considering the sourcing of information through a questionnaire.

The researcher was assisted by the Agricultural Technician who worked at UMshwati Local Municipality. *Firstly*, the researcher was not at hand to explain uncertainties, which could have resulted in biased or distorted answers given by the respondent. *Secondly*, the accuracy and completeness of responses to some questions were inadequate. *Thirdly*, researchers did not visually observe the respondents' reactions and physical characteristics in case of UMshwati Local Municipality (Babbie 1998: 258).

According to Kathuri and Pals (1993: 58), a questionnaire is a collection of items or questions to which a researcher's topic is expected to address. The questionnaire may consist of one or more sets of questions depending on the aspects of the data to be collected. Authors Kathuri and Pals (1993: 34) state that the aim of a survey study is to determine opinions, attitudes, preferences, and perceptions of groups of people of interest to the researcher and usually uses questionnaires and interviews. Further Authors Kathuri and Pals indicate that questionnaires are used to collect basic descriptive information from a broad sample.

The self-administered questionnaire was used to assess perceptions of respondents, maintains Dalton (1991: 121). A questionnaire contains a written set questions to be completed by respondents. Procedures for collecting quantitative data and using self-administered questionnaires was supported by the scholars, suggests Wessels (1999b: 404-405). The respondents were asked to respond to the questionnaire after and before staff meetings depending on staff meetings schedules that were provided to a researcher.

The layout of questions made the questionnaire easy to complete, pages were numbered, items and questions which made easy to follow the questionnaire. Brief clear instructions were provided in the beginning of the questionnaire. It was accompanied by general clear instructions on what is expected from respondents to complete the questions. Further, the researcher used similar questions that were in the questionnaire to interview the respondents. This was done to ensure consistency in the understanding of the questions. However, they indicated that the questionnaires can be biased because the way a question is asked can influence the response. Further, the Internet was also used to make it possible for the researcher to collect data using websites.

Quantitative research is based directly on its original plans and its results can be scientifically analysed and interpreted. The questionnaires were used as the measuring instrument and was developed with the content and structures specifically for those it was intended for. A five-point Likert scale was used by respondents in answering "1 to 5". Anonymity was upheld to allow them to provide a more honest opinion. The questionnaire was analysed by means of a computer software package termed Statistical Package for Social Sciences Version 22.0 (SPSS) and the analyses is presented in Chapter Five.

Survey study and the usage of a questionnaires formed the structure of the research methodology to answer the research questions as stated in Chapter One. Step by step sampling procedures that was followed were also explained. The section on the data collection technique also described the design,

pretesting and administering of the survey instrument. The study can either be basic or applied, submits Neuman, (2006: 28); whereas basic research seeks to enhance knowledge by developing theory and expanding the knowledge base, whilst applied research study is intended to solve specific practical problems by focusing on analysis and solving social life challenges.

#### **4.11.2 Interviews**

Another method of data collection utilised was interviewing the Senior Management Services Members. The interview is a common communication to explore information about factors on face-to-face as case study information and discussion between the respondent and the investigator. The quantity and quality of information exchanged would depend on the interviewee's willingness to share information and make a valuable contribution to the discussion, submits Greeff (2011:342). The case study is located within an explicit theoretical framework, and discussions of specific theories within the field of study are explored to give meaning and content to the area of research. The case studies are used to build upon pre-existing theories to simplify data but most importantly, weigh up the information to enable a judgement to be made, asserts Merriam (1998: 25). Authors Benbasat, Goldstein and Mead's (1998: 370) concur with statement that a case study should survey some occurrences in its ordinary condition, engaging various approaches of collecting information from one or a few people, groups and organisations.

Researchers O'Dwyer and Bernauer (2014: 32) indicate that the case study is a research design used in qualitative method as narrative designs, since the study was conducted in the KZNDAE. It should be noted also, that author Yin (1989: 23) outlines the case study as a pragmatic analysis that explores existing phenomena surrounded by people's perspective where the limitations amongst phenomenon and context are not evident, and in which various sources of evidence are utilised. Yen (2014:16) and McNabb (2013: 286) uphold that case study studies are stated as contextual research where in-depth explanation and clarification of a particular phenomenon, group or incident within the perspective of a specific reality and condition are realised. Author Creswell (2008: 13) asserts that the case study approach means that one or numerous cases from real life are utilised as realistic data for research, especially when knowledge of an area is sparse or missing, and when complex phenomena are studied. Denzin and Lincoln (2003: 136) submit that through the case study, the researcher pursues a better understanding of a specific context.

The case study is a qualitative approach where in-depth examination takes place (Creswell 2008: 13), since there is one essential opinion fundamental to all case study approaches. According to McNabb

(2013: 87), the basic foundation for a case study is that there are procedures and interactions that cannot be explored effectively except as it relates to the operations within the organisation itself. However, respondents were reassured that confidentiality would not be breached under any circumstance. Taylor and Bogdan (1984: 19) state that the ideal research location is where the researcher can gain easy access and establish rapport with the informants and gathers data. The benefits of using case study approach within a qualitative research paradigm according to Gustavsson (2017: 90) are:

- It is less precise but allows for the study of complex, ambiguous and often chaotic phenomena;
- It permits for a holistic and systemic approach with an unlimited number of variables and links;
- Offers autonomy of data collection and analytical methods with little regulation and
- Gives access to reality and has validity in focus.

The focus is therefore on an increased understanding, but can also be used to show causality. The overarching strength of the case study technique is its ability to examine in great detail, and depth a case within its real life context.

According to Gustavsson (2017: 91), there are also weaknesses of using a case study approach within a qualitative research paradigm because:

- Case studies lack precision, objectivity and rigour; and
- The generalisability of case studies has limitations.

Author Yin (2003:12), urges that researchers face a challenge of overcoming the belief that representation of case studies needs statistical inference instead of the audience accepting that the case study aids in making logical inferences of topics and issues of interest. The unique strength of the case study is its ability to deal with a range of evidence-documents, articles, surveys, interviews and observations (Yin 2014:17). According to the author, the case study is complex with social phenomena that can be understood without compromising the holistic and meaningful characteristic of real life situations.

The impartiality of any qualitative approach depends on the perspective of the interviewees and knowledge of particular variables a study is exploring (King, 1994:14). The author lists the common

characteristics of research interview: open-ended questions focusing on specific circumstances in the area of strategic management. The part of the interviewer is a challenging one, as interviewer has to redirect questions, record responses and keep the interview session as inspiring and valuable for the interviewees to continue Cassell and Symon (2004: 56).

The conditions in which research interview takes place are highlighted below:

- Where a research aiming to discover the interviewer's perspective of specific phenomena;
- Where participants' viewpoints are considered for relevant to the specific variable in the study;
- Where participants' knowledge and in-depth understanding of a particular phenomenon developed, for instance, a new change system;
- Where experimental application is required before a quantifiable improvement can be carried out; and
- Where measureable study has been conducted, and qualitative information are necessary to authenticate specific methods or to explain and clarify the significance of the results (King, 1994:16).

The interviews were conducted over the period of three months due to unavailability of some senior managers. According to Boeije (2010: 62), interviews provide the scope to learn from the perspective and experiences of the interviewees. Accountable on the nature of the knowledge is determined by the researcher who initiates the interview (Greeff, 2011:347).

Interviews with the senior managers were conducted through a series of questions pertaining the fit between strategic development and strategy execution and organisational factors that were described in Chapter One. The researcher is trained as a work study practitioner and the associated skills acquired in gathering information has helped in ensuring that data has not in any way been contaminated or falsified, but objectivity was upheld at all times (Silverman, 1997: 115). The question which forms part of section C of the questionnaire, referred to as annexure "H" assisted in providing greater insights into the strategy execution among senior managers.

The study in essence, utilised the KZNDAE as a case study, which could be replicated in other departments, as well as in other provinces, since it makes a contribution to the public sector strategic management process, as discussed in Chapter Two and Chapter Three. Furthermore, it explored the

range of organisational factors that affect the realisation of predetermined strategic objectives, and thereby focuses on enhancing service delivery.

#### **4.12 DATA COLLECTION**

The study commenced by reviewing the literature on public policy and strategy management. In collecting data for the objective of the study, various methods of data collection were used. Literature reviews were conducted to analyse key trends, strategic documents and the auditor's reports. These also included the collection of information through interviews. The literature review acknowledges the body of knowledge that already exists and helps in gaining insights in the study topic (Boeije, 2010: 21). According to Yin (2014:107), documentation is supportive to provide and substantiate information from other sources.

In this study, the first step that was taken to collect data was the literature review technique (Chapter Two and Three) in order to determine key trends, strategic documents and the auditor's reports. In the second step, emphasis was placed on the development and design of questionnaires, which was used to collect data. Author Becker (2005:130-131), clarifies the measures and methods, and reporting of results that were noted with regard to unique patterns in comparison with other qualitative approaches. The collected data was analysed with SPSS version 22.0. The results were presented with the descriptive statistics in the form of graphs, cross tabulations and other figures for the qualitative data that was collected. Inferential techniques included the use of correlations and Chi-Square Test values; which were interpreted using the *p*-values. The trends and patterns in the data were presented with reference to the research questions.

The study method used in this research was a written questionnaire, which was delivered personally to the sample population by the researcher, and collected after ten working days. Once the completed questionnaires were received, it was necessary to extract and collate the data in the form for analysis and interpretation. Record numbers were manually assigned to each received questionnaire. The responses were coded. The completed questionnaires were captured and analysed through the professional services of a qualified statistician and with assistance from the academic supervisor for its interpretation and deduction. The researcher used qualitative methods in order to facilitate a more holistic understanding of the phenomenon being studied.

Author Neuman (2000: 251) outlines that enquiries be arranged within the research questions focusing on the variables under review so that they flow smoothly. Furthermore, Author Welman and

Kruger (2001: 170), assert that questions should be related to the themes so that respondents do not repeatedly switch their focus.

The questionnaire contained the following key factors within the sections of the questionnaire questions:

- Leadership impact on strategy execution for enhancement of service delivery;
- Organisational factors in relation to strategy execution; and
- Stakeholder support during strategy execution phase.

The researcher distributed a larger number of questionnaires over a larger geographic area (Babbie, 1998: 258). The accuracy and completeness of responses to the questions are often inadequate. The researcher cannot visually observe the respondents' reactions, physical features or setting. Some disadvantages are taken into account when considering the sourcing of information through a questionnaire.

An interview guide was developed for the primary aim and questions of this research project. Interview time schedules were arranged according to availability of participants. Each interview lasted approximately one hour. Interviews are a well-known method of collecting data, explains Babbie, (1998: 264). The qualitative approach variables are not controlled and gives the research an opportunity to get more in-depth information in order to gather a greater understanding. Interviews were scheduled for the senior management services and some of the acting senior managers where the study was conducted. During the meeting, the researcher explained the purpose of the research project as per the participant information letter and arranged a time and place for the first interview. Babbie and Mouton (2004) identify the personal interview as the interviewer visiting the respondents' workplace.

The rationale for selecting specific senior managers was that they represented different components within the Department and some senior managers perform strategic responsibilities, while others occupied positions at operational levels. Deputy Director Generals and Chief Directors are strategically located to give strategic policy directives and to oversee the implementation thereof. The Directors and Acting Directors had to see that policy directives taken are followed through and executed throughout the organisation.

Strategy execution is about service delivery and effective organisational performance, which is the leadership role, and has a significant impact on this study. Author Goforth, (2015) indicates that

openness was paramount to a study interview in that it had the potential of capturing the real essence of what the research intended to produce.

The focus of the interviews was on experiences gained by the SMS members on strategic management processes with regard to execution of strategies in their areas of responsibilities and collective accountability. The specific questions were to what extent are strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE? What was the impact of the leadership behaviour in the strategy execution process for enhancing service delivery? What are organisational factors related to the effective strategy execution at KZNDAEA? Lastly, to what extent are public leaders and managers gaining support from other stakeholders during the strategy execution phase? Following the completion of interviews, the data was categorised in relation to the study and analysed. The exploration and understanding that follows in the next chapter contextualised, conceptualised and operationalised the strategic themes. Before the commencement of the analysis, each interview was transcribed into written text for documenting and recorded purposes. The transcripts would be stored in keeping with the University's policy for post-graduate study.

The researcher is trained as a work study practitioner and the associated skills acquired in gathering information has helped in ensuring that data has not in any way been contaminated or falsified, but objectivity was upheld at all times (Silverman, 1997: 115). The question which forms part of section C of the questionnaire, referred to as annexure "G2" assisted in providing greater insights into the strategy execution among senior managers.

Secondary data was obtained from published and unpublished written and electronic medium and a bibliometric analysis of books, journals, reports, and policy documents. Internet sources, such websites were used to very limited extent. The data was analysed and interpreted. Contextualising the senior management members in the KZNDAE as a case study was a significant focus on senior management who were at the centre of strategy development and setting up strategic objectives that were not fully realised. However, the study viewed senior managers' perspectives as the means of identifying the root causes of the ineffective strategy execution.

#### **4.13 DATA ANALYSIS**

Questionnaires were used to gather the primary data. Once the completed questionnaires were received, information was captured on the Excel computer spreadsheet and the data organised within the themes and questions for analysis and interpretation. Record numbers were manually assigned to

each received questionnaire. Coding the responses was also done manually before capturing in the computer. Thereafter, all the questionnaires were analysed statistically. The database comprised 186 records and each record format was characterised by 42 fields where each field represented a response in the questionnaire. The measures for the individual fields were dependent upon the content of the question and the scaled responses.

Primary and secondary data were used in the study, and the discussion of both types of data is categorised and highlighted in the discussion that follows:

- Primary data refers to data that had been collected through direct interaction with participants, and secondary data is data that already exists in the discipline (Babblie and Mouton, 2004: 76). Case study research provided opportunities for collecting pertinent and relevant data without limitations and inhibitions.
- Questionnaires were administered to selected employees, middle management and beneficiaries of the KZNDAE, referred to as Annexure “P”. The questionnaire is an effective tool to gather primary data. The accuracy of data has to be accepted at face-value and there can be no conjecture made regarding the promptness of the information provided, contends Marshall and Rossman, (1989: 83).
- The interview provided a scope to learn from the perspectives and experiences of the participants. Interviews analysis was measured in terms of the study, and information acquired to support or confirm the quantitative information. As Glaser (1992: 31) commended that it is hard enough to generate person’s perceptions, without the added burden of challenging with the “rich” derailments provided by the relative literature in the form of knowing expectations of what ought to be found in data.
- Large amounts of relevant information about experiences of SMS members were collected by directly questioning SMS members. The interviews were used to supplement and extend of questionnaires information about strategic management processes as well as understanding and interpretations of strategic management processes in the public organisation. The main benefit of in-depth interviews was that they provided much more detailed information than what was available through questionnaires and other public sector documents. Data collected from interview transcripts and observation notes were analysed to represent research themes that describe the phenomenon being studied.

#### **4.13.1 Coding of Information**

The coding of information was done with the assistance of a qualified statistician and the academic supervisor using Statistical Package Social Science (SPSS) version 22.0. The qualitative information was analysed by groups of responses from participants and linking them to themes that emerged from the study.

Cronbach's Alpha Reliability was used. Cronbach's Alpha is a measure of reliability. More specifically, alpha is a lower bound for the true reliability of the survey. The answers to a reliable assessment will differ because respondents have different opinions, and not because the assessment is unclear or has numerous explanations. The computation of Cronbach's Alpha is based on the number of items on the assessed and the ratio of the average inter-item covariance to the average item variance ([www.atc.ucla.edu/stat/sas/notes2](http://www.atc.ucla.edu/stat/sas/notes2)).

Under variables where there are inconsistencies, the ratio was used to simplify the normal inter-item correlation, and the result was in the form of Spearman-Brown reflecting reliability coefficient. Standardized item Alpha was computed only if inter-item statistics. Furthermore, the coefficient of 0.921 was termed for these items in order to assess the accurate Alpha, which in turn was a certain accurate reliability (SPSS, version 22.0). Thus, if you have multi-dimensional data, Cronbach's Alpha was generally being low for all items. In this case, the statistical scores led to factor analysis to obtain which items load highest on which dimensions, and Alpha of each subset of items were taken separately, as adheres ([www.ats.ucla.edu/stat/sas/notes2](http://www.ats.ucla.edu/stat/sas/notes2)).

The preceding discussion explained coding of data and analysis of the data, the following section will explain factors analysis.

#### **4.14 FACTOR ANALYSIS**

Factor analysis classify features that clarify the pattern of correlations within a set of perceived variables. Factor analysis is often utilised in data reduction to determine a small number of factors and inconsistency that is observed in a much larger number of variables. Factor analysis can also be used to produce expectations about fundamental mechanisms or to monitor variables for consequential analysis to ascertain co-linear prior to execution a linear regression analysis (SPSS, version 22.0).

Statistically, there numerous techniques to measure the data that was requested in the questionnaire of this study, which are highlighted as follows:

- Nominal is a classification of responses;
- Ordinal assessment is accomplished by ranking- for example, the use of a 1 to 5 rating scale from 'strongly agree' to 'strongly disagree'; and
- Interval measure is accomplished by differences and significant, for example Ratio extent that is the highest level where the difference and the absence of a characteristic (zero) are both meaningful, in the measurement of distance (Steyn et. al., 1994: 7).

Therefore, the factor analysis set out to identity fundamental factors that clarify the pattern of correlations within a set of observed variables in the study within KZNDAE. Thereafter, these correlations were highlighted and discussed in relation to the key themes that appeared from the key questions and objectives of the study highlighted in Chapter One.

The study would assist the KZNDAE in improving the execution of pre-determined objectives and strategic goals that impact on the beneficiaries. In so doing, the quality of life of communities would ultimately be improved. The significance of this study is to contribute towards further empirical research in the field of public management practices within KZNDAE in particular, by examining the efficacy of strategy execution linked to programmes, projects and the service delivery agenda of government with the KZN Province of Agriculture in particular, and that of government at large.

The implication of the future research would be based on the public service strategy execution where leaders are involved in the development of strategy and taking ownership of the strategy execution that could be expanded to address leadership competencies and strategy execution, thereby linking it to a value-added approach to service delivery.

#### **4.14.1 Data Management**

Qualitative studies capture the experiences and essence of people, objects and situations and qualitative study is the skill of translating these essences into written text that explain particular realities. This requires the conversion of experiences into words based on observations, interviews or documents. Once the conversation has been taken place and study report is written, the data has to be stored for purpose of verification should the need arise at some time in future. All participants participated voluntarily in this research and they granted permission to record the discussion. The

questionnaires, voice recorded interviews and transcripts were processed and analysed. Data collected manually through audio means had to be typed. The data collected was interpreted and presentation of analysis with discussion of their statistical significance appears in the next chapter.

Denzin and Lincoln (1998: 182) state that qualitative studies are sometimes vulnerable on the issue of data management. Qualitative data captures the experiences and essences of people, objects and situations and qualitative research is the skill of translating these essences into written text that explains or describes particular realities. This requires the conversion of experiences into words based on observations, interviews or documents.

A voice recorder was used to record interviews and transcribed into written text for the purpose of verification and guaranteeing authenticity and veracity. Collected data and the transcriptions of the voice-recorded interviews were processed and analysed. Data gathered either manually or through audio and videotapes had to be corrected, edited, typed or transcribed as emphasized by Denzin and Lincoln (1998: 183). The data was gathered over sixteen months Interpretation and a presentation of the analyses appears in the subsequent chapter through content and thematic analysis.

#### **4.14.2 Reliability Statistics**

Authors Leedy and Ormrod (2001:31) view reliability as consistent with a measuring instrument that assures a confident result when the object being measured remains unchanged. The instruments designed to measure psychological (unsubstantial) phenomena are less reliable than those intended to measure physical (substantial) phenomena. Author Mugenda (1999: 95) argues that reliability in study is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from accurate measurement as a result of factors not efficiently addressed by the researcher. The author proposes that one way of increasing reliability is pre-testing the instrument.

Reliability is the extent to which this study assessed and observed the mixed methods and data analysis and procedures. The researcher was able to satisfactorily draw conclusions, formulate theories, or make claims about the generalizability of this research. Reliability is such an important concept that it has been defined in terms of the application of a wide range of activities. A reliability coefficient of 0.70 or higher was considered as “acceptable”.

### 4.14.3 Validity

Authors Kathuri and Pals (1993:16) clarify validity as the degree to which a research precisely reflects specific concept that the researcher is assessing. Validity is the systematic error in measurement that is, it should assess what it is supposed to measure. The value-added instrument can measure what it designs to measure, with the less systematic error in the study, the further valid the instrument is judged to be. Kathuri and Pals clarify four types of validity, which includes: content validity, criterion related validity, construct validity and face validity. While reliability is concerned with the accuracy of the actual assessing instrument or method, validity is focusing on study's achievement to measure what the researcher set to measure, as was the case in this research study.

The researcher focused on both *external* and *internal* validity. External validity was the extent to which the results of the study could be generalizable or transferable. Internal validity was the consistency with which the rationale of the study (research design, methodology, mixed methods and measured what was meant to be assessed. It further considered the extent to which the researcher had taken into account alternative descriptions for any fundamental relations between variables, submits Huitt, (1998: 15). The findings of the empirical research were examined and analysed to establish validity using research methods of both qualitative and quantitative tools.

### 4.15 CONCLUSION

This chapter has outlined the research paradigm, research designs and methodology, method adopted and used in the study, including data collection tools, data collection and analysis methods, reliability and validity of the research tools. The research began by an extensive literature review of similar research conducted and recorded in various sources. Primary data was also gathered by way of a questionnaire with a series of questions. The interviews captured the experiences of managers in which policies and strategic pre-determined objectives were executed. Using the qualitative method resulted in the research obtaining valuable insights into the way senior managers perceived the strategic management, and its relevance to their day-to-day work situation. Secondary information was gathered from printed documents and electronic medium such as books, journals, reports and policy documents. Internet sources, such as information from web-sites were utilised to a very limited extent. Primary data was gathered *via* questionnaires and interviews. This included substantial literature reviews, the enhancement of earlier research models and the development of research instruments as part of the methodology, as found in Chapter Five.

## **CHAPTER FIVE**

### **PRESENTATION OF RESULTS AND ANALYSIS FROM EMPIRICAL STUDY**

#### **5.1 INTRODUCTION**

The previous chapter outlined the research design and research methodology. The measuring instrument was discussed and an indication was given of the method of statistical analysis. Chapter Five explored the significance of the research data obtained from the empirical study. The research results are presented to ensure the second, third and fourth specific objectives of the study are met in order to gain insight on the leadership impact and organisational factors that were detracting and contributory towards strategy execution and the stakeholders support towards strategy execution. The understanding of strategy execution might at initial stages have appeared to be fairly straight-forward, namely that the strategy is developed and then executed. However, transition from strategy to action is a far more complex and challenging task, and this was confirmed in the analysis of the strategy execution literature.

The sample recorded in the study represents a broad and heterogeneous one of the KZNDAE, representing all departmental components. The components represented in the sample range from head office, regional office, district office, and the local office. Different levels of senior management (including strategic level and programmes at management-operational level), employees at different levels and the users of the departmental services (beneficiaries) informed the study. The researcher is of the opinion that the results provide meaningful findings and insights that could be generalised to normal practice as carried out by the average government department in the public sector.

This chapter presents the results and discusses the findings obtained from the questionnaires for employees, middle managers and users. The two sets of questionnaires were used for primary data collection. The questionnaires were distributed to both staff at the KZNDAE and the users (beneficiaries). The research design included the interviewing of twenty (20) senior managers through random sampling comprising of permanent Deputy Director General (DDG): Operations (Acting as Head of Department), Chief Directors and Directors who have been in the strategic positions in the KZNDAE for the last three years in order to obtain insights from strategic leadership perspectives. In the period of 2009 to 2012, KZNDAE's strategic plan goals and performance management targets

were not effectively monitored as indicated in the annual performance plans, and KZNDAE achieved mixed organisational performance results. Some of the projects continued at lower level, while others were ultimately closed. The closing of the projects had impacted on strategy execution, service delivery and driven by the leadership. The non-realisation of pre-determined strategic objectives impacted on service delivery and the organisational performance

## **5.2 PRESENTATION OF RESULTS**

The first research objective investigated the extent to which the Auditor General principles and concepts of assessing pre-determined strategic objectives were being used within the public sector organisation, particularly from the audit reports for the period 2009 to 2012 of the KZNDAE in South Africa. A number of deductions can be drawn from the reports presented by the Auditor-General of South Africa. Responses from all the Audit reports responses were taken during analysis of the reports and were examined and evaluated to answer this research objective. The key concerns of the reports were that the pre-determined strategic objectives were not effectively realised, and this raises concerns regarding the activities, beneficiaries, and key benefits for customers of organisational activities. In addition, based on the analysis from the literature review, a number of organisational factors impacting on strategy execution were identified. The research results confirmed that several of these factors are also prevalent in the failure of strategy execution in the South African public sector organisations.

The research involved gathering data through a quantitative approach by means of questionnaires from 3 categories of respondents who included employees and middle management, as well as beneficiaries. In total, 260 questionnaires were distributed amongst the 3 categories. For the category of employees and middle management, 180 were returned, yielding a 90% response rate. The data from 180 completed questionnaires were captured and analysed with 104 responses from production employees and 76 from middle management. From the last category of respondents who were the beneficiaries, a total of sixty (60) questionnaires distributed to those users, with fifty-four (54) questionnaires that were returned, yielding a response rate of 90%. The second phase of the study (qualitative) was interviews and discussions with twenty senior management services (SMS) members (senior managers) that are responsible for leading strategic components within the organisation. The senior managers were selected based on their leadership and management profile and exposure to strategy development and strategy execution in their positions.

The in-depth interviews that were conducted with senior management members revealed that strategic development within the South African public sector is commonly a formal process. However, strategy execution is viewed less formal, and is based on the annual performance plans. Respondents' interviews revealed that executive authorities and senior management services members commonly carried out strategic development processes, with very little participation from middle management services members, other users of the departmental services and/or employees at production levels. Therefore, if strategy execution is prescribed by the legislative framework, it should acquire more backing and commitment from all stakeholders. Monitoring would also be viewed as more significant to the strategy execution processes.

Strategy execution requires a sufficient change of the abilities of the organisations to process and analyse information that is related to integrated leadership and management amongst all role-players, submits Radomska (2014: 78). The author predicted that the strategic management model is a business design based on a strategic ladder with strategic goals providing directions to operations. The author (2014: 79) differentiates three kinds of responsibilities carried out by middle managers such as communicating operational procedures and allocation of resources to execute the strategies, monitoring of the implementation of plans and projects to address deviations from set plans. Northouse (2013: 58) concurs that participative leadership style is much more valuable to the connection of all people responsible for strategy execution than bottom-down approach.

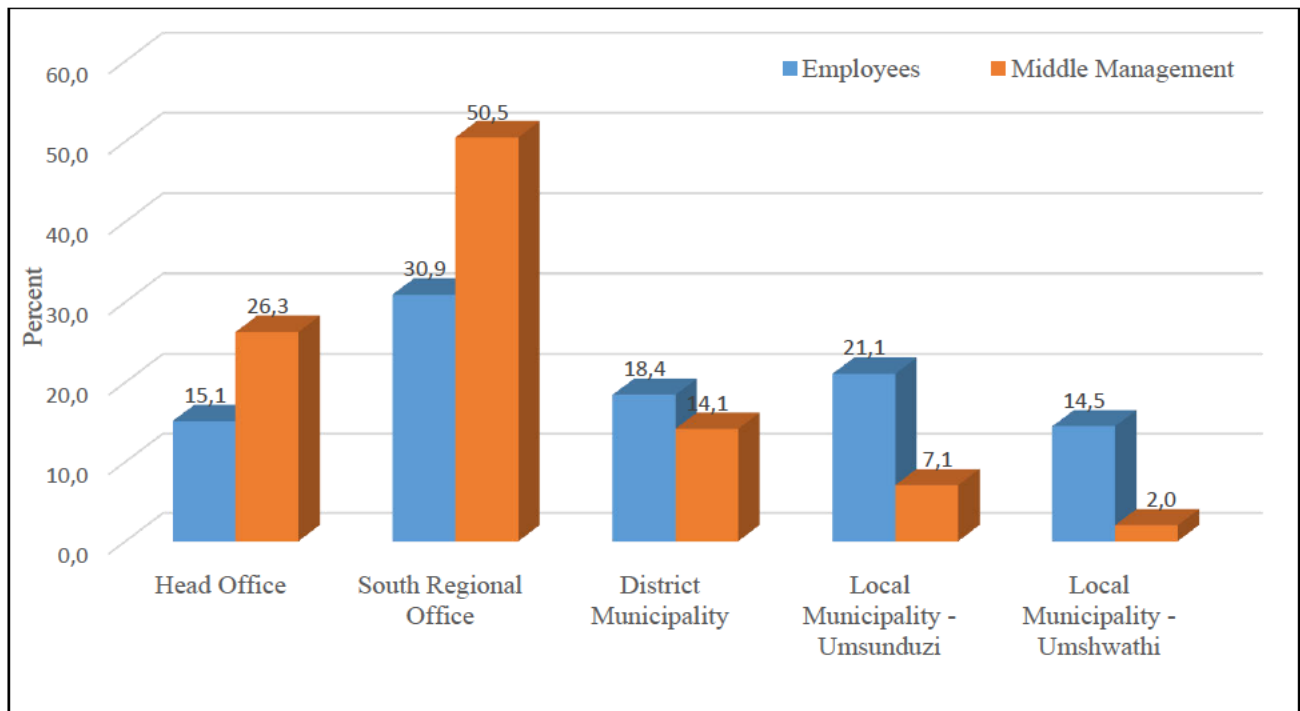
### **5.3 RESPONDENTS PROFILE OR DESCRIPTIVE STATISTICS**

This section looks at where respondents were based. Respondents were asked questions that prompted their personal information, such as, their location where the respondents lived, biographical, racial groups, level of education, positions, length of services in the current positions, length of the relations with the department and number of employees. These biographical and strategy data were solicited to describe the demographic profile of respondents who participated in the research study.

The research was conducted in the KZNDAE, which was one of the fourteen provincial government departments and its mandate is to deliver on agricultural development services and environmental management. The outcome of the study had the potential to initiate transformation in the way strategy was executed within the KZNDAE, and suggestions for the public services. However, the success of execution is low to moderate across the KZNDAE components. There is a disconnect between the ideals of strategy and execution thereof. The strategy execution is affected by the level of decentralisation. The most critical challenges affecting the execution of strategy are untimely

management interventions, ineffectiveness in the coordination of activities, constant organisational designs during execution of strategy and lack of ownership of execution plans. Hence, there is need to address the inconsistencies as they can hinder the strategic execution. The demographic profile for respondents used to inquire whether or not there is any correlation between the variables of strategy execution and the implementation of the services. Figure 5.1 reflects the departmental employees:

**Figure 5.1 Respondents**



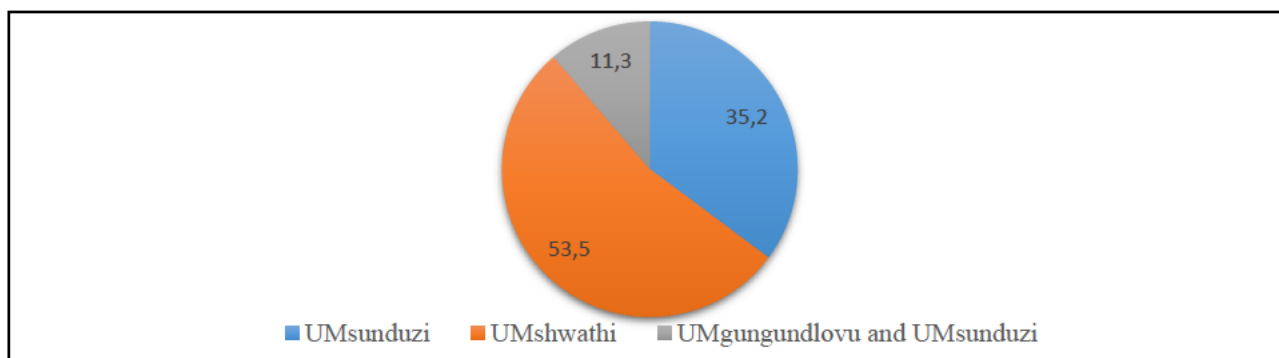
From this illustration, there were more middle management 50.5% in the South Regional office than Head Office, which is 26.3%, as well as Municipalities where strategy execution takes place. More employees responded (30.9%) from the South Region than the Head Office where only 15.1% is applicable, as well as Municipalities. This result reflected that higher numbers of managers responded from Head Office and the South Regional Office. At District and local Municipalities levels, more employees responded. The difference between the two groups at each location was significant (Chi-Square  $p=0.001$ ).

Looking at the levels at which management was functioning in various components revealed an interesting picture. The proportions of employees and management was higher 30% employees and 50.2% management respectively. There were almost equal proportions of the employees functioning at District Municipality and Local Municipalities. However, one looked at managerial levels for all components which was higher in the South Regional Office, as well as Head Office proportions in managerial levels. The South Regional Office could be expected to accommodate more managerial

levels, given that a larger proportion of them are crowded into various fields like veterinary services, environment management, agriculture, and administrative management, the trends could be seen in the Head Office and District Municipality. Thus, most employees were in the South Regional Office and local municipalities.

The questionnaire for the users was divided into four (4) sections, with same sub-themes as those of employees and middle management. Figure 5.2, reflects the users (respondents) features where UMshwathi Local Municipality, UMsunduzi Local Municipality and UMgungundlovu and UMsunduzi were involved. UMshwathi Local Municipality were classified with a greater number of respondents. This was attributed to the fact that a research assistant was trained and employed in the study in a rural area with more functional agricultural projects.

**Figure 5.2 Service Users of the KZNDAE's Services**



From the illustration, the greater number of respondents 53.5% came from UMshwathi Local Municipality, while 35.2% were from UMsunduzi Local Municipality, as well as 11.3% came from UMgungundlovu and UMsunduzi. While being a user of KZNDAE services was an important indicator of economic income, it could be expected to reflect that their location of involvement was also important. It was noted that the highest number of users 53.5% were from uMshwathi. The difference between the groups at each location was significant (Chi-Square  $p$ -value = 0.000).

Reflecting on the municipalities based on the number of respondents, it could be deduced that the majority of respondents came from UMshwathi, which was more of a rural or agricultural municipality than UMsunduzi. In support of the study, all twenty senior management services (SMS) members who participated in the study were stationed at Head Office and Regional Offices who were representing various key strategic components within the Department. Gillham (2000: 48) agrees and states that if the response rate is less than thirty percent, the value and validity of the method and

results are in question. Therefore, it is reasonable to conclude that a satisfactory response rate should be at least thirty percent. In this study, this target was met with a response rate of 90 percent.

### 5.3.1 Biographical data

This section summarises the biographical characteristics of the respondents. The Figure 5.3 below describes the employees' gender distribution by age.

**Figure 5.3: Employees' Gender Distribution by Age.**

Age Group			Gender		Total	
			Male	Female		
Employees	Age group (years)	21 – 30	Count	7	10	17
			% within Age group	41.2%	58.8%	100.0%
			% within Gender	10.4%	14.7%	12.6%
			% of Total	5.2%	7.4%	12.6%
		31 – 40	Count	17	24	41
			% within Age group	41.5%		100.0%
			% within Gender	25.4%	35.3%	30.4%
			% of Total	12.6%	17.8%	30.4%
		41 – 50	Count	35	26	61
			% within Age group	57.4%	42.6%	100.0%
			% within Gender	52.2%	38.2%	45.2%
			% of Total	25.9%	19.3%	45.2%
		51 – 60	Count	7	8	15
			% within Age group	46.7%	53.3%	100.0%
			% within Gender	10.4%	11.8%	11.1%
			% of Total	5.2%	5.9%	11.1%
		Older than 60	Count	1	0	1
			% within Age group	100.0%	0.0%	100.0%
			% within Gender	1.5%	0.0%	0.7%
			% of Total	0.7%	0.0%	0.7%
Total	Count	67	68	135		
	% within Age group	49.6%	50.4%	100.0%		
	% within Gender	100.0%	100.0%	100.0%		
	% of Total	49.6%	50.4%	100.0%		

From Figure: 5.3, the employees' ages ranged from 21 to 60 with the majority being 41-50 as 61 45.2%. The total respondents' gender was comparable in that, 49.6% were males while (50.4%) were females. Therefore, given the ratio of males to females, the element of gender bias was minimised. From Figure: 5.3, the majority 45.2% of the respondents were from the 41-50 years' age groups

Almost 75% of the respondents in this group were over the age of 41 years. This generally is an indication of experienced staff, which is useful in terms of obtaining reliable results from this study.

**Figure: 5.4: Middle Management’s Gender Distribution by Age**

<b>Middle Management</b>	<b>Age group (years)</b>	<b>21 – 30</b>	Count	1	0	1
			% within Age group	100.0%	0.0%	100.0%
			% within Gender	1.6%	0.0%	1.0%
			% of Total	1.0%	0.0%	1.0%
		<b>31 – 40</b>	Count	14	19	33
			% within Age group	42.4%	57.6%	100.0%
			% within Gender	22.6%	54.3%	34.0%
			% of Total	14.4%	19.6%	34.0%
		<b>41 – 50</b>	Count	23	10	33
			% within Age group	69.7%	30.3%	100.0%
			% within Gender	37.1%	28.6%	34.0%
			% of Total	23.7%	10.3%	34.0%
		<b>51 – 60</b>	Count	22	6	28
			% within Age group	78.6%	21.4%	100.0%
			% within Gender	35.5%	17.1%	28.9%
			% of Total	22.7%	6.2%	28.9%
		<b>Older than 60</b>	Count	2	0	2
			% within Age group	100.0%	0.0%	100.0%
			% within Gender	3.2%	0.0%	2.1%
			% of Total	2.1%	0.0%	2.1%
<b>Total</b>	Count	62	35	97		
	% within Age group	63.9%	36.1%	100.0%		
	% within Gender	100.0%	100.0%	100.0%		
	% of Total	63.9%	36.1%	100.0%		

Deduction from Figure 5.4 was that the middle management age groups ranged from 31 to 40 and 41 to 60 were the majority 34% respectively. Age group of 31-40 reflected change, since 57.6% were female in the middle management as compared to 42.4% as being male middle management. In the 41-50 category, females account for 10 at 30.3% in middle management category, and 78.6% were

males at age group above 51. The total of 63.9% males as compared to 36.1% female in middle management informed the study. Gender reflected equity employment as the entry into management. Age groups between 31 and 60 reflected chronological maturity. According to Lynn and Robichau (2013: 230), people who are employed in an organisation belong to different groups within the organisation. Groups may be classified on the basis of gender, age, as the case in KZNDAE are combined employees and middle management age group and gender. Figure 5.5 below indicates the composition of the combined respondents:

**Figure: 5.5 Combined Employees and Middle Management’s Gender Distribution by Age**

<b>Total</b>	<b>Age group (years)</b>	21 - 30	Count	8	10	18
			% within Age group	44.4%	55.6%	100.0%
			% within Gender	6.2%	9.7%	7.8%
			% of Total	3.4%	4.3%	7.8%
		31 - 40	Count	31	43	74
			% within Age group	41.9%	58.1%	100.0%
			% within Gender	24.0%	41.7%	31.9%
			% of Total	13.4%	18.5%	31.9%
		41 - 50	Count	58	36	94
			% within Age group	61.7%	38.3%	100.0%
			% within Gender	45.0%	35.0%	40.5%
			% of Total	25.0%	15.5%	40.5%
	51 - 60	Count	29	14	43	
		% within Age group	67.4%	32.6%	100.0%	
		% within Gender	22.5%	13.6%	18.5%	
		% of Total	12.5%	6.0%	18.5%	
	Older than 60	Count	3	0	3	
		% within Age group	100.0%	0.0%	100.0%	
		% within Gender	2.3%	0.0%	1.3%	
		% of Total	1.3%	0.0%	1.3%	
<b>Total</b>	Count	129	103	232		
	% within Age group	55.6%	44.4%	100.0%		
	% within Gender	100.0%	100.0%	100.0%		
	% of Total	55.6%	44.4%	100.0%		

From Figure: 5.5 overall, the ratio of males to females is approximately 1:1 (55.6%: 44.4 %). The overall gender status of the respondents did not reflect a disparity in the representativeness between

males and females. Within the age category of 51 to 60 years, 67.4% were males and 32.6% females' counterparts. Within the category of males, 22.5% were between the ages of 51 to 60 years. This category of males between the ages of 51 to 60 years formed 12.5% of the total sample.

Looking at combined (employees and management), functioning in various components, males reflecting 67.4% of 51-60 age group falls within the retirements age. Furthermore, 75% of senior management services members were falling within 51 to 60 age groups. KZNDAE would be losing key employees with corporate memory and knowledge, which could be a serious knock-on effect on the strategy execution and organisation's ability to improve innovative services. KZNDAE had to ensure that suitably qualified people were recruited so that brain drain could be avoided. The constitution of the sample indicated a mature and experienced grouping of respondents, which were near to retirement age; less than eight percent were younger than 30 years. This was useful as the responses derived would have been from an informed opinion. Lynn and Robichau (2013: 235), supported this statement that experienced leaders have appropriate management behaviour that impacts on organisational or government performance.

During the interview of SMS members, the DDG: Operations was also acting as Head of Department. The Head of Department position was vacant for more than five years, but it had been filled permanently with effect from 1<sup>st</sup> June 2016.

The DDGs and CDs were performing strategic roles in leading the organisation, while Directors were performing the functional (operational services) roles within the KZNDAE. However, Guth and MacMillan (1986: 313-327), view that there is a significant difference on the strategy impact between the middle management and senior managers based on experience and positions they hold regarding importance of strategy execution. According to Mfene (2008: 212), management could be a solution to many of challenges experienced by public servants during strategy execution.

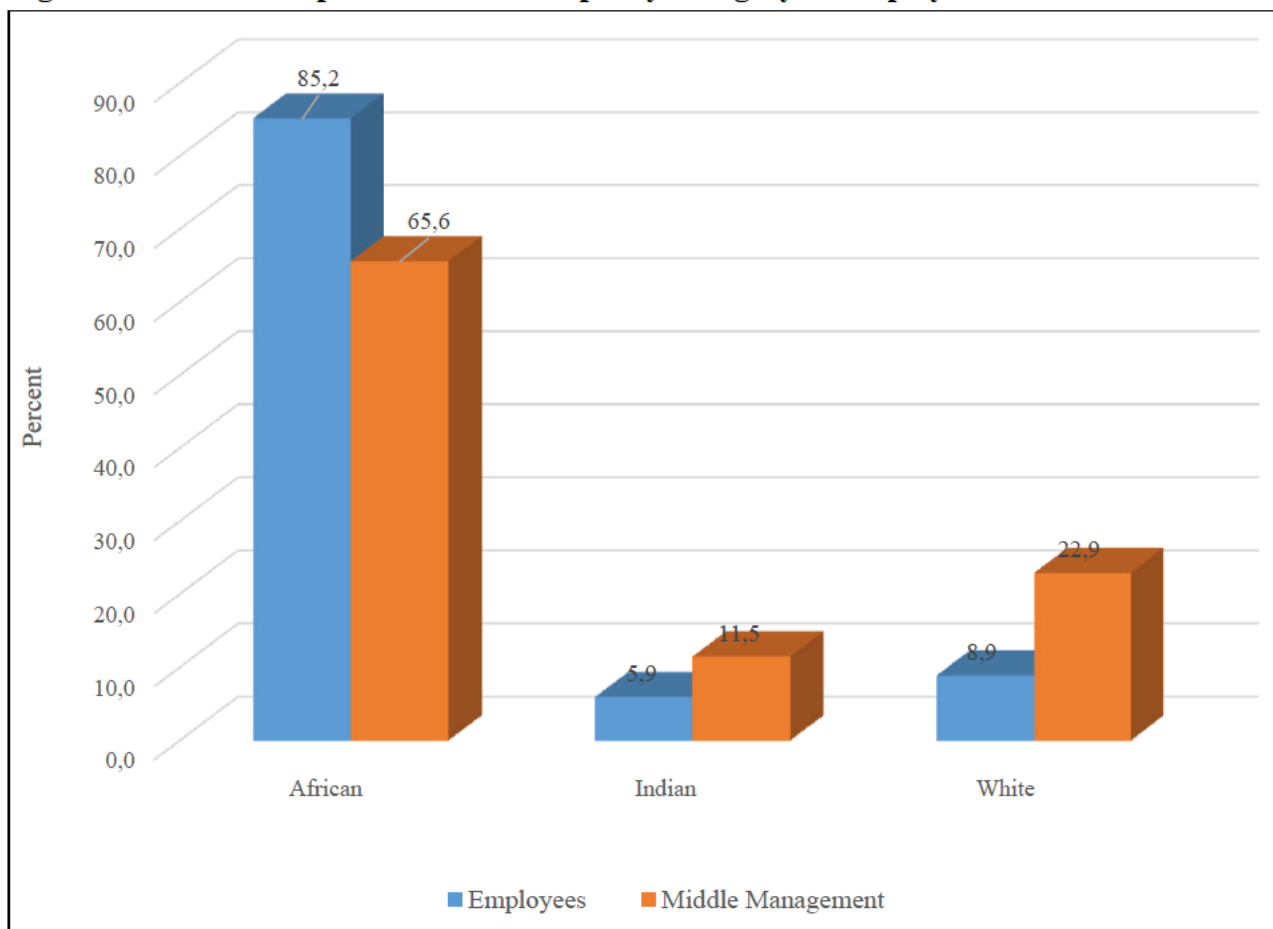
This section summarises the biographical data of the respondents. The table below describes the gender distribution by age.

**Figure: 5.6 KZNDAE Service Users' Gender Distribution by Age**

Age Group			Gender		Total
			Male	Female	
Age group (years)	Younger than 21	Count	0	1	1
		% within Age group	0.0%	100.0%	100.0%
		% within Gender	0.0%	1.9%	1.4%
		% of Total	0.0%	1.4%	1.4%
	21 - 30	Count	3	3	6
		% within Age group	50.0%	50.0%	100.0%
		% within Gender	18.8%	5.6%	8.6%
		% of Total	4.3%	4.3%	8.6%
	31 - 40	Count	1	23	24
		% within Age group	4.2%	95.8%	100.0%
		% within Gender	6.3%	42.6%	34.3%
		% of Total	1.4%	32.9%	34.3%
	41 - 50	Count	9	21	30
		% within Age group	30.0%	70.0%	100.0%
		% within Gender	56.3%	38.9%	42.9%
		% of Total	12.9%	30.0%	42.9%
	51 - 60	Count	3	5	8
		% within Age group	37.5%	62.5%	100.0%
		% within Gender	18.8%	9.3%	11.4%
		% of Total	4.3%	7.1%	11.4%
Older than 60	Count	0	1	1	
	% within Age group	0.0%	100.0%	100.0%	
	% within Gender	0.0%	1.9%	1.4%	
	% of Total	0.0%	1.4%	1.4%	
Total	Count	16	54	70	
	% within Age group	22.9%	77.1%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	22.9%	77.1%	100.0%	

From Figure 5.6 overall, the ratio of male 22.9% to female 77.1 % is approximately 1:4. Within the age category of 41 to 50 years, 30.0% were male while 70% were female. Within the category of males only, 56.3% were between the ages of 41 to 50 years. This category of males between the ages of 41 to 50 years formed 12.9% of the total sample. Looking at 41-50 age group reflected the concentration of various KZNDAE. However, it also showed the unevenness of the distribution of users within users' levels.

**Figure 5.7 Racial Composition of the Sample by Category of Employees**



More African respondents were employed at non-management levels, whilst more Indians and Whites were comparatively employed as middle management. The respondents comprised eighty percent of African employees and sixty-five percent of respondents were at African middle management. This position status of the respondents reflects a disparity in the organisation that exists among racial groups. The sample was well presented and results might not be generalisable to some other public sector organisations, where the racial composition might still be evolving.

**Table: 5.1 Racial Composition of the Service Users**

Racial composition of the respondents	Frequency	Percent
African	54	90

From Table: 5.1, all of the respondents were African. The respondents were from previously disadvantaged groups.

The illustration of respondents' qualification below shows that the majority of the middle management has post-graduate qualifications. The qualification distribution of managers is indicated in the Figure 5.8 below:

**Figure 5.8 Qualification Levels of Combined Sample of Employees**

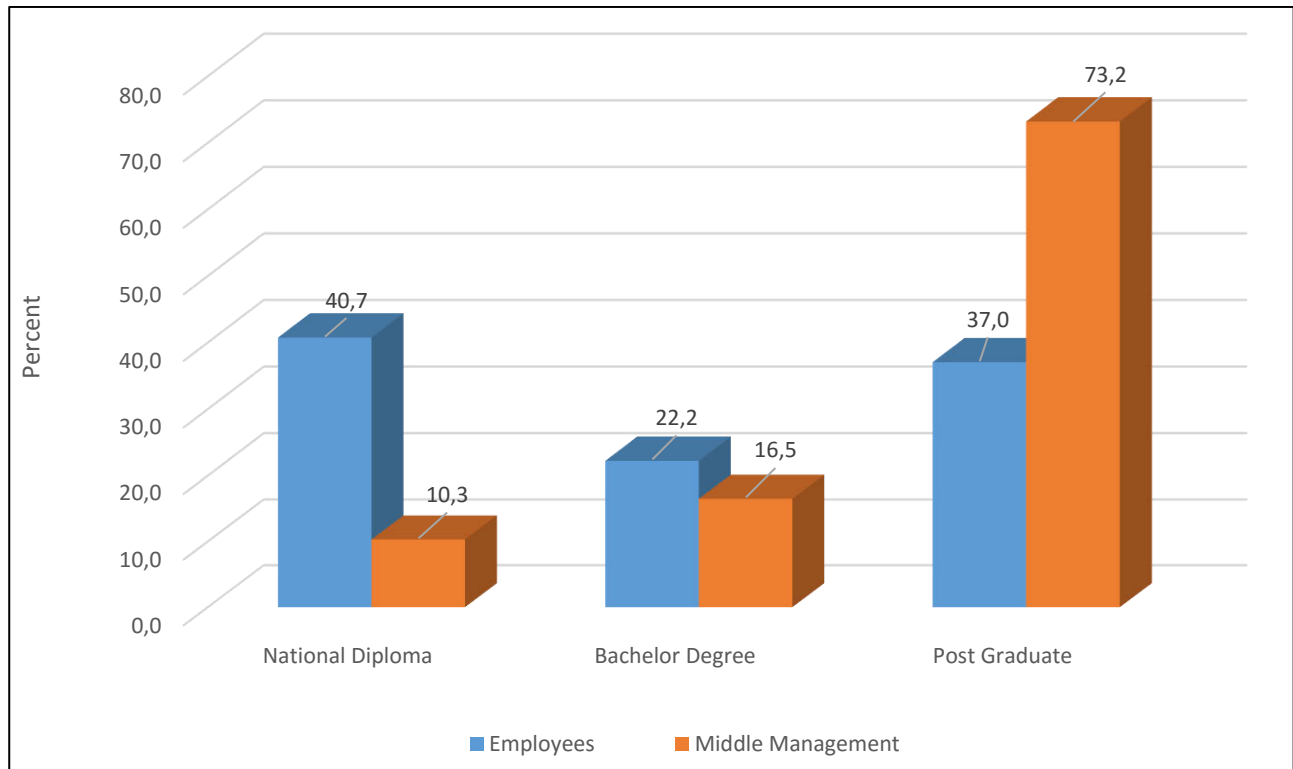


Figure: 5.8 above, illustrates the qualifications of the respondents (employees and middle management). More that respondents (employees) have a national diploma, while only 10% of the respondents (management) have a national diploma. Of this group thirty-seven percent of employees and more than seventy-three percent have post-graduate degrees.

### 5.3.2 Senior Management Qualification levels

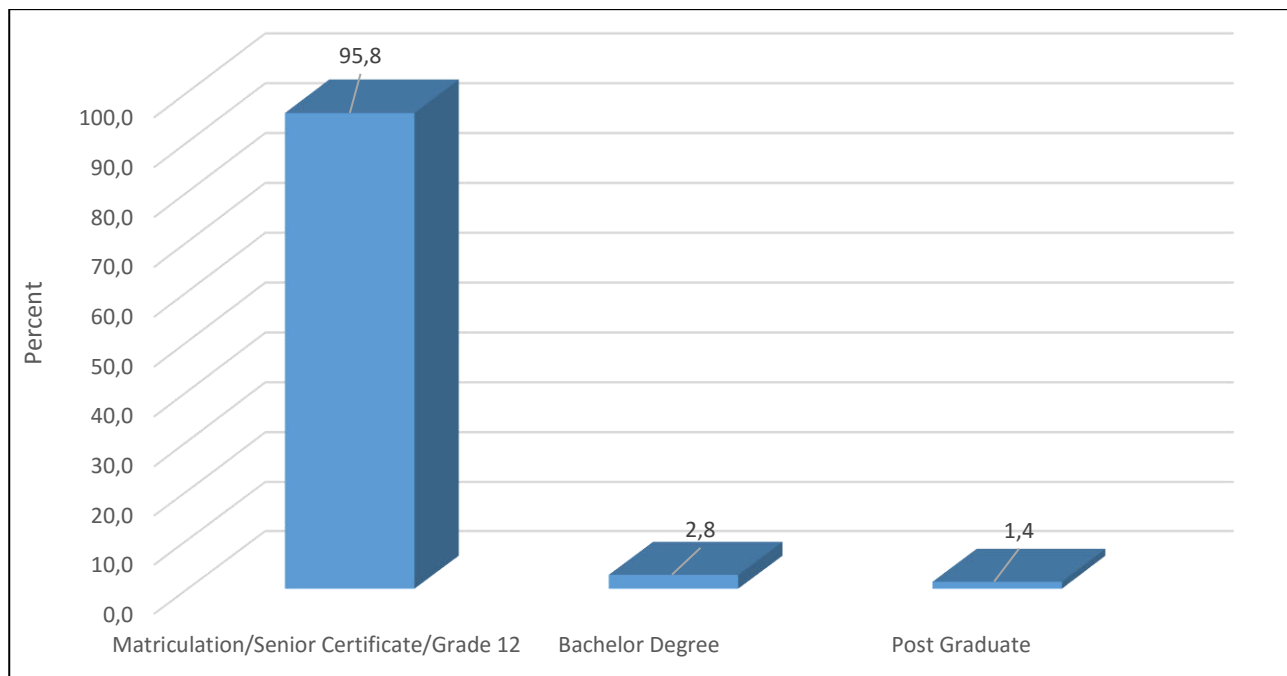
The Head of Department post was vacant for years (5years), but during the time of the study only personnel in acting capacity was leading the department. However, the DDGs and CDs were performing strategic roles in leading the organisation, while Directors (Ds) were performing the functional (operational services) roles within the KZNDAE.

The qualification distribution of senior management service members illustrates that more than seventy-five percent of the respondents had post-graduate degrees. Of this group, ten percent had

doctoral degrees, forty percent had master’s degrees and twenty-five percent had honours degrees with twenty percent having junior degrees. It reflected that the KZNDAE places a high emphasis on appointing senior management services members with higher qualifications. It is, however, worrying that five percent of senior management services members are not graduates as the requirement for such positions warrants at least a postgraduate qualification at the minimum.

The qualification distribution of managers indicated that KZNDAE placed a high premium on selecting managers with higher qualifications. It was, however, disconcerting that 62.9% of employees had either National Diploma or entry degrees. Although this study did not investigate the reason for the qualification status of the middle management, it might be concluded that a national extension recovery plan, which was aimed at reskilling of the agricultural extensionists had an added impact on the qualification upgrades. It was evident from the extension recovery planning that disparities in qualifications existed between agricultural extensionists and counterpart agricultural scientists. It could be said, that the qualifications played an important contributory role to the skills and competencies of employees to function at higher cognitive levels, and in so doing, they would be able to contribute to effective strategy execution and implementation in their functional duties.

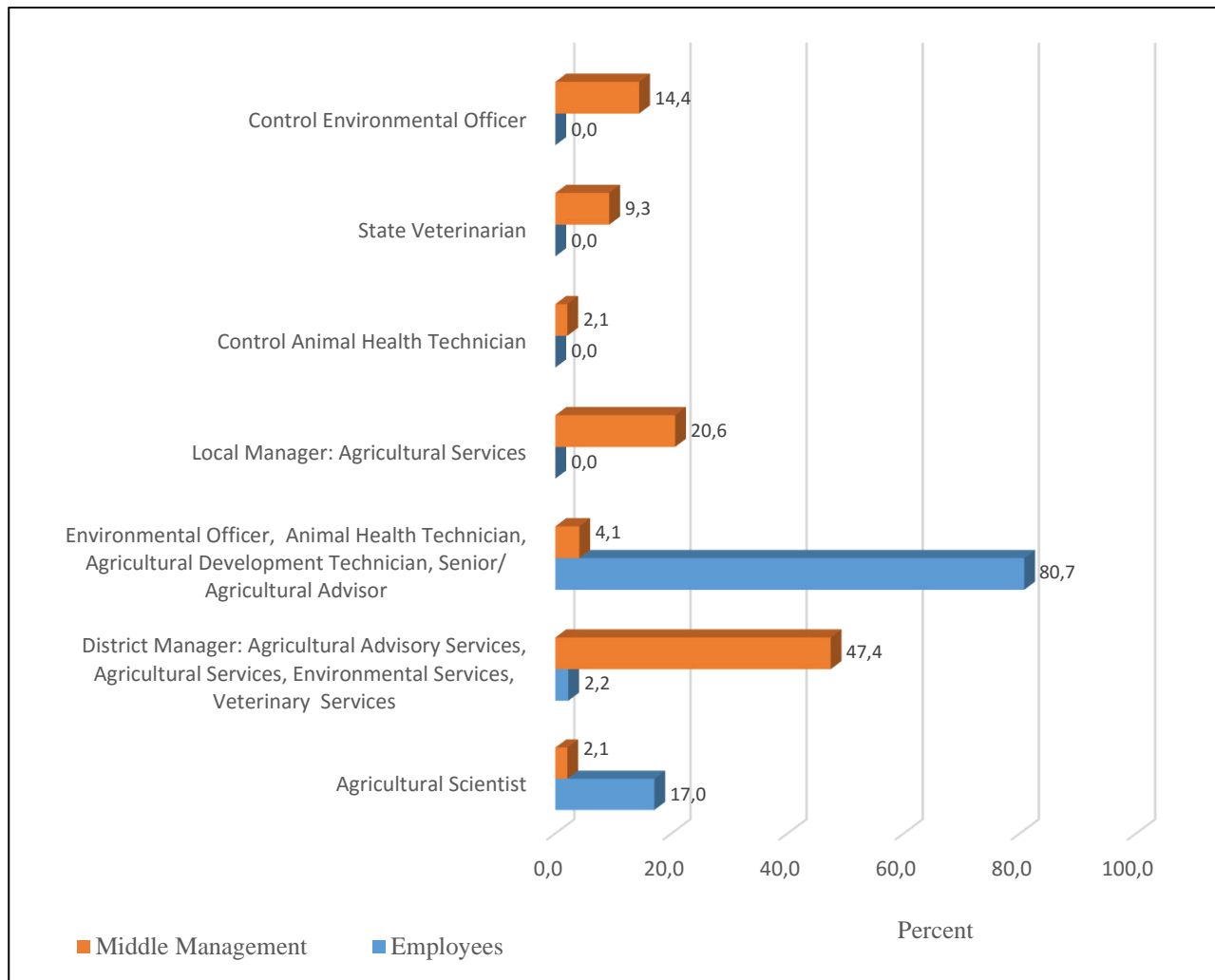
**Figure 5.9 The Qualification Levels (Service Users) are shown in the figure below:**



Ninety-six percent of the respondents had no more than a Matric certificate. The abilities of transparency can equally be of importance to users.

The Figure: 5.10 that follows illustrates the positions held by respondents.

**Figure 5.10 Positions Held by the Combined Respondents**

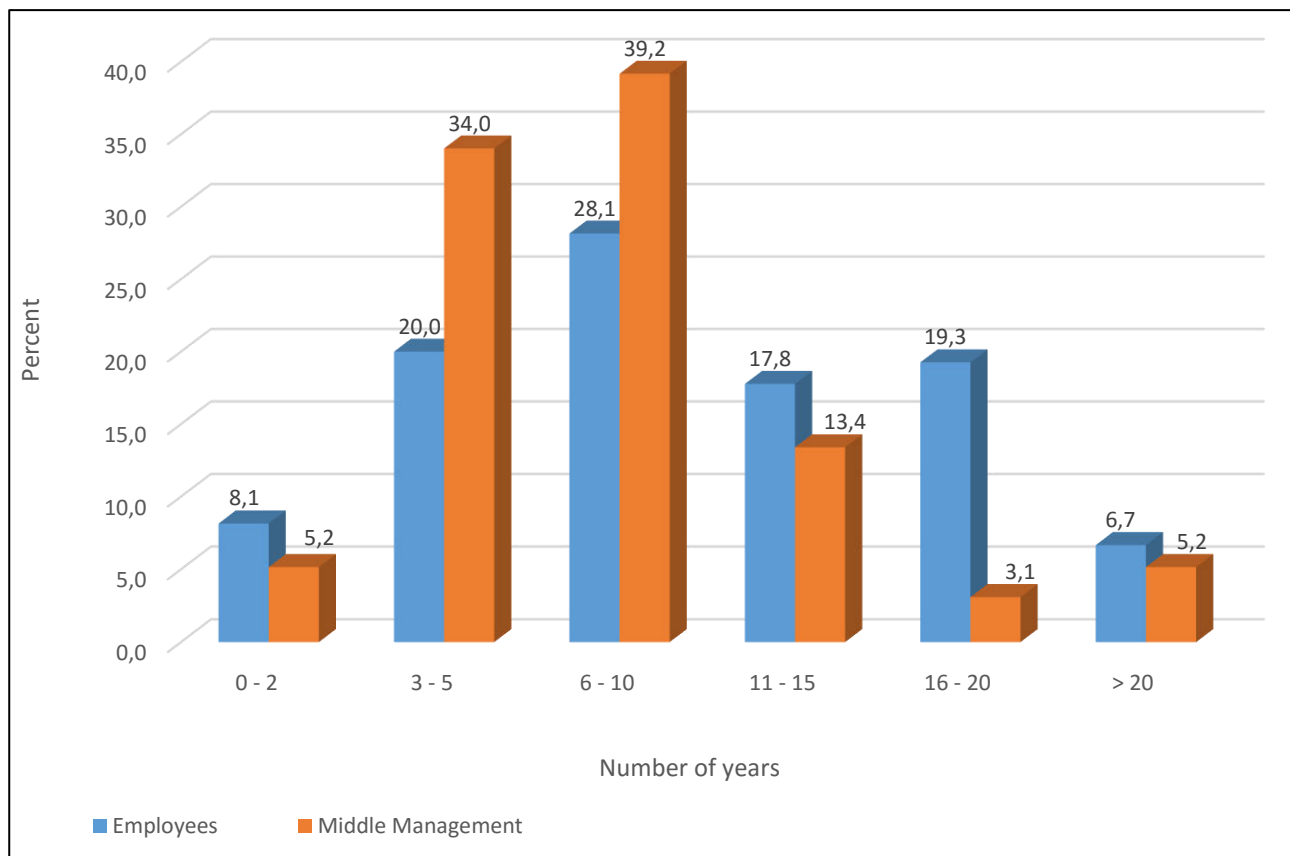


From Figure: 5.10 above, the results revealed that eighty percent of employees were within agricultural technician positions and 4.1% are combined Environmental Officers and Animal Health Technicians. The results also revealed that 47.4% middle management were agriculturalists while 14.4% are environmentalists, given the purview of their work relative to their experience and relevance of skills.

The result reflects that 17% agricultural scientists and 9.3% veterinarians were classified as scarce or essential skills in the KZNDAE, as well as in the national agricultural sector skills plan. It was evident that the need for more knowledge and expertise on these categories could not be overemphasized, in that this could also be highlighted currently in the workplace skills plan.

The Figure 5.11 below indicates the length of time that respondents have been in their current positions.

**Figure 5.11 Length of Time that Respondents have been in their Current Positions**

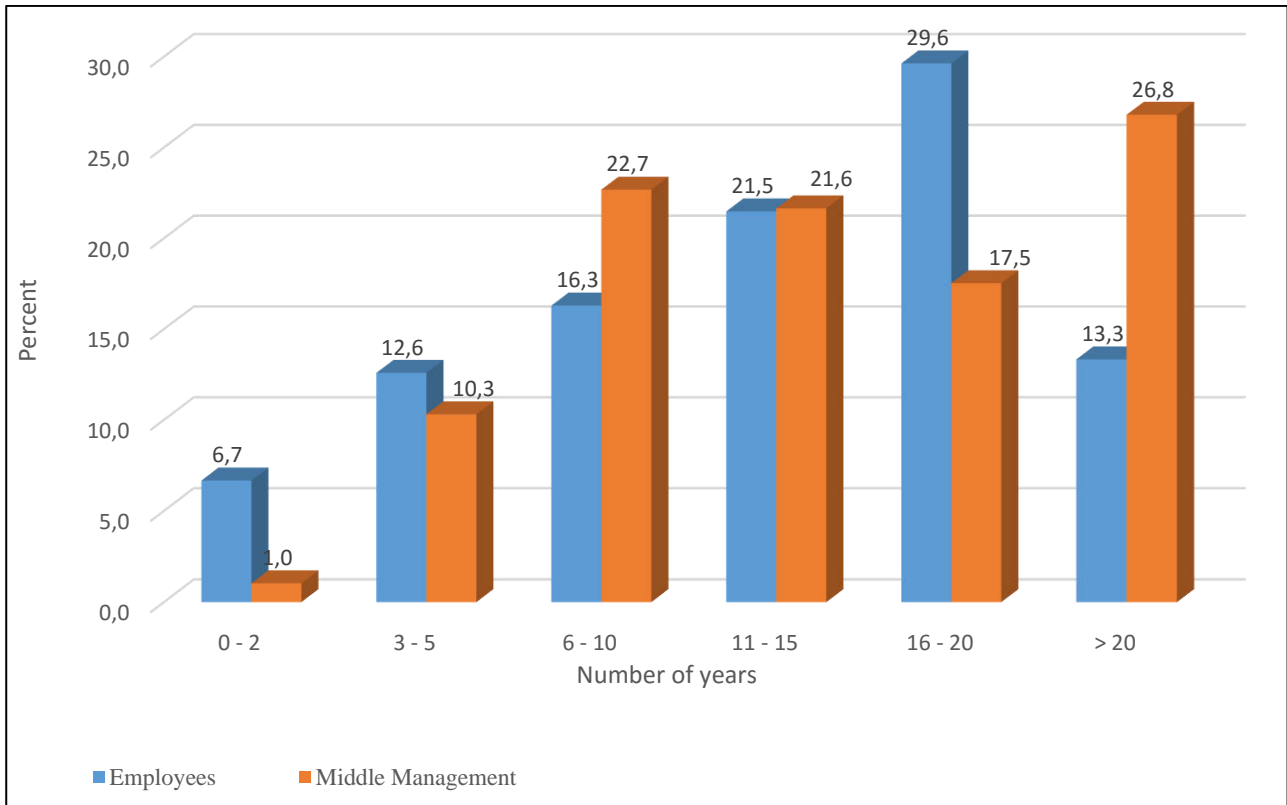


From Figure 5.11, the majority of Middle Management (73.2%) had spent between 3 to 10 years in their positions. Amongst the employees, there seemed to be a similar spread for the middle management categories. This also confirmed that there was significant difference between the perception of people (employees and middle management) with varying years of experience in their current positions regarding importance of strategy execution.

The individual employees working in an organisation were key “drivers” to realise effective strategy execution. Acquainted, reliable and resourceful people had the capacity to overcome the problems to transformation and could realise performance objectives even when other resources were limited. If all other elements were present, but the staff did not meet these criteria, then realisation of strategy might be nearly impossible. Viseras, Baines and Sweeney (2005), in their research findings indicated that strategy implementation success depends crucially on the human or people side of project management, and less on organisation and systems-related factors.

Figure 5.12, below indicates the length of time that respondents have been in their departments.

**Figure 5.12 Length of Time that (combined) Respondents in their Department**



From Figure 5.12, the respondents’ length of service in the department was noted as 6.7% for the employees, while one percent is for the middle managers. The general perception amongst surveyed respondents was that there was a constant result of the number of years served in the department. Generally, more employees 29.6% had been with the department for a considerable time i.e. 16-20 years of services, while only 17.5% middle management had similar years in service. Length of their services did not influence their opinions of the strategy execution processes. It could be deduced that the respondents generally view service conditions to be favourable that led to length of service in the organisation.

A larger portion of middle management had more than 20 years of services. Although, the table indicates that there was no significant difference between perceptions of the employees and middle management with various length of their services in their organisations and current positions regarding importance of the strategy execution processes. This was a major concern since most of the management are approaching the retirement age of 60 years.

The impact of loss of institutional knowledge, especially about service delivery, procedures and processes, only compounds the aging staff issue further. Davidson, Lepeak, and Newman, (2007: 9), view that the impact of the aging staff at institutional knowledge and individual expertise had great potential to address strategy execution and service delivery. Four most common responses were followed in the public sector organisations acting in the higher post as the form of succession planning, skills audit, performance management systems and skills transfer.

From Figure 5.11 and Figure 5.12, the results show a positive sign of the employees revealing the commitment and attachment to the organisation. The employees’ commitment was significantly related to length of years spent in the organisation or continuous efficiency in KZNDAE. According to Dixit and Bhati (2012: 34), there is a positive relationship between the commitment and continuous efficiency of the organisation. It had also been evidenced from the results, that there existed high degree of correlation between the commitment and sustained efficiency. These results in turn, were linked to senior management call for working towards increasing commitment level.

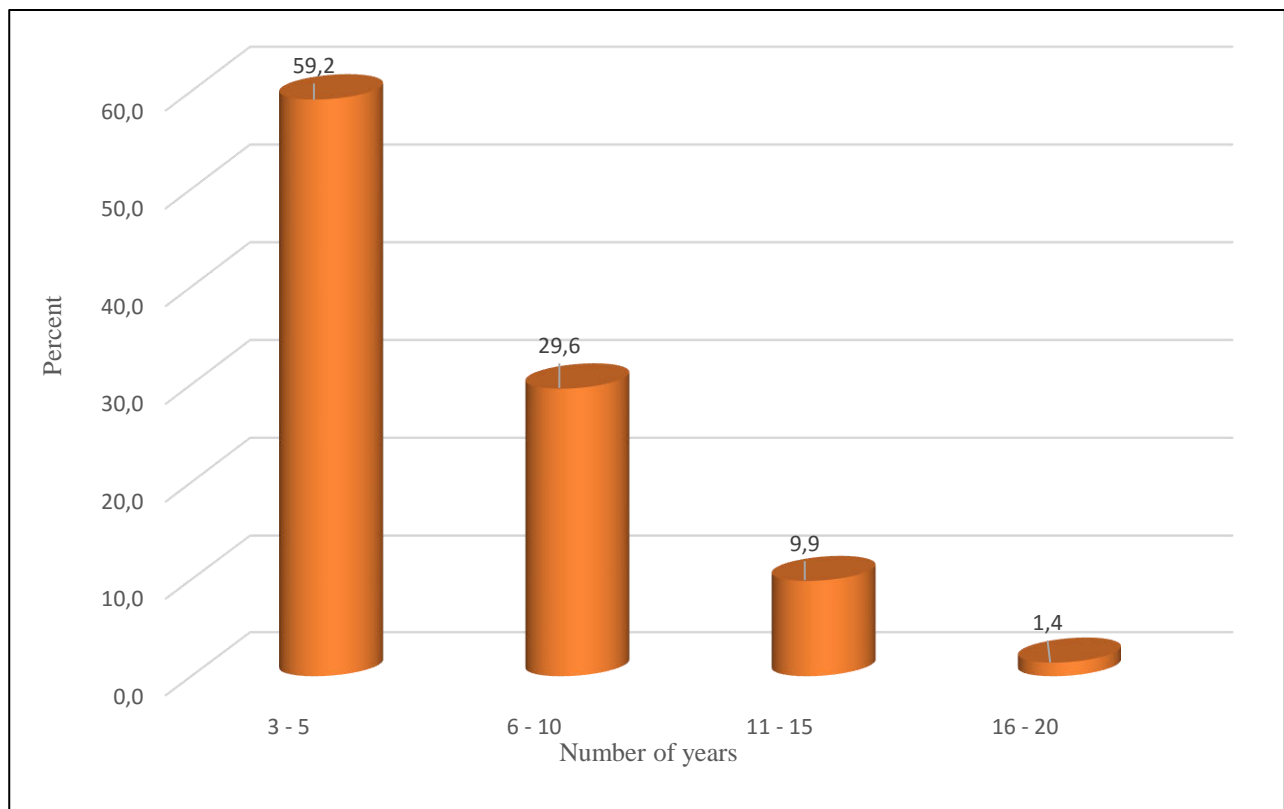
**Figure 5.13 “How long have you been working in this association or business?” and “Which of the following best describes your position?”**

Statements			Which of the following best describes your position?			Total	
			Livestock association	Crop Production	Agricultural Cooperatives		
How long have you been working in this association or business?	0 - 2	Count	1	5	3	9	
		% of Total	1.4%	7.0%	4.2%	12.7%	
	3 - 5	Count	2	21	6	29	
		% of Total	2.8%	29.6%	8.5%	40.8%	
	6 - 10	Count	6	17	6	29	
		% of Total	8.5%	23.9%	8.5%	40.8%	
	11 - 15	Count	0	1	2	3	
		% of Total	0.0%	1.4%	2.8%	4.2%	
	16 - 20	Count	0	1	0	1	
		% of Total	0.0%	1.4%	0.0%	1.4%	
	<b>Total</b>		<b>Count</b>	<b>9</b>	<b>45</b>	<b>17</b>	<b>71</b>
			<b>% of Total</b>	<b>12.7%</b>	<b>63.4%</b>	<b>23.9%</b>	<b>100.0%</b>

From Figure 5.13, illustrates the Service users 40.8% of the respondents had been working with the KZNDAE for the period of 3-5 years in the crop production projects, which is (29.6%), while another

(23.9%) had been working with KZNDAE for 6-10 years in similar projects. A total of 63.4% of the respondents were involved in the crop production projects provided by the KZNDAE. It had become clear that strategy execution provided benefits to users in terms of projects/programmers in satisfying their needs and expectations as external clients. The results revealed that not only employees need to be involved in strategy development and execution, but also external stakeholders who were users of the services.

**Figure 5.14 Length of Time that (Service Users) Respondents Worked with the Department**

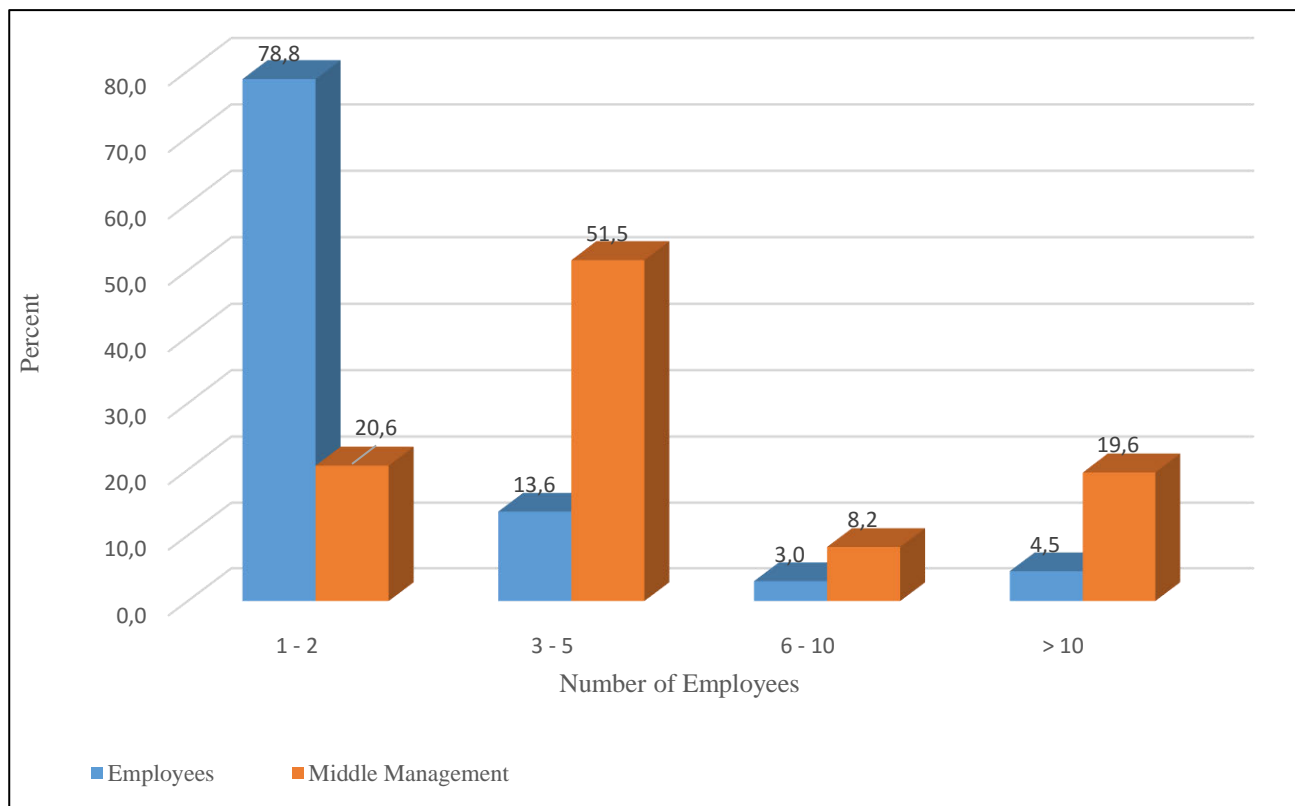


From Figure. 5.14, nearly 90% of the respondents had worked with the department for less than 10 years, of which nearly 60% were for less than five (5) years. It had been revealed, that there was no special research relating to the impact of beneficiaries on government organisation's strategy execution process rather than being end users of the services.

The result revealed years of KZNDAE working with users of its services and meeting their needs through projects implementation. This also addresses the study objective in Chapter One regarding the extent to which public managers are gaining support from stakeholders in strategy execution. These might include building partnerships to continue delivering the best possible services to the users. Further, it revealed a stable culture that systematically supports strategy execution, one that fosters a partnership, teamwork and co-operation among employees.

The Figure 5.15 below indicates the number of employees that respondents directly supervise or manage.

**Figure 5.15 Number of Employees that Respondents Directly Supervise or Manage**

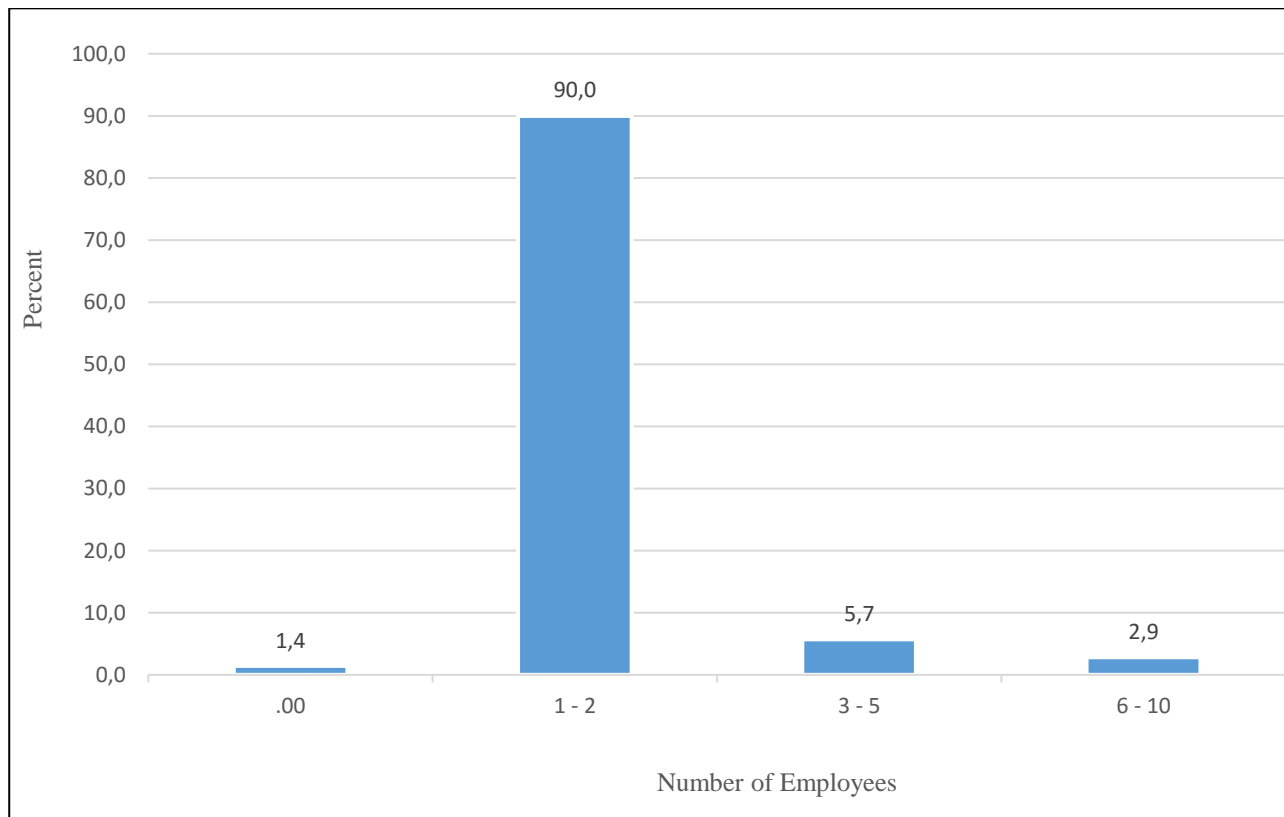


It is evident from Figure 5.15, high numbers of employees 78.8% perform this function for the smallest groupings (1 – 2 people). Managers on the other hand, supervised an increasing number of people depicting 51.5% or the grouping of 3-5 people. The results indicated significance on the span of control. The ration of staff control regarding managers versus supervisees was too narrow. This situation of many supervisees related to the managers, which creates a “bloated” organisational structure. According to Ortigueira-Sa’nchez, Ortigueira-Bouzada, and Go’mmez-Selemenewa (2017: 489), relations between performance analysis and strategy execution focused on the resources allocated through organisation structure, which signified the total resources to be assigned to the responsible manager (management of resources). The consequences of the gap between what should be allocated and actual allocation impacts positively and negatively to the expected performance results. The manager should have a wider span of control.

The effect of the situation is on the efficacy of strategy execution, the layers of management and slower communications between lower level employees and senior management levels. This might impact on managing core functions effectively and the possible outcome would be employee

frustration and turnover, submits Kgomo and Swarts (2010: 233-235). The organisational structure also addresses the study objective three as indicated in Chapter One with regard to organisational factors detracting and contributing to the effective strategy execution.

**Figure 5.16 Number of Employees that Respondents Directly Employed or Managed**



Drawn from Figure 5.16 reflects that ninety percent (90.0%) of the respondents indicated that they employed 1 or 2 people. The users of the KZNDAE services also create employment opportunities on the crop production and mixed farming to livestock in their local municipalities.

#### **5.4 RESEARCH INSTRUMENTS**

The question can however be asked: what models were accessible to assist researchers in the South African public sector to move from strategy development to strategy execution processes. Various strategic management models were reviewed in the literature that provided very broad perspectives on the processes and what needs to be deliberated. These strategic management models were developed with the purpose of addressing no specific organisations within sectors. However, the organisational factors impacting on strategy execution are also general and covers all sectors. The development of applicable and relevant tools that are specific to the South African specific sector would require further investigation.

The research instrument for employees and middle management consisted of 42 items, while for beneficiaries, it comprised 30 items with a level of measurement at a nominal or an ordinal level. The questionnaire for employees and middle management was divided into 6 sections, which measured various themes as illustrated in the discussion that follows:

- Reliability statistics and
- Factor analysis.

#### 5.4.1 Reliability statistics

The two most significant facets of accuracy are reliability and validity. Reliability is calculated by taking several measurements on the similar matters. A reliability coefficient of 0.70 or higher is considered as “acceptable” submits Hair, Anderson, Tatham and Black (1998: 118). Cronbach’s Alpha was used as a measure to determine strength of consistency of the features. Cronbach’s Alpha was computed by correlating scores of each scale item with total score for each respondent, and then comparing that to the variance for all individual items. The table below reflects the Cronbach’s Alpha reliability scores for all the items that constituted the questionnaires.

**Table 5.2 Cronbach’s Alpha Reliability**

	Number of Items	Cronbach's Alpha		
		Employees	Management	Users
<b>C</b>	6 of 6	.714	.696	0.859
<b>D</b>	8 of 8	.871	.835	0.696
<b>E</b>	8 of 8	.762	.788	
<b>F</b>	6 of 6	.647	.747	0.714
<b>Overall</b>	<b>28 of 28</b>	<b>.840</b>	<b>.825</b>	<b>0.815</b>

From the results presented in Table 5.2, the overall reliability scores for Employees, Management and users exceeds the recommended value of 0.700. This indicates a high (overall) degree of acceptable, consistent scoring for the various sections of the research. Almost all of the sections have individual values that meet or exceed the recommended value as numerous findings emerge. One of the most significant results of the study is that the Cronbach’s Alpha values that reveal acceptable reliability of the instrument. According to Hair, Anderson, Tatham and Black (1998: 118), Cronbach’s Alpha scores measure the reliability that .700 suggests that the items have relatively high

acceptable reliability values and yield the minimum required standard to be acceptable in the research. Cronbach's Alpha values above reflect acceptable reliability of the instrument, which proves its validity <http://dissertation.laerd.com/reliability-in-research.php>.

Section C consists of six questions in the questionnaire, which were designed to examine the opinions of respondents regarding the leadership impact on strategy execution for enhancement of service delivery in the KZNDAE. Question 1, and 2 sought views on the strategy elements of development, adoption of the strategy and strategy execution process. Policies normally provide leadership with the outline that guides the strategic planning and operations of organisations.

Question 3 was intended to collect views on linking of strategy development and strategy execution processes. Questions 4 and 5 tested the leadership role in strategy execution, whereas question 6 concerned the need for better strategy execution to ensure effective organisational performance. Processing of data was done by collating data from the questionnaire. The patterns that emerged were categorised in terms of leadership impact to effective strategy execution. As depicted in the Cronbach's Alpha Table 5.2, the findings reflect consistency of the leadership behaviour as mentioned in Chapter One.

Public service organisations are known to operate with the least of staff, as a result of cost-cutting measures or low funding levels. For this reason, also leadership staff are required to be multi-skilled and be able to perform a number of different functions within their areas of responsibility. All senior managers are appointed to perform one or more additional functions such as financial management, procurement or supply chain management outside their core duties as administrators due to cost-cutting measures to employ additional staff members.

Despite the evidence of the existence of cost-cutting measures, the greatest inhibitor to successful strategy execution was the lack of effective leadership to enhance service delivery. Authors Carter and Pucko (2010: 24) indicate that well-thought strategies need effective capacity, but the lack of effective leadership to do more with less can be one of the main inhibitors in successful strategy execution.

Section D of the questionnaire was intended to measure the opinions of respondents regarding the perceived destructive factors to effective strategy execution in KZNDAE. Respondents were required to indicate the extent to which they consider that each of the mentioned items is a destructive factor to effective strategy execution in KZNDAE. A five-point Likert Scale was used, where one (1) was

to read: 'no extent' and five (5) was to read: a "very large extent". It is evident from Table 5.2 that the Cronbach's Alpha that respondents differ in their perceptions.

In this section, the quantitative analysis employs a setup of stating the phase to be interpreted and frequency tables that indicate the actual perspectives of respondents. This was followed by an interpretation of the results. The items within Section D were checked for ranking. The results showed that the regularity expectations remained. The results reveal that organisational factors that negatively impact on the strategy execution can be categorised as communication, supporting policies, leadership support, alignment of individual work plans, allocation of resource, leadership turnover, monitoring and evaluation and organisational culture.

The Cronbach Alpha Reliability was also used to determine the inner reliability of the eighty (8) items of Section D. According to Robson (2002:400-401), quantitative analysis is essentially equal with significance testing. The entire argument and purpose of the exercise is to determine statistical significance by answering the question. There was a lack of explicit alignment with individual work plans, where employees worked in areas that did not directly align with organisational goals. It has appeared that alignment of work plan and organisational culture negatively affected collective efforts towards the attainment of organisational goals.

Frequency responses were recorded and significant statistical difference levels are indicated, in Table 5.2, as organisational factors that are found to be 0.871 for employees, 0.835 for management and Section D can be viewed as a reliable instrument. The key findings are that respondents identify lack of effective leadership, communication and organisational culture that are viewed as the most important destructive factor to effective strategy execution in KZNDAE. According to Hrebiniak (2005:10), a study was conducted on obstacles to effective strategy execution and it was found that inadequate communication, lack of responsibility and accountability, working against the organisational strategy and well-designed organisational structure.

The questions in Section E of the questionnaire aimed to determine the:

- Extent to which the departmental structure aligns to the strategy;
- Organisational view of whether the necessary resources are aligned with the strategy execution priorities and objectives;
- Extent to which leadership behaviour and culture support the strategic execution;

- Extent to which performance management system aligns individual employee work plans and strategy execution;
- Extent to which strategy is communicated so that everyone understands what is expected of him or her;
- Extent to which training and development impact on the strategy execution;
- Extent to which minimise the organisational detracting factors in future strategy development and execution; and
- Extent to which one explores the organisational contributing factors in future strategy execution.

It is evident from Table 5.2 of Cronbach's Alpha that the scores for all eight items exceeded .700, ranging between 0.762 and 0.788. This is an indication that the respondents were of the view that leadership behaviour, communication; training and development, performance management, organisational structure and organisational culture are significant contributing factors of strategy execution. Therefore, Section E can be viewed as a reliable instrument.

Section F Cronbach's Alpha that the scores of stakeholders' support adds validity and accuracy to the interpretation of their data. Results showed that stakeholders' support has a significant relationship with the strategy execution phase, but the extent of the culture's influence varies from the most effective to the least effective. It is evident from Table 5.2 Cronbach's Alpha that the scores for all six items for management and users exceeded 0.747 and 0,714 respectively. The individual in terms of availability of information systems to support decision-making fast and accurate progress tracking, intervention, and corrective action at the right time are lacking, but there are key elements of successful strategy execution.

Accurate information from stakeholders is a source from which to base future forecasts, which in turn assists the KZNDAE in planning for future strategic management processes. The key conclusion from the above is a level of uncertainty to the employees is evident with regard to the stakeholder support during strategy the execution phase, and whether strategy was fully or partially supported. The key strategy success is the interactive links to stakeholders, which seems lacking can affect service delivery and sustainability for the KZNDAE as a whole.

## 5.4.2 Factor analysis

Factor analysis is a statistical technique whose key objective is information reduction. A typical use of factor analysis is in this study, where a researcher desires to signify a number of questions with a small number of hypothetical factors. The factor analysis showed that questions are merged into 13 components, which explains Table 5.2 to Table: 5.6.

Factor analysis grouped various items across sections of the questionnaire into relevant categories of reasons for strategy execution. For example, as part of a survey on leadership impact on strategy execution, participants may answer six separate questions regarding strategy execution, reflecting strategy development process, taking strategy into practice in order to ensure strategic objective are realised, leadership values and principles, leadership behaviour issues. Each question, by itself, would be an inadequate measure of attitude towards leadership impact on strategy execution for enhancement of service delivery, but together they may provide a better measure of the attitude.

Factor analysis can be used to establish whether the six measures do, in fact, measure the same thing. If so, they can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. A researcher may want to know if the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are needed to be successful in a decathlon. The factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

Each matrix table is preceded by a table that reflects the results of KMO and Bartlett's Test. The requirement is that Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05. In all instances, the conditions are satisfied which allows for the factor analysis procedure. Certain components divided into finer components. The employees' different occupations and different middle management occupations were, for the purpose of this study, grouped together into two categories of respondents.

Table 5.3 indicates the distribution of respondents according to their current posts. This is explained in the KMO and Bartlett's Test of Sphericity that follows:

**Table 5.3 KMO and Bartlett's Test**

Category	Sections	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
			Approx. Chi-Square	Df	Sig.
Employees	C	.747	346.951	15	.000
	D	.838	622.842	28	.000
	E	.730	744.544	28	.000
	F	.560	216.358	15	.000
Management	C	.701	227.444	15	.000
	D	.786	613.585	28	.000
	E	.791	543.458	28	.000
	F	.563	284.881	15	.000
User	C	.724	213.848	15	.000
	D	.761	398.486	36	.000
	F	.753	149.751	15	.000

Drawing from Table 5.3, The Keiser-Meyer-Olkin (KMO) approach was used to ascertain the suitability of the sample size for factor analysis. For each of the identified sections of the questionnaire, the KMO values are greater than 0.700 confirmed presence of sampling adequacy. Bartlett's Test of Sphericity was used in order to determine whether the difference between Chi-Square statistics were significant. The Bartlett's Test of Sphericity was used to test the significant difference across all key factors. The results of KMO and Bartlett's Test for all of the conditions are satisfied for factor analysis and yielded significant levels of less than ( $p=001$ ) which also indicated that likelihood that correlation is the *rotated component matrix*.

The *rotated component matrix*, sometimes referred to as the *loadings*, is the key output of principal components analysis. In order to determine the dimension of factors that rotated matrix yielded organisational factors with high loading on items.

Table 5.4 below reflects the rotated component matrix:

**Table 5.4 Rotated Component Matrix**

Section C	Employees		Management		
	Component		Component		
	1	2	1	2	
How do you feel about the strategic development process in your department?	.889	.034	.885	-.022	
How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?	.907	-.063	.892	-.061	
How do you feel about strategy execution in relation to strategic development process?	.879	-.001	.865	.056	
How do you assure that leadership integrity, values and principles impact positively in enhancing effective execution of strategy?	.731	.243	.592	.490	
How does the leadership behaviour discourage you from participating in a strategic plan in the future?	.059	.847	-.039	.889	
How can a good strategy be better executed in order to realise an effective good organisational performance?	.025	.846	.019	.847	
Section D	Component		Component		
	1	2	1	2	
To what extent has the strategy been effectively communicated to the employees during the past months?	.795	.351	.901	.180	
To what extent does the organisation translate strategy and support policies into manageable action or annual performance plan?	.822	.364	.918	.261	
To what extent does the leadership support and own the execution of strategy?	.768	.369	.882	.281	
To what extent do individual employees work plans align to the strategy objectives?	.852	.111	.907	.041	
To what extent is the allocation of resources aligned to the realisation of strategic objectives?	.883	-.074	.701	-.160	
To what extent does the managerial and leadership turnover affect the strategy execution?	.429	.530	.193	.711	
To what extent is strategy execution effectively monitored and evaluated?	.057	.843	.155	.789	
To what extent does organisational culture affect the strategy execution?	.167	.821	-.086	.813	
Section E	Component		Component		
	1	2	1	2	3
To what extent does the departmental structure align effectively with the strategy?	.884	-.053	.939	-.005	.203
To what extent do resource allocations effectively align with the strategy execution priorities and objectives?	.910	-.010	.945	.003	.135
To what extent does the leadership behaviour and culture support the strategic execution?	.874	-.010	.926	.032	.180
To what extent does performance management system align individual employee's work plans and strategy execution?	.730	-.309	.898	-.022	.151
To what extent is strategy communicated so that everyone will understand what is expected?	.714	.145	.393	.105	.587
To what extent does training and development impact in the strategy execution?	.656	-.303	.147	-.070	.860

To what extent would you minimise the detracting factors in future strategy development and execution?	-.026	.921		-.107	.837	.342
To what extent would you explore the contributing factors in future strategy execution?	-.070	.943		.109	.847	-.323
<b>Section F</b>	<b>Component</b>			<b>Component</b>		
	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	
I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects	.085	.932	-.006	.919	.070	
I feel I am always 'putting out fires' and working in crisis mode	.103	.846	.264	.936	.028	
I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention (needless interruptions, unimportant meetings, phone calls and e-mails)	-.094	.210	.906	.674	.115	
I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal	.754	-.151	.486	-.025	.876	
I feel I am on top of things because of careful preparation, planning and prevention.	.852	.055	-.190	.045	.934	
I feel I am constantly addressing issues that are important to the organisation and others not to me.	.761	.348	-.064	.420	.614	

From the foregoing Table 5:4, illustrated values, it was noted that the variables that constituted the various sections loaded along 2 or 3 components. In some instances, the splits were identical whilst in others, there were different alignments. This was due to the different perceptions of the two categories of respondents. The data presented comes from Table 5.3 and the KMO reliability test was significant. Taking that into consideration along with the significant factor loading scores obtained in the rotated component matrix, the data presented with a good level of confidence, the significant components were selected for further analysis. This meant that respondents identified different trends within the sections. Within each section, the splits were colour coded. It was interesting to compare the patterns for employees to management.

Overall, results of the *rotated component matrix* revealed that inadequate communication, training and development, were the most significant inhibition in strategy execution; followed by time spent on important activities, working in crisis mode, time spent on activities that have very little relevance to priorities and careful preparation respectively. The results conformed to Kapoor (2011:6) who indicated that execution of transformation and workforce planning remain as challenges in human resource change.

The Section C Rotated Component Matrix for the users is reflected in the Table 5.5 below:

**Table: 5.5 Section C for Service Users Rotated Component Matrix**

Section C	Component
	1
How do you feel about the leadership strategic project priorities in the department?	.831
How do you take strategic plan into your area of involvement in order to ensure strategy priorities are realised?	.836
How do you feel about strategy execution in relation to strategic development process?	.782
How do you assure that leadership integrity, values and principles impact positively in enhancing effective execution of strategy?	.781
How does the leadership behaviour discourage you from participating in strategic projects in the future?	.693
How can a good strategy be better executed in order to realise an effective, good organisational performance?	.698

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Table: 5.6 Section D for Service Users Rotated Component Matrix**

Section D	Component		
	1	2	3
To what extent has the department effectively communicated its programmes for the last three years?	.857	.197	-.161
To what extent does leadership translate organisation's programmes in which you are involved to understandable level?	.905	-.009	-.070
To what extent does the leadership support and own the projects you are involved in?	.160	.854	.197
To what extent do departmental employees support your projects?	.825	.057	-.157
To what extent is the allocation of resources aligned to the realisation of your projects?	.228	.848	-.287
To what extent does organisation effectively monitor and evaluate the progress of your project?	-.234	.089	.906
To what extent does organisational culture affect the execution of your project?	-.001	.912	.192
To what extent does training and development impact in the strategy execution?	.740	.394	-.315
To what extent would you minimise the detracting factors in future strategy development and execution?	-.164	.055	.926

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

**Table: 5.7 Section F for Service Users Rotated Component Matrix**

Section F	Component
	1
I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects.	.841
I feel I am always 'putting out fires' and working in crisis mode.	.832
I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal.	.775
I feel I am on top of things because of careful preparation, planning and prevention.	.822
I feel I am constantly addressing issues that are important to the organisation and others not to me.	.583

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Sections C and F loaded perfectly along one dimension. This means that the questions measured what they were set out to measure in these sections, but Section D split into three components. Based on the Table 5.5, Table 5.6, and Table 5.7 results derived from the Principal Component Analysis conducted, three factors in Section D revealed lack of leadership, lack of employees' involvement, communication, allocation of resources, monitoring and evaluation, organisational culture, and training and development appeared as the most significant factors in strategy execution.

The results derived from the Principal Component Analysis, lack of adequate financial resources emerged as the most significant factor in strategy execution; followed by inadequate structure that effectively supports strategy execution, weak continuous professional development policies and resistance to change. Overall, the predicted probabilities and results of the Principal Component Analysis (PCA) revealed in this study are that inadequate financial resources remains the most noteworthy impediment in strategy implementation; followed by weak organisational structure, weak continuous professional development policies and resistance to change; respectively. The results indicate that implementation of change and workforce planning; coupled with remuneration and compensation, and rewards systems remain as challenges in the KZNDAE, and could possibly translate to other public sector organisations in general.

For each of the identified sections of the questionnaire, the KMO statistics are greater than 0.7, the associated Bartlett's p-value is less than or equal to 0.05. Once adequate correlation is found between the items assessed within an identified dimension, a factor analysis for the dimension can be performed. A factor loading of greater than or equal to 0.3 is an indication of a relationship between items. The structural validity results for each of the dimensions, as well as the subsequent factor analysis is presented. It was decided to name each of the factors in accordance with the commonality of the items determine during factor analysis:

Factor 1: Leadership impact on strategy execution for enhancement of service delivery;

Factor 2: Organisational factors in relation to strategy execution at KZNDAE;

Factor 3: Contributory factors to effective strategy execution; and

Factor 4: Stakeholder support during strategy execution phase.

## **5.5 SECTION ANALYSIS**

The research on analysis of factors hampering the execution of strategy in public organisation was guided by study objectives that included; effect of strategy execution patterns emerging from the audit reports, impact of the leadership behaviour, organisational factors detracting and contributing to the effective strategy execution; and support from stakeholders' support during strategy execution phase. The findings of the study indicated that 180 of the respondents who were involved in the study were departmental employees and middle management, with 54 of the respondents being beneficiaries or users of the organisational services, as well as 20 senior management personnel. Their opinions therefore, contributed to the results of the study to a large extent.

This section that follows analyses the scoring patterns of the respondents per variable per section. Where applicable, levels of disagree statements were integrated to indicate single category of "Disagree". A similar procedure was followed for the levels of agree statements. The results are first presented using summarised percentages for the variables that constitute each section. The results are then further analysed according to the importance of the statements.

During the analysis of the questionnaires and transcribed interviews, the following themes were identified:

**Factor 1: Leadership Impact on strategy execution for enhancement of service delivery**

This section deals with the leadership impact on ensuring the effectiveness of strategic management process in which leadership support for the strategy in this study refers to those activities taken by leaders to execute strategy for enhancement of service delivery. With this description, respondents were asked to indicate, on questionnaires distributed, the extent to which a set of six statements applied when describing the actions of their leaders. The respondents’ views are reflective of the extent to which specific leadership impacts on strategy execution in order to enhance service delivery. The summarised scoring patterns are shown in Table 5.8 in the subsequent discussion.

**Table 5.8 Employees and Middle Management Summarised Scoring Patterns**

Statements	Employees			Middle Management		
	Easy	Moderately	Difficult	Easy	Moderately	Difficult
How do you feel about the strategic development process in your department?	8.1	30.4	61.5	18.6	16.5	64.9
How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?	14.1	25.9	60.0	20.6	25.8	53.6
How do you feel about strategy execution relative to strategic development process?	11.1	26.7	62.2	18.6	20.6	60.8
How do you assure that leadership integrity, values and principles impact possibly in enhancing effective execution of strategy?	10.4	37.3	52.2	16.5	16.5	67.0
How does the leadership behaviour discourage you from participating in a strategic plan in the future?	31.1	34.8	34.1	27.8	18.6	53.6
How can a good strategy be better executed in order to realise an effective good organisational performance?	43.0	40.0	17.0	34.0	22.7	43.3

The four most common responses (difficult), averaging above 60% each of group (employees and management) indicate that the strategic development process has not produced effective service

delivery results due to being viewed as mere compliance and for not being properly shared to all organisational levels.

**Table 5.9 Service Users Summarised Scoring Patterns**

Statements	Easy		Moderately		Difficult	
	Count	Row N %	Count	Row N %	Count	Row N %
How do you feel about the leadership strategic project priorities in the department?	22	31.0%	18	25.4%	31	43.7%
How do you take strategic plan into your area of involvement in order to ensure strategy priorities are realised?	19	26.8%	21	29.6%	31	43.7%
How do you feel about strategy relative to strategic development process?	23	32.4%	24	33.8%	24	33.8%
How do you assure that leadership integrity, values and principles impact positively in enhancing effective execution of strategy?	23	32.4%	25	35.2%	23	32.4%
How does the leadership behaviour discourage you from participating in strategic projects in the future?	31	43.7%	21	29.6%	19	26.8%
How can a good strategy be better executed in order to realise an effective good organisational performance?	32	45.1%	17	23.9%	22	31.0%

Data from Table 5.9 above shows that 43.7% of the respondents (beneficiaries) find it difficult to understand leadership strategic project priorities. While 31.0% of the respondents find it easy to understand strategic projects and priorities, 25.4% of the respondents moderately understood strategic project priorities.

The following patterns are observed:

**First three statements, the levels of difficulty are similar and high to employee, management and users (beneficiaries)**

Table 5.8 and Table 5.9 show similar comparative analysis between employees and middle management. Question 1, 2 and 3 were planned to collect views on considering the strategy development processes, ensuring strategy objectives are realised and effective for successful strategy execution. Both employees and management find it difficulty with development strategy, in ensuring the predetermined objectives are realised, as well as strategy execution. Sixty-one percent of the

employees and sixty-four percent of the middle management (respondents) were of the similar view that the strategic development process is difficult to understand. Similar responses reflected that, forty-three percent of the users found it difficult to execute strategic project priorities in their areas of responsibility. Similarly, regarding responses by the respondents, between sixty percent of employees and fifty-three percent of middle management indicated that they do find difficulty in ensuring that strategic objectives are realised in their areas. Sixty-two percent of employees and sixty percent of middle management show higher agreement with difficulty in strategy execution than for strategy development.

This is consistent with the findings observed that there was a high agreement between two categories of respondents in the first three statements. The respondents identified that strategy development for the KZNDAE was the leadership responsibility that played a key role in effective strategy execution. During the interviews with senior managers, twelve senior managers viewed stable leadership impacting on strategy execution and service delivery. However, eleven senior managers confirmed that strategy itself is a key dimension for effective service delivery. Further, three (3) of senior managers indicated that there is lack of leadership impact on the strategy execution due to the fact that strategy was developed for compliance purpose and also constant change of leaderships at executive authority levels as a result of which strategies were never fully realised.

Six of the senior managers mentioned that awareness regarding strategic planning was high in their components, attributing it to their own educational background. They pointed out that people in other components had different understanding of strategic development because, there were no workshops held through which all employees could be taken through so that they could know what strategic planning is all about.

It was evident that employees, management and senior management had difficulty in executing strategy, Result of the study showed that employees and management had difficulty with the strategy development processes, strategic commitments in their areas and alignment of strategy execution to strategy development processes. Rajasekar (2014:171), urges that executive authorities should highlight the various interfaces within the organisation as one of the key challenges in ensuring employees and management buy-in and directing their capabilities and understanding toward the new strategy. Equally so, the results also confirm the strategy objective two on this study on leadership behaviour impacting on the strategy execution. Therefore, the need for effective leadership outweighs any other organisational factors. The inability of organisations to effectively execute their strategies was one of the major factors limiting their success and posed problems to leadership and senior

management is the view also held by Ehlers and Lazenby (2007:213). For the remaining three, the levels of difficulty were higher for management than employees and users.

The employees, and management in Table 5.8 and users at Table 5.9 were of the view that all the given leadership integrity, values and principles enhance strategy execution, and activities contribute positively to effective strategy execution. This is evident from Table 5.12, fifty-two percent of employees and sixty-seven percent of management and thirty-two percent of users found it difficult for leadership executing strategy. Questions 4, 5 and 6 were aimed at checking leadership behaviour and organisational performance. It is evident from Figure 5.17 and Figure 5.18 that fifty-three percent of management found difficult leadership behaviour adversely affecting lower management participation in the strategy development processes and even realisation of effective organisational performance. While forty-three percent of the users found it easy, Middle Management Services (MMS) members indicated that leadership behaviour discouraged them to participate in the strategy development processes, and they agree that their organisations' good strategy cannot be better executed to improve organisational performance.

Eight of the senior managers stated that members of the Departmental Management Committee (MANCO) meeting started to understand as time went by, but junior staff members, especially those required to implement it on daily basis did not have an in-depth understanding of the strategic planning process. Further, indicated strategy information needs to be passed to sub-components (middle management) so that they could also transmit the information further down to their subordinates. Managers added that employees were gradually becoming acquainted with the strategic plan document.

Some respondents indicated that no Member of Executive Council (MEC) was able to finish the terms in office, as well as the Head of Departments. They also indicated that critical strategic posts are vacant and only acting capacity that dominated the organisation for the last five years and current took place. They mentioned that when a new MEC and/or Head of Department is appointed, they pursue their own way of effecting strategy for service delivery. The situation made it difficult to understand the strategy requirements better. Another respondent added that staff members would only be able to implement programmes effectively if they understand who were their leaders and follow suit.

However, the respondents pointed out that a lot still needs to be done to get information to the people in the public service, especially those sitting at the lower end of the hierarchy. It could be deduced

that the leadership seems ineffective in engaging its employees, especially middle management in the strategic management. Booth and Farquhar (2003: 17-18), argued that without a strong involvement of the middle management, the potential for excellent strategy is difficult to realise. Therefore, it was a general indication on how most public sector departments fail to fully involve their middle management in the strategic management processes, which has been one of the focal points raised in through this study.

### **The last two statements employees and users found more easy than being difficult**

The collected views presented in Table 5.9 and Table 5.10 show that forty-three percent of employees and forty-three percent of users found it easy to execute strategy. The score for these respondents (employees and users) are similar to these aspects, however they differ in their opinions to that of management. The majority of management viz. fifty-three percent, found it difficult to participate in the strategic management processes in the future, while only of thirty-four percent of users found difficult to participate. It seemed that 2 out of 5 employees and users, as well as management know that the execution of strategy could effect good organisational performance. SMS members revealed that they had been involved in strategic management for the past ten years since 2002 when the first strategic plan was formulated for the Department. Another respondent stated that she had been involved in strategic planning, since 2008 when appointed in a senior management post and became a member of the MANCO at the time the KZNDAE was reviewing its strategic plan. All respondents confirmed that they have been involved in the strategic planning process by virtue of serving as members of the MANCO as senior managers and cascade the planning to their respective components.

Four senior managers pointed out that was not the case, but they introduced alignment to the strategy gradually so that everyone could understand. Two respondents mentioned that lack of awareness is high at middle management and lower management levels, but the non-management level was non-existent. The significant number of stakeholders involved in the strategy execution included organised labour, employees and most of middle management that was key for effective organisational performance (Guth and MacMillan, 1986: 313-327). Eleven of the senior managers did not view leadership impact on strategy execution, but viewed the lack of effective communication as a key factor for ineffective strategy execution.

Ten senior managers indicated that the strategy development process is mostly performed by the leadership and senior management with little or no involvement of middle management and stakeholders. Eight respondents also indicated that *from* senior managers *to* middle management and

below, the strategy awareness was low. The results revealed a significant gap between strategy and organisational performance or strategy execution. This is an important factor for due consideration by KZNDAE.

Within government, planning of and budgeting for programmes and projects cannot occur properly without understanding strategy, and it also formed the basis for monitoring and evaluation of programmes and projects, maintains Valadez and Bamberger (1994:59-61). Moreover, KZNDAE provides pre-determined services that are led by a few key players in the executive authority and senior management. This view is also supported by Singh (2007: 203) when identifying that by focusing on strategic goals, designing their work programmes and overall organisational performance can be improved. To determine whether the averages in the scoring patterns per statement were significantly different between the two groups, a Mann Whitney test was performed to compare the centre values of the ordinal data. (This test is used as the data is not normally distributed). The results are shown in Table 5.10 below:

**Table 5.10 Mann Whitney Test**

Statements	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
How do you feel about the strategic development process in your department?	6484.000	11237.000	-.142	.887
How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?	6093.000	10846.000	-1.004	.316
How do you feel about strategy execution relative to strategic development process?	6174.000	10927.000	-.837	.402
How do you assure that leadership integrity, values and principles impact possibly in enhancing effective execution of strategy?	5761.500	14806.500	-1.624	.104
How does the leadership behaviour discourage you from participating in a strategic plan in the future?	5348.000	14528.000	-2.461	.014
How can a good strategy be better executed in order to realise an effective, good organisational performance?	5029.500	14209.500	-3.124	.002

The highlighted significant values (*p*-values) are less than 0.05 (the level of significance); it implies that the distributions were not similar. In other words, the differences between easy and difficult.

The  $p$ -value of 0.014 shows that there was a relationship between employees and middle management with regards to leadership behaviour discouraging them from participating in a strategic plan in the future. Furthermore, the  $p$ -value .002 indicates the relationship between employees and middle management in terms of strategy can be related to effective execution in order to realise effective predetermined objectives.

To determine whether the differences in the scoring patterns per statement were significantly different between the two groups, a Chi-Square test was performed. The Service Users' results are shown below:

**Table 5.11 Users Test Statistics**

	How do you feel about the leadership strategic project priorities in the department?	How do you take strategic plan into your area of involvement in order to ensure strategy priorities are realised?	How do you feel about strategy execution in relative to strategic development process?	How do you assure that leadership integrity, values and principles impact positively in enhancing effective execution of strategy?	How does the leadership behaviour discourage you from participating in strategic projects in the future?	How can a good strategy be better executed in order to realise an effective good organisational performance?
Chi-Square	3.746 <sup>a</sup>	3.493 <sup>a</sup>	.028 <sup>a</sup>	.113 <sup>a</sup>	3.493 <sup>a</sup>	4.930 <sup>a</sup>
Df	2	2	2	2	2	2
Asymp. Sig.	.154	.174	.986	.945	.174	.085

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 23.7.

All of the sig. values ( $p$ -values) are less than 0.05 (level of significance); it implied that the scoring per option was similar. In other words, the differences between the options were not significant.

There was correlation amongst employees, middle management, users and senior management confirming that the senior management members were involved in planning followed by lesser extent for middle management and beneficiaries. There was no respondent who indicated that the lower level employees are also involved, which is a concern raised in the study.

## Factor 2: Organisational Factors in relation to strategy execution at KZNDAE

This section investigates the organisational factors, which are the essence of transition from strategy to performing activities differently. The questionnaire was designed to measure the opinions of respondents regarding the observed organisational factors to effective strategy execution in their organisations. Respondents were requested to indicate the extent to which they perceived that each of the mentioned items is a distraction to effective strategy execution in their Department. The organisational factors are shown in the Table 5.12 below:

**Table: 5.12 Employees and Middle Management Organisational Factors**

Statements	Employees			Middle Management		
	Little extent	Moderate	Large extent	Little extent	Moderate	Large extent
To what extent is the strategy effectively communicated to the employees during the past months?	51.9	17.8	30.4	46.4	12.4	41.2
To what extent does the organisation translate strategy and support policies into manageable action or annual performance plan?	50.4	23.0	26.7	43.3	12.4	44.3
To what extent does the leadership support and own the execution of strategy?	48.1	25.9	25.9	40.2	15.5	44.3
To what extent do individual employees work plans align to the strategy objectives?	27.4	28.1	44.4	34.0	19.6	46.4
To what extent is the allocation of resources aligned to the realisation of strategic objectives?	31.1	24.4	44.4	39.2	22.7	38.1
To what extent does the managerial and leadership turnover affect the strategy execution?	41.5	22.2	36.3	44.3	22.7	33.0
To what extent is strategy execution effectively monitored and evaluated?	64.4	19.3	16.3	57.7	25.8	16.5
To what extent does organisational culture affect the strategy execution?	55.6	14.1	30.4	54.6	15.5	29.9

Data from Table 5.12 above shows that 51.9% of the respondents (employees) and 46.4% of the respondents (middle management) found little extent (not effectively) communicated a strategy to their organisation, while 17.8% of the employees and 12.4% of the middle management find a moderately communicated strategy within their organisation, and 30.4% of the employees and 41.2% of the middle management regard strategy as communicated effectively at larger extent in their organisation.

The responses from senior managers indicate that although the majority of respondents are of the view that the KZNDAE is relatively effective at strategy execution, but they still observed a gap between the strategy development processes and strategy execution. This indicated a level of uncertainty and doubt with regard to the effectiveness of strategic management processes whether approved strategic plans are realised to their full potential.

**Table 5.13 Service Users' Views on Organisational Factors**

Statements	Little extent		Moderate		Large extent	
	Count	Row N %	Count	Row N %	Count	Row N %
To what extent has the department effectively communicated its programmes for the last three years?	20	28.2%	8	11.3%	43	60.6%
To what extent does leadership translate organisation's programmes in which you are involved to understandable level?	14	19.7%	15	21.1%	42	59.2%
To what extent does the leadership support and own the projects you are involved in?	34	47.9%	15	21.1%	22	31.0%
To what extent do departmental employees support your projects?	13	18.3%	15	21.1%	43	60.6%
To what extent is the allocation of resources aligned to the realisation of your projects?	37	52.1%	4	5.6%	30	42.3%
To what extent does organisation effectively monitor and evaluate the progress your project?	55	77.5%	10	14.1%	6	8.5%
To what extent does organisational culture affect the execution of your project?	31	43.7%	15	21.1%	25	35.2%
To what extent does training and development impact in the strategy execution?	16	22.5%	8	11.3%	47	66.2%
To what extent would you minimise the detracting factors in future strategy development and execution?	54	76.1%	4	5.6%	13	18.3%

While data from Table 5.13 above show that 60.56% of the respondents (users/beneficiaries) find that to a larger extent, their organisation communicated its strategies, while 28.17% of the respondents find it positively that their organisation communicated its strategies, with 11.27% of the respondents finding to lesser extent that their organisation communicated its strategy. Majority 59.15% of the respondents (users) perceived that to a larger extent. justice has been done to translate the programme to a manageable level. However, 21.13% of the respondents indicated that moderate extent in

translation of programme into the manageable level, and 19.72% of the respondents indicated that little extent has been made to translate programmes into the manageable level. The main finding is that respondents viewed lack of understanding of strategy execution as a result of lack of effective communication of the strategy, to be main factor to organisational culture and effective strategy execution of the KZNDAE. This is one of the concerns raised in the key questions raised in the study in Chapters One and Four.

Table 5.13 revealed that 50.4% of the respondents (employees) perceived that little has been done to translate strategy and policies into manageable level and 44.3% of the middle management indicated that translation of strategy and supporting policies are in place at larger extent into the manageable level. Twenty-three percent of the employees and twelve percent of the middle management indicated the translation of strategy and supporting policies are at moderate manageable levels, while 26.7% of the employees and 44.3% of the middle management find that translating strategy and supporting policies are to a larger extent in the manageable organisational level of operations.

The majority of the respondents (employees) at 48.1% perceived that leadership has to a little extent supported and owned the strategy execution, while 44.3% of the middle management indicated that leadership has to a larger extent supported and owned strategy execution. About twenty-five percent of the employees have both moderately and to a larger extent held the view that the leadership supported and owned strategy execution, while 15.5% of the middle management felt that support and ownership is essential and 40.2% of the middle management indicated that leadership had little impact on ownership and supporting strategy execution. Based on these findings, the study advocates the need for more decisive and effective leadership *vis-à-vis* owning and translating the strategy of the public sector organisation.

The study revealed that 44.4% of the employees and 46.4% of the middle management perceived that to a large extent, individual employee's work plans are aligned to the strategy objectives. Twenty-seven percent of the employees and to a larger extent the leadership supported and owned strategy execution, while 15.5% of the middle management felt that support and ownership is essential and forty percent indicated that leadership had little impact and support for strategy execution. Forty-five percent perceived that to a little extent, individual employee's work plans are aligned to the strategy objectives. It revealed that 28.1% of the employees and 19.6% of the middle management observed that an equitable amount of individual employee's work plans is aligned to the strategy objectives.

**Table 5.14 The Mann Whitney Results**

Statements	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
To what extent was the strategy effectively communicated to the employees during the past months?	6278.000	15458.000	-.553	.580
To what extent does the organisation translate strategy and support policies into manageable action or annual performance plan?	6015.500	15195.500	-1.092	.275
To what extent does the leadership support and own the execution of strategy?	5718.500	14898.500	-1.699	.089
To what extent do individual employees work plans align to the strategy objectives?	6174.000	10927.000	-.773	.439
To what extent is the allocation of resources aligned to the realisation of strategic objectives?	5897.500	10650.500	-1.330	.183
To what extent does the managerial and leadership turnover affect the strategy execution?	6508.000	11261.000	-.081	.936
To what extent does strategy execution effectively monitor and evaluate?	5615.500	14795.500	-1.921	.055
To what extent does organisational culture affect the strategy execution?	6332.000	15512.000	-.440	.660

From Table 5.14, none of the *p*-values (last column) is less than 0.05. This implies that there is no significant difference between the two groups. Table 5.14 depicts the statistically significant relationship between employees and middle management regarding the extent to which the Department is effectively communicating the programmes for the past three years. Since the *p*-value is 0 .000 that is less than the probability of the alpha error rate.

This indicates that there is strong evidence of statistically significant association among variables, which means the variables are dependent. From this, it can be concluded that if people participate in the process of organisational factors in relation to strategy execution at KZNDAE, they would be well informed and satisfied with decisions that affect them in the organisation.

**Table 5.15 The Chi-Square Tests**

Statements	Chi-Square	df	Asymp. Sig.
To what extent has the department effectively communicated its programmes for the last three years?	26.732 <sup>a</sup>	2	.000
To what extent does leadership translate organisation's programmes in which you are involved to understandable level?	21.324 <sup>a</sup>	2	.000
To what extent does the leadership support and own the projects you are involved in?	7.803 <sup>a</sup>	2	.020
To what extent do departmental employees support your projects?	23.775 <sup>a</sup>	2	.000
To what extent is the allocation of resources aligned to the realisation of your projects?	25.549 <sup>a</sup>	2	.000
To what extent does the organisation effectively monitor and evaluate the progress of your project?	62.563 <sup>a</sup>	2	.000
To what extent does organisational culture affect the execution of your project?	5.521 <sup>a</sup>	2	.063
To what extent does training and development impact on the strategy execution?	35.859 <sup>a</sup>	2	.000
To what extent would you minimise the detracting factors in future strategy development and execution?	60.028 <sup>a</sup>	2	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 23.7.

All of the p-values (except one) were less than 0.05. In other words, the scoring patterns were significantly different. In trying to determine the effectiveness of communication in place, the researcher asked the respondents the extent to which the department communicated its programmes for the last three years. Senior Managers mentioned that the existing communication was effective to

a certain degree, but added that there were gaps because it included some middle managers only and excluded others when it comes to information dissemination. A further respondent felt the channels were effective. While another stated that they were not sure how employees at the lower end in KZNDAE obtain the information regarding departmental programmes. Most respondents mentioned that the channels were relatively effective because the KZNDAE managed to implement its programmes and received unqualified AGSA reports for two consecutive years.

The respondents pointed out that much still needs to be done in terms of improving communication to middle management and lower level employees. It was also mentioned that there was a gap between senior management and those employees in the lower levels and that they would want communication to improve for middle management who were the interface of key information. Some respondents stated that the existing communication channels were currently effective. However, it was pointed out that there remains a problem with regards to downward communication. Most respondents mentioned that the communication channels were not so effective because of the complexity of people management, and it depends on how supervisors communicate with subordinates.

It was also highlighted, that in the cases where emails were used to communicate the strategic programmes, some employees in the KZNDAE had no access to email and as a result, the information did not reach all intended recipients. Four respondents stated that the strategic programmes were introduced at a fast pace and that there was a need for more information dissemination. It was further stated, that as head of components, there was no discussion to translate strategy with subordinates and the situation needs to be addressed as a matter of urgency. Respondents in this group felt that the communication was not effective because employees at the lower levels still do not understand the strategic programmes. In order to find solutions to possible gaps identified in the channels of communication in the KZNDAE, the research probed on possible effective ways that could be used to communicate strategy development and execution.

Respondents stated that one of the most effective ways to communicate strategy would be to ensure that everybody is involved from the beginning of the process and inclusive approach advocated. The respondents also suggested that effective monthly staff meetings can be effective platforms to disseminate strategic planning information. Furthermore, raising awareness, workshops, meetings, newsletters, brochures, and media can be used as effective tools to communicate strategy to all concerned. The questionnaires were designed to measure the opinions of the respondents regarding the detracting organisational factors to effective strategy execution in the KZNDAE. The in-depth

interviews were also conducted and the respondents' responses indicate that they did not see all mentioned factors as detracting factors to effective strategy execution.

The respondents' perception of the organisational factors that caused failure of the strategy execution could be categorised as follows:

- Constant restructuring, fragmentation and silo mentality within the organisation which caused instability and uncertainty;
- Ineffective communication plan;
- Lack of leadership ownership and support;
- Lack of stakeholders' involvement in the strategy development process;
- Lack of effective training and development; and
- Lack of effective monitoring and evaluation systems.

These were viewed as key factors for due consideration by KZNDAE to ensure organisational effectiveness. To summarize, responses of employees and management support, the role of leadership behaviour, communication, organisational culture and training and development throughout the organisation and with users as it was indicated the culture affects their contributions and at the same time affected by strategy. Almost all senior managers held the view that to ensure successful strategy execution. it must be communicated internally and externally. Communication also enhances the clarity of the strategy, people's involvement and therefore commitment. Kaplan and Norton (1996:195) are of the opinion that failure to link action programmes and resource allocation to long-term strategy priorities becomes an obstacle in implementing the efficacy of strategy.

### **Factor 3: Contributory Factors to Effective Strategy Execution**

The questionnaire was intended to measure the respondents' observations of the role of specified organisational factors in strategy execution in the KZNDAE. The respondents' observations of the extent to which specific organisational factors contribute positively to effective strategy execution in the KZNDAE were measured.

Table 5.16 below reflects Contributory Factors to Effective Strategy Execution in the Department of KZNDAE.

**Table 5.16 Contributory Factors to Effective Strategy Execution**

Statements	Employees			Middle Management		
	Little extent	Moderate	Large extent	Little extent	Moderate	Large extent
To what extent does the departmental structure align effectively with the strategy?	34.1	17.8	48.1	38.1	16.5	45.4
To what extent do resource allocations effectively align with the strategy execution priorities and objectives?	28.9	23.0	48.1	40.2	11.3	48.5
To what extent does the leadership behaviour and culture support the strategic execution?	34.8	22.2	43.0	39.2	16.5	44.3
To what extent does the performance management system align individual employee work plans and strategy execution?	15.6	28.1	56.3	32.0	23.7	44.3
To what extent is strategy communicated so that everyone will understand what is expected?	46.7	23.7	29.6	42.3	30.9	26.8
To what extent does training and development impact on the strategy execution?	20.7	23.7	55.6	43.3	19.6	37.1
To what extent would you minimise the detracting factors on future strategy development and execution?	59.3	22.2	18.5	55.7	19.6	24.7
To what extent would you explore the contributing factors in future strategy execution?	59.3	21.5	19.3	54.6	15.5	29.9

Majority of employees 48.1% and 45.4% of the middle management perceived that the departmental structure is largely aligned to the strategy, while 34.1% of the employees and 38.1% of the middle management perceived that the departmental structure is not effectively aligned to the strategy. A

further 17.8% of the employees and 16.5% of the middle management perceived that the departmental structure is moderately aligned to the strategy. Majority of 48.1% employees and 48.5% of the middle management perceived that the allocation of resources is largely aligned with the strategy execution priorities and objectives, while 28.9% of the employees and 40.2% of the middle management perceived that the allocation of resources is little aligned with the strategy execution priorities and objectives. A further 23.0% of the employees and 11.3% of the middle management perceived that the allocation of resources is moderately aligned with the strategy execution priorities and objectives.

The findings revealed that key determinants of strategy execution success, include designing the organisational structure, allocating resources, leadership behaviour, organisational culture, and managing of performance, and communication, more specifically, among the areas which include the mainstreaming of efficient performance management and enhanced communication. It can thus be deduced, that these factors contribute effectively towards successful strategy execution in the KZNDAE.

Most notable areas which organisational culture highly impacted strategy execution success included the effectiveness in management of leadership impact. The findings conform to Thompson, et al., (2008) who observe that corporate culture is considered as one of the success factors for strategy execution because it influences the organisation's actions, approaches to conducting business and the way of executing strategies. The leadership culture can encourage strategy execution, when its values are strategy supportive and its practices and behavioural norms add to the organisation's strategy execution efforts.

The analyses in Table 5.17 depicting the Mann Whitney Tests has shown no significant difference, but two factors have significant difference in contributing towards effective strategy execution.

Results of the Mann Whitney U test that performance management system is aligned to individual employee work plans execution in that it reflects a significant difference at the level of  $p < .05$  ( $Z = -2.972$ ;  $p = .003$ ). It also reflects that the extent of training and development is statistically significant at the level of  $Z = -3.230$   $p = .001$ .

Table 5.17 The Mann Whitney Tests is reflected below:

**Table 5.17 The Mann Whitney Tests**

Statements	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
To what extent does the departmental structure align effectively with the strategy?	5777.000	10530.000	-1.593	.111
To what extent are resource allocations effectively aligned with the strategy execution priorities and objectives?	5885.000	10638.000	-1.374	.169
To what extent does the leadership behaviour and culture support the strategic execution?	6065.000	10818.000	-.996	.319
To what extent does performance management system align individual employee work plans and strategy execution?	5122.000	9875.000	-2.972	.003
To what extent is strategy communicated so that everyone will understand what is expected?	6468.500	15648.500	-.163	.870
To what extent does training and development impact in the strategy execution?	4969.000	9722.000	-3.230	.001
To what extent would you minimise the detracting factors in future strategy development and execution?	5714.000	14894.000	-1.718	.086
To what extent would you explore the contributing factors in future strategy execution?	5778.500	14958.500	-1.575	.115

Two of the statements show significant differences between the groups.

Respondents were required to indicate the extent to which the performance management system aligns individual employee work plans and strategy execution. As a result, respondents perceived that alignment of individual plans to KZNDAE strategic objectives is key to performance management systems. The key result areas in the performance management systems are identified by the supervisors and managers in a component in consultation with their subordinates. This nature of consultation provides clarity regarding the manner in which the key result areas need to be realised within the organisation. Key results areas thus separate work into important components for the attainment of organisational objectives. It is therefore, both a service-oriented performance management system to address service delivery needs and personal development plans included.

The implementation of the outcome of performance assessments would instil a positive attitude among the employees about the performance management system. According to Adhikari (2010:309-310), the key results areas produce a theoretical order for the use of performance indicators through

which key results areas could be measured. Furthermore, the respondents were asked to what extent does training and development impact in the strategy execution. The result indicates a better understanding of what is involved in supporting implementation of strategy, leadership and management need to be provided insight into training needs and defined skills required to implement a strategy. The majority of respondents effectively weighted training and development as key components between strategy execution and training that can be measured by performance management systems, assessment and feedback.

#### **Factor 4: Stakeholder Support during Strategy Execution Phase**

This section deals with stakeholders’ support received during strategy execution. Respondents were requested to indicate the extent to which the mentioned items contribute to stakeholders’ support in effective strategy execution in their organisation. The Table 5.18 provides an indication that the respondents were of the view that all of the mentioned factors are significant for strategy execution. Ultimately, a better understanding of stakeholders’ influence behaviour during the strategy execution enables the use of more effective stakeholder management styles, submit Aaltonen, and Kujala (2010). Table 5.18 below reflects Stakeholder Support Received during Strategy Execution Phase:

**Table 5.18: Stakeholder Support Received during Strategy Execution Phase**

Statements	Employees			Middle Management		
	Disagree	Neutral	Agree	Disagree	Neutral	Agree
I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects.	49.6	16.3	34.1	56.7	16.5	26.8
I feel I am always ‘putting out fires’ and working in crisis mode.	64.4	14.1	21.5	62.9	16.5	20.6
I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention .	48.9	18.5	32.6	43.2	30.5	26.3
I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal.	31.1	28.1	40.7	32.0	19.6	48.5
I feel I am on top of things because of careful preparation, planning and prevention.	29.9	20.1	50.0	26.8	18.6	54.6
I feel I am constantly addressing issues that are important to the organisation and others not to me.	47.8	20.9	31.3	48.5	12.4	39.2

The service delivery agenda creates a dynamic context for stakeholder management and stakeholder behaviour because the project moves through different phases during its strategy execution.

In Table 5.18, the majority of 49.6% employees and 56.7% of the middle management disagreed that they spend much of their time on important activities that demand their immediate attention such as crises, pressing problems, and deadline driven projects. Thirty four of the employees and 26.8% of the middle management perceived that they agreed on spending much of their time on important activities that demand their immediate attention such as crisis, pressing problems, and deadline driven projects, and (16.3%) of the employees and (16.5%) of the middle management perceived that they were neutral on spending much of their time on important activities that demand their immediate attention such as crisis management, addressing pressing problems, and priority-driven projects.

**Table 5:19 Service Users Support Received from the Departments**

Statements	Disagree		Neutral		Agree	
	Count	Row N %	Count	Row N %	Count	Row N %
I spend much of my time on important activities that demand your immediate attention such as crises, pressing problems, and deadline driven projects	55	77.5%	2	2.8%	14	19.7%
I feel I am always ‘putting out fires’ and working in crisis mode	53	74.6%	10	14.1%	8	11.3%
I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention.	34	47.9%	8	11.3%	29	40.8%
I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal	40	56.3%	8	11.3%	23	32.4%
I feel I am on top of things because of careful preparation, planning and prevention	38	53.5%	11	15.5%	22	31.0%
I feel I am constantly addressing issues that are important to the organisation and others not to me	42	59.2%	9	12.7%	20	28.2%

This section deals with stakeholder support received by users from departments during strategic projects execution phase.

The study revealed that 40.7% of the employees and 48.5% of the middle management agreed that they spend much of their time on activities that are important, but not urgent, such as planning, preparation, prevention, relationship building and self-renewal, while 31.1% of the employees and 32.0% of the middle management disagreed that they spend much of their time on activities that are

important, but not urgent, such as planning, preparation, prevention, relationship building and self-renewal, and 28.1% of the employees and 19.6% of the middle management are (either agreed or disagreed) neutral that they spend much of their time on activities that are important, but not urgent, such as planning, preparation, prevention, relationship building and self-renewal.

Majority of employees 47.8% and 48.5% of the middle management disagreed that they need to be constantly addressing issues that are important to the organisation and others, but not to themselves, while 31.3% of the employees and 39.2% of the middle management agreed that they need to be constantly addressing issues that are important to the organisation and others, but not to themselves, and 20.9% of the employees and 12.4% of the middle management neither agreed or disagreed viz. neutral that they feel to be constantly addressing issues that are important to the organisation and others, but not to themselves. The analysis in Table 5:20, the Mann Whitney Tests, has shown no significant difference scores among the stakeholders' support factors during the execution phase.

**Table 5:20 The Mann Whitney Results**

Statements	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects	5822.000	10575.000	-1.480	.139
I feel I am always 'putting out fires' and working in crisis mode	6363.000	11116.000	-.382	.703
I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention.	6346.500	10906.500	-.137	.891
I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal	6282.000	15462.000	-.555	.579
I feel I am on top of things because of careful preparation, planning and prevention	6476.000	15521.000	-.049	.961
I feel I am constantly addressing issues that are import to the organisation and others not to me	6250.500	15295.500	-.513	.608

Scoring patterns are similar. No differences are significant. Majority (77.5%) of the beneficiaries disagreed that they spend much of their time on important activities that demand their immediate attention such as crisis, pressing problems, and deadline driven projects, while 19.7% beneficiaries disagreed on these issues. Furthermore, 2.8% of the beneficiaries were neutral (either agreed or

disagreed) that they spend much of their time on important activities that demand their immediate attention such as crisis, pressing problems, and deadline driven projects. It can be concluded, that the managers need to be supported by all stakeholders to effectively implement new strategy. Internal forces resisting new strategy are frequently plentiful; limited organisational resources are generally one of the primary reasons existing as to why strategy cannot be realised. Organisation culture may also limit the capacity of a public sector organisation to transform strategy. As experienced at KZNDAE, it is often hard to persuade the workforce regarding the need for the realisation of considering an approach when their peers and other members of the organisation are not supportive of the strategic change. The total elimination of resistance to strategic change is unlikely, because there will almost always, remain some uncertainty associated with a new strategy. The Chi-Square results follow:

**Table 5:21 Test Statistics**

	I spend much of my time on important activities that demand your immediate attention such as crises, pressing problems, and deadline driven projects	I feel I am always 'putting out fires' and working in crisis mode	I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention.	I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal	I feel I am on top of things because of careful preparation, planning and prevention	I feel I am constantly addressing issues that are import to the organisation and others not to me
Chi-Square	65.268 <sup>a</sup>	54.620 <sup>a</sup>	16.085 <sup>a</sup>	21.662 <sup>a</sup>	15.577 <sup>a</sup>	23.859 <sup>a</sup>
Df	2	2	2	2	2	2
Asymp. Sig.	.000	.000	.000	.000	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 23.7.						

All of the *p*-values are significant. The scoring per option per statement is significantly different. The Chi-Square test exploring of time management has influenced the results and also in relation to strategy execution. This is also supported by the quantitative approach tests hypothesis, in other words, the relationship between variables.

Communicating and engaging with key stakeholders is important as the organisation gears up for strategy development and execution. The key message is at the thrust of organisational stakeholder engagement plan. Successful stakeholder participation promotes strategic partnership and results in collaborative problem-solving, which ultimately results in broader support for strategic decisions. Naidoo (2005:109) argues that it is vital for leaders to improve their abilities for strategy execution to support effective service delivery. The deficiency in strategy execution has been identified by leaders who are asking themselves why things do not work as planned.

The stakeholders play an important part in the execution of strategy in the KZNDAE, and it has resulted in the realisation of wider support in the project execution of organisational policies. This also resulted in concerted efforts in problem-solving during the project execution phase, and that over the period, the success of the projects has been realised, since KZNDAE incorporated the stakeholders.

### **5.5.1 Hypothesis Testing**

The theory being tested is referred to as the null hypothesis and it is designated as H. It also is referred to as the hypothesis of no difference and should include a statement of equality. The alternative hypothesis presents the alternative to the null and includes a statement of inequality. The null hypothesis is the statement that is believed to be correct throughout the analysis, and it is the null hypothesis upon which the analysis is based.

The approach to reporting a result requires a statement of statistical significance. A *p-value* is generated from a *test statistic*. A significant result is indicated with " $p < 0.05$ ". These values are highlighted with a \*. All values without a \* (or *p-values* more than 0.05) do not have a significant relationship. A Chi-Square Test was used to determine whether there was a statistically significant relationship between the variables (rows vs columns) of this study.

### **5.5.2 Correlations**

The Chi-Square Test summarised the difference between frequencies observed in bivariate. Bivariate correlation was also used on the (ordinal) data. Positive values indicated a directly proportional relationship between the variables and a negative value indicated an inverse relationship. All significant relationships are indicated by a \* or \*\*. Therefore, the correlations among the variables as given in the appendix are reflected as follows:

- The correlation value for middle management between “How do you assure that leadership integrity, values and principles impact positivity in enhancing effective execution of strategy?” and “How do you feel about strategy execution in relation to strategic development process?” was 0.475. This was a directly related proportionality. Respondents indicated that the more effectively strategy was executed, the better the strategic development process, and *vice versa*.
- The significance correlation value for employees between “How does a good strategy be better execution in order to realise an effective good organisational performance?” and “How does the leadership behaviour discourage you from participating in a strategic plan in the future?” was .438\*\*. This was directly related that strategy development process is the key responsibility of management and employees are implementers.
- There was negative value between “To what extent is the strategy effectively communicated to the employees during the past months? and “How do you feel about strategy execution relative to strategic development process?” was -.097. It implied that strategy execution in relation to strategy development and communication of the new strategy was very weak. There was also negative value that leadership had challenge in the translation of new strategies and value of -0.38 reflected negative impact on organisational programmes. Strategic leadership had inability to see the complexity of communication that affected organisational performance.
- Negative values implied an inverse relationship. In other words, the variables have an opposite effect on each other. The correlation value between “To what extent does the managerial and leadership turnover affect the strategy execution?” and “How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?” was -0.397. This implied that the more staff turnover there was, the less likely strategic objectives would be met.
- The strong correlation value for users between “How do you feel about strategy execution relative to strategic development process? and “How do you take strategic plan into your area of involvement in order to ensure strategy priorities are realised?” was .629\*\*. This implied that there were more users who felt positive about strategy process than would likely to be involved in the strategy process.

- The positive correlation value for users between “How can a good strategy be better executed in order to realise an effective good organisational performance?” and “How does the leadership behaviour discourage you from participating in strategic projects in the future?” was .544<sup>\*\*</sup> the users implied that they were discouraged by leadership to be involved in the strategic process which affected organisational performance.
- The significance correlation value for users between “To what extent is the allocation of resources aligned to the realisation of your projects?” and “To what extent has the department effectively communicated its programmes for the last three years?” was .274<sup>\*</sup>. Linkage could be expected between the allocation of resource to projects and communication that were fairly good to ensure users benefits from services.

The correlations indicated a negative and positive key linkage between middle management, employees and leadership that affected the organisational performance, since there were mixed results. It was evident from the correlations that how the KZNDAE supported the users and utilisation of its people (middle management and employees) does not correlate positively with what KZNDAE was achieving in relation to the pre-determined strategic objectives by fully utilising its people.

## 5.6 DISCUSSION OF RESULTS

Public sector organisations in South Africa are facing the difficulty of effectively executing their strategic plans, with particular reference to the KZNDAE. Previous studies have shown that developing strategic plans was a lot easier than to make them happen. The findings highlighted how strategy execution gathered multi-dimensional practices with varying complementary organisational factors. Despite the evidence of the existence of strategies, but the ‘greatest’ impediment to successful use of these strategies in public sector organisations had been the failure by government departments to implement them.

The respondents were requested to specify their age and gender, and the findings showed that the majority, sixty-seven percent of combined employees and middle managers indicated that the male age bracket was between 51 and 60 years. Seventy percent of the users were in the age bracket between 41 and 50 years of age and were female. Furthermore, majority fifty percent of senior managers indicated that their age bracket was 51 and 60, but forty-five percent were male. Jenster and Hussey (2001:31, 61) in a study of Determining Strategic Capability in organisations related age

with worker competence in service delivery, which showed that there is a positive correlation between age and employee performance.

The research advanced that the older an employee gets, performance will at a certain age begin weakening. The finding therefore, suggests that the respondents were old enough to provide valuable responses that pertain to skills development interventions. This fact, is further reinforced by the fact that some of the respondents had stayed in the organisations for a considerable period of time, hence they are conversant with the talent management aspects in public service, in particular at the KZNDAE.

Authors Andrews, et al., (2017:11) observed that key attribute of strategy execution is the ability to involve staff at all organisational levels. Authors (2017: 4) argued that there should be prioritisation to get employees commitment to follow specific processes and practices for the implementation of new strategies, and the use of systems that can ensure that the pre-planned programmes are realised. Since employees recognised the significance of adaptation and learning that may promote teamwork. It also generates a sense of unity working together for a common goal with every individual's effort focusing on the attainment of the overall strategic goals. From a decision-making perspective, the realisation of strategies depends on the employees' adaptation and understanding the implications of organisational performance and service delivery. It was also observed from the study, that gender equality was very important attribute for representivity in the senior management positions and women were extremely under-represented in the organisation. It could therefore, be viewed that the KZNDAE was not a gender sensitive institution and as such, that did not provide equal opportunities to both male and female employees. It could possibly be put forward that gender mainstreaming needs to be given due consideration in the public organisation.

The first objective of the study was to establish the strategy execution patterns emerging from audit reports for the past years, and the second objective was to establish the impact of the leadership behaviour in the strategy execution process for service delivery were similar in nature. These two objectives are grouped together into one theme as leadership impact on strategy execution for enhancement of service delivery, since they focus on leadership impact in relation to the past and present status of the department in relation to strategy execution for enhancement of the service delivery agenda.

The impression of strategy execution might be seen as an easy process, namely from the strategy development process to execution. However, translating strategy into action is a far more complex

and challenging undertaking, and this was established in the literature review. This is further confirmed by the responses from the respondents indicate that although the organisation has relatively progressed on strategy execution, but they still feel that there is a gap between the strategy development and strategy execution in the public sector organisation of the KZNDAE. This section presents a discussion of the main findings from the research and where applicable, links the literature to the research outcomes.

### **5.6.1 Leadership Impact on Strategy Execution for Enhancement of Service Delivery**

Strategic management theories introduced in Chapter Three provided some broad perspectives on the public strategic development processes, and what needs to be done in the strategic leadership and senior management. Strategic planning was based on the premise that leaders and senior managers of public and non-profit organisations should be effective strategists if their organisations were to fulfil their missions, meet their mandates, and satisfy constituents, maintains Bryson, (1995: ix). This was especially so, given the explicit goal-directed activities that are part of the National Development Plan for South Africa for 2030. The fact that provincial government departments are relatively disconnected from the policy-making process is vital to policy implementation. As such, a combination of the top-down and bottom-up approaches is crucial towards a complete analysis of successes and failures in the strategy execution of KZNDAE. After analysing legislation regulating the policy and strategic management processes, it was clear that while they contain the principles for policy direction that allows the development of strategies, but strategy execution remains an ongoing challenge.

In the public sector, the success of strategy execution depends on the ability of the heads of departments to convert policy mandate into strategies. However, the findings indicated strategic leadership and management could both be seen as an enabler and negatively organisational factor as well. The heads of departments continue to be constrained from all sides while being expected to deliver on the service delivery mandates as set on the strategic goals and objectives. This challenge was also supported by the study conducted by the Public Service Commission (2008: viii-ix) on the Turn-over Rate of Heads of Departments, whereby it revealed that one of the key challenges of the South African government was to keep skilful people in the public service. Authors Lues and Bester, (2007:93) view such a situation as a contradiction and unethical conduct by public managers who were accused of disreputable behaviour. The authors viewed that public service organisations are governed by strategic plans and annual performance plans, Batho Pele Principles, the budget, policy and procedures.

Section C of the questionnaire was designed to determine the leadership on the strategic direction and emphasising leadership and senior management practices that impact on strategy execution. The sample in this study shows a high level of vertical alignment between the alignment constructs of strategy and people, with a correlation score in Table 5.2 and a *p*-value of (.000), indicating that the relationship is statistically significant. The deployment of strategy throughout the organisation is at a difficult level, as indicated in Table 5.8 by the total score of 43.3, relating to how a good strategy can be better executed as opposed Table 5.4. The implication indicates a split between employees and use of services.

Twenty senior management services members were interviewed consisting of seventeen males and three female participants. Each interview took approximately 20-45 minutes. Furthermore, four senior managers stated that the strategic focus of the Department was continuously informed by executive priorities, alignment of the external environment, and review of customer needs, strategic positioning and identification of high-leverage areas. The in-depth interviews had shown that strategic development in the public sector is annually a formal process. However, strategy execution is a continuous process but regarded less so. If strategy execution processes have ownership by SMS members, it would get more support and monitoring as links to realisation of the strategic objectives. Further in-depth interviews revealed that leadership and senior management mostly carried out strategic development processes, with very little involvement from middle management or employee levels. Therefore, strategy execution processes and plans are seen to be the responsibility of middle management with the support of employees.

Based on the strategies, the outcomes and goals highlight the key areas in which the department wished to deliver results and impact. Although the KZNDAE consults the community regarding projects to be carried out in that particular community, these consultations were not done to identify the agricultural needs of the community but to inform the public about what would be offered to them. This led to a lack of buy-in into these projects by the community. According to Hanekom (1996:4), the perspective of policy has its own purpose and programme of action, which is decided upon by the policy-makers (leadership) towards people that relate to the opinions of the users of services (beneficiaries). This implied that the greatest challenge encountered was the lack of effective leadership. Furthermore, senior managers also confirmed these statements that leadership and senior management are fundamental elements for effective strategy execution.

As mentioned in Section 5.4.2, strategy development seems to be carried out mostly by executive authority and senior management service members without significant extensive involvement from

middle and lower management levels or employees and stakeholders. Twelve senior managers indicated that the department intensified its strategies and policies in order to optimise the agricultural potential of the province. A strategic plan was developed for the period 2010 to 2015. This strategy plan was developed in a workshop with all senior managers attending. However, the buy-in into this plan was not 100% from all staff. This suggests that such practise is happening in the organisational situation where strategic management processes or theories are practically corporate planning for the senior management who develops strategies and middle or lower management execute them.

Concern was also noted on the communication of the content of the strategic plan to employees (not only distribution of hard copies). It is evident that constant change of executive authorities and Head of Departments led to the lack of bottom-up involvement in strategy development that created a challenge when it came to the communication, ownership, and ultimately the commitment in support of such strategies. Five senior managers indicated that constant change of executive authorities and head of departments led to the silo effort and fragmentation of service delivery, as well as lack of a bottom-up involvement in strategy development that created communication challenges, ownership and ultimately the quantum of commitment in supporting such strategies. According to Cayer (2003:1, 32), public administration is a process that depends on the co-operative effort of its people who are working towards common goals to make up the administrative institution. According to Hunter (2007: 5), leadership impact in a negative manner could result from non-successful execution of strategies. Although the results identified communication, ownership and commitment in support of strategy execution processes, but communication is viewed as covering all organisations.

Four of the senior managers stated that when a copy of the strategic plan was requested by an employee, it was commented that they do not have a copy as they do not work with the strategic plan. Hambrick and Cannella (1989:280) support the statement that one of the most effective aids to execution of strategy is to involve people early on in the strategy development and strategic options. Based upon the results of the KZNDAE, a number of serious challenges were faced regarding leadership, management and communication. During interviews, eight senior managers indicated that the strategic plan was merely a document available within the department, but most employees did not contribute to it. Employees used the strategic plan to develop their operational and work plans as a significant guiding process, but the challenge was that employees did not stick to their operational plans, citing insufficient funds for being unable to carry out activities as outlined in their work plans. This situation is viewed as a highly problematic one in that it creates ineffectiveness and inefficiency in relation to integrating the outputs and outcomes in the public organisation.

For the remaining three statements, the levels of difficulty were higher for middle management than employees and beneficiaries. Leadership or lack of, does impact on persistent failure in public policy implementation and strategy execution irrespective of the good administrative/management practices. Seven senior managers indicated that the KZNDAE embarked on a restructuring process in the 2010/11 financial year. The process was started to align the departmental organisational structure with a shift in the departmental strategic approach.

The department intensified its strategies and policies in order to optimise the potential of the province. This resulted in a major shift in the entire strategic and policy approach of the department. In practice, the roll out of the redesigned structure however produced certain challenges that hampered service delivery in the department. Some of the challenges were identified as the following:

- More than 1000 employees were carried out of adjustment in the beginning of 2012. This situation was “rectified”. Questions also existed regarding the processes followed.
- Duplication and overlap of functions were identified. An example of such a practice is the whole Branch: Investments, partnerships and co-operation that fulfils functions that are also performed elsewhere in the department. It seems as if this post was created to accommodate the former senior manager of the department.
- The research unit in the department has been dispersed over the province and scaled down whilst this function should form part of the backbone of the department.
- Governance issues have not been addressed in the revised structure and thus monitoring and evaluation does not receive the necessary attention it demands. This is particularly true for the state organisations residing under the control of the department.

The human resource delegations of authority assigned to senior managers were in draft stage for more than three years and all human resources matters had to be approved by the HOD. Currently, the entire appointment process takes about three to four months on average. Hagen, Hassan, and Amin, (1998:40-42), indicate that organisations could shape their employees’ and managers’ behaviour through approved rules, economic rewards and sanctions and the values and norms that represent corporate culture.

Table 5.10, indicates that leadership behaviour has impacted on effective, good organisational performance, this is confirmed by the empirical results of this survey, where the leadership behaviour reflects the *p-value* .014 and the significance is less than .05. The *p-value*.002 reflects better execution of strategy to realise organisational performance respectively. The role of leadership on strategy

execution is of vital importance to the organisation's success. Authors Day, et al., (2004:3) correctly point out that this had resulted in the inescapable need for people at every level to contribute in the leadership practice. Therefore, the contribution of the study is to close the gap between strategy development and strategy execution, which caused misalignment.

Gaining from the South African Excellence Model's perspective of the diagnosis, an explicit element of policy allows the strategy to be revisited and changed as circumstances change. However, public policy provides the process of making organisations develop their mission, purpose and define what they should be doing, with which resources, and how it can be done most effectively and efficiently. In this regard, Berry (2001:263) describes policy management as a methodical procedure for managing an organisation and its future direction in relation to its environment. The South African Excellence Model was developed focusing on performing excellence in the public sector organisations due to the fact, that public policy theories are not quite sufficient to explain the policies of developing countries (Yang and Miller, 2007:13-21). Kuye, Thornhill and Fourie (2002:5), uphold that policy execution in public organisations is the responsibility of public officials who need to understand policy execution processes. Their views are that the most pressing implementation problem is moving from a decision to operation in the institutional environment. This also reflects that to achieve better service delivery, requires a policy in order to give effect to the public service and administration.

Public administration relates to the practice of the tasks associated with the behaviour, conduct and protocol of the affairs of the administrative state. Table 5.11 is clear that although the majority of beneficiaries have difficulty to understand leadership strategic projects in their particular fields of expertise, they shared the same sentiments on components of involvement in the strategic development process. Despite these difficulties, the leadership of the KZNDAE is reflected on Table 5:14 that public sector organisations had strategies, but results have no significant. In the case of KZNDAE, it was reported that there was instability in the leadership of the Department, since the advent of the democratic dispensation, as such there was no Executive Authority (MEC) and Head of Department who was able to complete the term of office. Therefore, the Premier was forced to employ an Acting Head of Department for a short period of time, and each Acting Head of Department appointed had its own strategic direction.

## 5.6.2 Organisational Factors in Relation to Strategy Execution at KZNDAE

Section D of the study deals with the organisational factors, more specific deals with the distracting organisational factors. The results presented the following organisational detracting factors that influenced strategy execution:

- One of the key findings arising from both employees and middle management as reflected in Table 5.17 is communication of the strategy. Five senior managers expressed concern about very little use of technology information to strengthen operational needs of department, since knowledge management was non-existent in most of the district components, which was viewed as it formed the “backbone” for the organisation. For example, record keeping in the department with regard to functional decisions was not done on a formal filing system. The requirements of Promotion of Administrative Justice Act, the National Archives Act and the Promotion of Access to Information Act were not adhered to at all.
- Communication is underpinned by the understanding that strategy execution is the primary goal, submits Dalené and Schurink (2007). In Table 5.13, 60.6% of users’ view communication as one of the organisational factors that largely extends in contributing to effective strategy execution. In Table 5.16, the scoring patterns were significantly different. Fourteen senior managers stated that the restructuring process was not well communicated but finalised, and employees were placed into the structure without effective consultation. Yet in practice, the restructuring process is not communicated together with strategy, and this could have resulted in certain challenges that hampered and impeded service delivery. This research finding shows more reliability with regard to organisational factors affecting strategy execution. The lack of bottom-up involvement in the strategy development process creates challenges when it comes to the communication, understanding, acceptance and eventually the supporting of strategies, was evident during the in-depth interviews.
- Employees were placed into components without the necessary skills and competencies for the functions and without a clear plan for reskilling. Employees were not consulted before they were placed as stipulated by the labour law in order for them to indicate their preferences. It was imposed onto them to which areas they would be placed. This led to further demotivation and low morale amongst employees. Four senior managers indicated that the content of communications should clearly explain what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the why behind redesigned

tasks, and the essential element was the reasons why the new strategy developed with benefits thereof.

Senior management understands the importance of engaging stakeholders and involving them in the process of strategy development. However, the commitment to include all stakeholders is somewhat severely lacking. The stakeholders' understanding of the strategy was poor about what needs to be done. As a result, the strategy is not well communicated to all and stakeholders who do not understand the strategy. The literature also supports this view, in that, authors Thompson and Strickland (2003:11) suggested that all stakeholders have to be identified and involved during the initial stage of the strategic management process, namely development phase. Authors Hambrick and Cannella (1989:280) urged that the most effective support to strategy execution processes is to involve people early on in the development phase and deliberate the strategic decisions and make people to have ownership of the processes. The realisation strategy execution processes is dependent largely on communication.

Regarding organisational factors in relation to strategy execution, the results showed that the majority of respondents and senior managers interviewed felt the effectiveness of strategy execution was much lower than that of strategy development processes. As a result, strategy execution is delegated downward to the junior responsibility managers. In principle, it is evident that the focus and importance should be attached to strategy execution process.

The main finding is that respondents identify deficiency of understanding of the strategy by the stakeholders, as a result of ineffective communication of the strategy within the organisation.

- The respondents indicated that there was a lack of supporting policies into strategy execution that has an underpinning of an exclusive leadership and senior managements' point of view that assumes the senior management to be passive implementers of strategic direction. Senior managers indicated that middle managers fail to take the necessary steps to execute strategies, and they also fail to articulate the same goals as the senior executives.
- It seems there is no attempt to link with day-to-day operations. Bass (2007: 44) argues that middle managers are often responsible for executing strategic decisions made by executive authority and senior managers. The danger of lack of involvement of employees and middle management in the strategy development processes may lead to resistance to effective strategy execution due to non-participating management. The major destructive organisational factor

is that stakeholders do not understand the linkage of strategy to their annual performance plans and alignment and integration cannot be used to create value chains.

- Majority of employees and beneficiaries felt that the leadership and senior management do not support and take ownership of strategy execution. However, beneficiaries revealed that departmental employees are able to take ownership of the departmental programmes, since they are effectively assisting them to benefit from programmes. There is inability to manage the strategy execution that impact on the organisational performance.
- The allocation of resources was viewed by both employees and beneficiaries that are not aligned to the strategy and projects. The budget crisis (cost-cutting measures that have been implemented by government) presents leaders with difficult choice, but also an unprecedented opportunity to fix broken processes, realignment of structures, make improvement that might be resisted in less-urgent situations. The allocation of resources has negative impact, since resources are not fully aligned to the strategy and projects.
- The strategy execution and strategic projects are not well monitored and controlled in the form of evaluation. Majority of the respondents concur that the allocation of resources is not well aligned to the strategy.
- The beneficiaries need more training and development on the departmental programmes. The insufficient connection of strategy development to strategy execution could lead to lack of execution and not realisation of desired results. The lack of effective alignment of strategy and operations could contribute to ineffective strategic leadership and integration of activities in an organisation (Margerison, 2001:120).

When analysing information against the rationale of the study, it is necessary to obtain a clear picture of what information was received from senior management. This means organising the information into key research objectives in order to identify trends. Interviews with senior management also revealed that the strategy of the department was not informed by the needs of the community, but rather decided by a few senior managers of the department. Strategy and mandate of the department were not clearly shared to all people within the organisations. The finding in this section suggests that communication impacts on employees and users from behaviours, relationship and commitments which influences strategy execution positively or negatively, given that communication is an important determinant for effective leadership. The employees' behaviours, relationship, as well as commitments was not the focus of the study. Further, it was evident that people management was

considered a very weak aspect, since there was no formal and proper consultation with the placement of employees into a new structure with very little or no use of technology to strengthen the operational needs of the department. Therefore, silo mentality and fragmentation gaps have been identified during the interviews and discussions with senior managers.

### **5.6.3 Contributory Factors to Effective Strategy Execution**

Section E deals with the respondents' perceptions of the contributory factors to effective strategy execution in their organisation. The respondents' perceptions of the extent to which specific factors contribute to effective strategy execution were measured. Communication was regarded as the least important contributor of strategy execution. From Table 5.20 the scoring patterns are similar and have no difference are significant.

The respondents regarded the following as important contributing factors of effective strategy execution:

- **Organisational structure:** Having appropriate organisational structures was viewed as a critical element of organisation in order to meet its strategic aims and objectives. The organisation may be structured by purpose, functions and activities. All organisations have employees working at different levels of responsibility. The number of employees in each level will depend on the organisational structure of the business.
- **Allocation of resources in the organisation:** Resource allocation is a process and strategy relating to leadership is critically analysed and prioritised, where scarce resources should be allocated in the production of goods or services. Resources include people with right skills, machinery, tools and equipment, technology (computers, cellphones,) and natural resources, as well as financial resource according to the programmes and positions held by subjects in the organisations.

Based on the above discussion, the leaders and senior management should strengthen the support of strategy execution by aligning structure and allocating resources that convince employees that strategy benefits are important and employees' commitments are supported. The strategy requires both effective organisational structure and resources to ensure effective execution of it. Strategy development would impact on the execution thereof. The importance of alignment of strategy and operations and how the organisation is led or managed and organised were highlighted. One of the

key findings is lack of effective communication, which was related to lack of strategy understanding by employees and middle management of not being clear about their contribution, also including a lack of regular feedback.

#### **5.6.4 Stakeholder Support during Strategy Execution Phase**

Section F deals with stakeholders' support. The respondents were of the view that all the given aspects of the stakeholders' support contribute to effective strategy execution. This is evidenced by the fact that Table 5.21 all of the *p-values* are significant. The respondents were of the view that they spent a considerable amount of their time on important activities that demand their immediate attention such as crises, pressing problems, and deadline driven projects. The respondents' views are that they always work from a crisis mode to resolve the organisational issues rather than proactive planning.

The respondents are of the opinion that they spend much of their time on activities that have very little relevance to their top priorities, but demand their immediate attention (needless interruptions, unimportant meetings, phone calls and e-mails). The respondents' view that they spent considerable time on activities that are essential but not crucial, such as perpetual planning, training, relationship building and self-renewal. The respondents felt that they are on top of things because of careful preparation, planning and prevention and they are constantly addressing issues that have impact on the organisation. Six senior managers viewed that effective communication is an essential component for effective strategy execution, and it plays a significant role in training, knowledge dissemination and learning during the process of strategy execution. Whether strategic programmes are accessible or not, available programmes are not all things to all users or beneficiaries.

It is evident from the both the literature review and empirical research, that the need for effective strategy execution in the public organisations must be improved against the identified distracting organisational factors. For example, the lack of involvement of middle management and employees in the strategy development processes that create challenges when it comes to execution process. The purpose of the researcher is thus, to use the research results to develop a strategy execution model that aligns well with the current strategy development framework; and thereby enhance service delivery effectiveness, particularly at the KZNDAE. The leadership was also viewed as a significant contributor for giving direction and leading all stakeholders to the benefits of the organisations.

## 5.7 CONCLUSION

Chapter Five discussed the main patterns in the data with reference to the research objectives and questions. The presentation and discussion of results indicated some negative key linkages amongst leadership, communication, employees and middle management. However, senior managers' interviews enabled the researcher to have a broader view of KZNDAE's strategy execution. The results of the current study support the theoretical assertion by confirming the significant effect of effective leadership on strategy execution in the selected public sector organisation. From the empirical findings in this chapter, it can be concluded, that the results reflected that ineffective leadership was a main distracting aspect, since without effective leadership, the ability to lead an organisation's vision and mission was not possible by all means to succeed in strategy execution. Research provides results about challenges to develop the appropriate model for enhancing service delivery. It was also necessary to conclude that for KZNDAE's strategies to succeed; the vision should have effective leadership at all levels. The employees and management should however, own the entire strategic management process. Communication is one of the most effective and important forms of transparency and accountability as was alluded to in the study, At the same time, for the KZNDAE's strategies to succeed, the strategy should be clearly communicated to all the employees and relevant stakeholders so that all persons are *au fait* with the strategic intent of the public sector organisation, and support for the common cause may be fully realised in a more holistic manner rather than a fragmented one. The current study revealed that leadership plays an important part in the efficacy of strategy execution and in the facilitation of effective public service delivery. The study could therefore, contribute to the literature in the field of public leadership and the need for a pragmatic approach to output and outcomes-based governance in the public sector.

## CHAPTER SIX

### CONCEPTUAL MODEL OF STRATEGY EXECUTION

#### 6.1 INTRODUCTION

This chapter presents an overall summary of this study along with key contributions of the research. Based on literature, public sector organisations are guided by National Treasury's strategic framework as policy development processes found in Figure 2.1 and public service planning frameworks in Figure 3.2, even though they are structured differently with different legislative mandates. However, the results of the study revealed that public sector organisations are complying with the National Treasury Strategic Framework, but not effectively responding to their pre-determined strategic objectives. In this era of global network and co-operation, many public sector organisations are looking for new methods to advance and sustain effective service delivery. It was apparent from the study results that KZNDAE had used its knowledge (intellectual capital) for strategic development processes as reflected in Table 3.6 and Figure 3.4, but what to utilise as intellectual capital by leveraging effective service delivery was somewhat lacking. In this regard, the Six 'Rights' Execution Strategy Model has been conceptualised to deal with the challenges of the findings and to create value from KZNDAE's intangible intellectual capital. The proposed model is a key contribution to the empirical knowledge, and it could provide a framework needed to effectively manage strategy execution.

It follows then, that the strategy execution requires the process, actions and operational objectives to realise the strategic objectives. The strategy execution model attempts to integrate and align operations to strategy imperatives so that the segregation of functions can be coordinated and responsibilities be clearly defined. As far as the broad policy environment is concerned, it should be considered that an organisation does not function in isolation, and always functions within a wider policy framework and context. In the case of the KZNDAE, the broad policy directions and policy goals of the national and provincial governments are aligned with the department's key strategies.

The departmental Strategic Plans 2005-2010, 2010-2015 and 2015-2010 outlined the commitments towards service delivery. These annual strategic plans with pre-determined objectives and budget plans are often based on the established repeatable process, and often failing to recognise the rapid environmental changes that have effects to the strategies. These plans focus on the 'standard' outputs

but these are only parts of what is attempting to address uncertainties. Strategic plans tend to have a slowdown on a rolling basis throughout the organisation due to the issues that can have potential impact, and the need for urgency to respond. However, analysis on the service delivery progress revealed that there was a lack of effective strategy execution in the *modus operandi* of the department. The conceptual model is a new empirical contribution in that it places the focal points and insight *from* strategy development process *to* execution, especially focusing on solutions related to the Six ‘Rights’ processes to effective execution of strategies.

## 6.2 STRATEGY EXECUTION CONCEPTUAL MODEL

Considering various explanations from respondents as to why strategies were not fully realised as planned, one ought to wonder why the need for strategic plans. In light of the recognised problem, the other objective of this study was to examine the impact of the leadership behaviour in the strategy execution processes for service delivery. It was evident in the findings that there was a lack of involving middle management in the strategic development processes, and ineffective communication by leadership was also highlighted as a hindrance to effective strategy execution. The gap between strategic management and operations managers was evident in the study. The main shortcoming was a high level of doubtfulness with regards to the efficiency of strategy execution and whether strategies were in reality realised to their full potential. The middle managers interface between strategy and implementation, and employees were not sufficiently empowered with pre-determined strategic objectives while they were expected to execute the strategy.

Given the government strategic framework guidelines, how are public sector organisations practically responding to effective strategy execution and service delivery? Obviously, some public sector organisations are focusing on the effective strategic planning, and strategy execution is left to the lower level of management. It was clear from the research findings that effective strategy execution depends on the quality of leadership in the organisation that was also supported by the literature.

The model is presented in Figure 6.1. The model shows the key processes that should be addressed during the different strategic management processes in assisting public organisations move from strategy development to strategy execution processes. These activities are largely derived from the organisational factors identified during the theoretical and empirical research findings. The study also revealed that operations and some projects are based on insufficient data, particularly stakeholders’ engagements were not adequately conducted to support public managers in service delivery. In spite

of limited support, the public managers received support from other stakeholders, whilst there were large numbers of beneficiaries or users of KZNDAE programmes.

There is a conceptual model that attempts to address the ineffective communication in order to share the KZNDAE's predetermined strategic objectives throughout the operations. The model attempts to facilitate the alignment of operations to strategic imperatives so that contribution of every operation is coordinated and integrated towards shared KZNDAE strategic goals and objectives. Yet, it was evident in the findings that few employees either do not know or understand their part within the broader contribution within the wider picture of strategic plans, while employees were one of the largest cost centres of KZNDAE. They did not effectively participate in the improving service delivery, yet they can become valued by their contribution in a proposed model.

To contribute to the resolution of the shortcomings in the realisation of pre-determined strategic objectives, the Six 'Rights' Strategy Execution Model is presented as Figure 6.1.



Drawn from Figure 6.1, guiding concept holds all six key elements of strategy execution. Legislative mandate identifies public sector organisation and its purpose of existence, in this case it clarifies is to provide agriculture and environmental affairs services. The arrows indicate the relations amongst strategy execution elements across organisational processes to the strategic review. Six 'Right' elements do not always have to wait until steps finalised or follow one other, but some can be done simultaneously. To execute a strategy, the KZNDAE needs a strategic plan. To assist KZNDAE to effectively move *from* strategic plan *to* strategy execution, the Six 'Rights' model was conceptualised to focus on alignment and common strategic direction.

The findings from the empirical investigation formed the basis from which the conceptual and practical model was developed, as depicted in Figure 6.1 which formed the primary outcome of this study. The model proposes that public sector organisations in the South African context need to address a number of organisational factors in order to realised predetermined strategy objectives. On the other hand, the study described the purpose of existence of the public sector organisation as one that is based on socio-economic demands and expectations of the stakeholders it seeks to satisfy, as explained in the following section.

### **6.2.1 Purpose of Existence**

KZNDAE embraces a vast amount of public policies and legislation that are critical to setting up strategic plans. The public sector organisation is considered as an open system that is influenced by more participants. These participants comprise the public members, consumers of the services, interested individuals, office-bearers, oversight structures and employees. The reason why an organisation exists is through the legislative mandate(s) that sets a tone for strategy and the foundation of the corporate vision and mission. The vision and mission both relate to an organisation's purpose of existence, and are typically communicated in some written form in the organisation. Mission and vision are statements from the organisation that answer questions about '*who are we, what do we value, and where are we going*'. A mission statement communicates how it aims to serve its key stakeholders, and it includes a summation of the public service organisational values, as in case of the KZNDAE. The strategic plan gives the 'life line' of the public organisations. There are many people involved within and outside public sector organisations, and these include the public members who are beneficiaries of the services. A key feature of stakeholder management involves both public and private sector organisations partnership, frequently through procurement and contract management. This also relates to the supply chain management processes and communication

towards effective successful strategy execution. Furthermore, this study has paid less attention to the strategic development processes, particular within KZNDAE in context. Before the public sector organisation can begin with execution of strategy, the strategy needs to be developed. The thrust of the strategic plan is dependent on the manner in which it is executed, and in accordance with the mandate of both the department and the government's imperatives. The research focused on the execution of strategy whilst less attention was paid to strategic development processes thereof. The model appears to hold a potential for contributing to close gap between the strategic planning and strategy execution. Each of the 'Rights' are explained, contextualised and integrated into the case study of KZNDAE in the subsequent discussion.

#### **6.2.1.1 'Right' leadership**

Given public sector organisations' failure in the developing a 'Right' leadership as a priority. The KZNDAE should develop the 'Right' leadership in order to tackle the socio-economic challenges that had affected many public sector organisations and hindered its effective realisation of pre-determined strategic objectives. The model integrates the components that are key in closing strategy execution shortcomings. The model provides strategic management processes by which a 'Right' leadership expects to provide strategic leadership to guide people in the organisation in order to improve organisational performance and organisational value to its clients, as well as effective service delivery.

The public sector organisational strategic plan sets out the department's priorities, project plans and policies for a three to five-year period within the scope of existing resources. The public sector organisational strategic plans are developed to ensure alignment to the MTSF priorities, which are informed by the critical priorities as indicated in the National Development Plan, 2030 and other government Programmes of Action. The strategy has the purpose of ensuring that the legal mandates are well-understood by all, and that an expectation could be well-known of what services the public sector organisation utilises, in this case KZNDAE department has in terms of its existence. It is viewed as the important component of the strategy development process as it is dependent on a range of attributes that are required to provide strategic direction of the public sector organisation in a responsible, accountable and professional manner.

'Right' leadership provides strategic decisions relating to institutional arrangement based on the legislative mandate and promotion of effective strategy execution. 'Right' leadership's major commitment is to direct the organisation in satisfying the needs of the public through others and other

resources enabling the public sector organisation to create value to clients utilising the Six 'Rights' Model. The contribution of this study was to put into perspective through the key role played by the leadership in the strategy execution stage, as an integral process to the overall realisation of the KZNDAE's legislative mandate.

The intention of a 'Right' leadership ought to bring people together around a shared mission, and to encourage commitment in order to produce a value-added service for all participants and the citizenry at large. The leadership qualities required by this model includes the vision, alignment, accountability; commitment; communication both top-down and bottom-down, and the whole value chain management from all contributions. In support of this aspect, authors Bryson and Alston (2005:3) view strategic development as a set of concepts, procedures, and tools intended to support leaders and managers with their tasks.

Another contribution of the 'Right' leadership is to give effect to information communication technology, because it is one of the organisational facts that KZNDAE is struggling with. Communication binds different stakeholders, actions and permits employees at all organisational levels to work together cohesively towards common strategic goals and results. The proposed model promotes a leadership to share effectively the strategic information across KZNDAE components, which was viewed as one of the department's distracting factors. Communication should play a role during the validation of the purpose of existence or legal mandates, high-level service descriptions and client expectations that should be communicated.

However, the right and fully dedicated leadership and senior management are essential for strategy execution, day-to-day leading from the front and top-down. In this regard, the emphasis is on the leadership interaction with middle management or production employees and line managers to execute the strategy. The research findings also revealed that strategy development was performed well above the strategy execution. Furthermore, it would improve organisational performance, according to Beer, et.al., (2000:29, 37), as the absence of effective communication could conflict with the strategic intents that block vertical and horizontal communication processes within the organisation in that it has a negative impact on service delivery and impedes progress.

#### **6.2.1.2 'Right' risk management plan**

Among the most important strategic-decisions regarding the strategy execution, it should be sufficiently broad to cover 'Right' risk management plans attached to the KZNDAE pre-determined

strategic objectives at different levels of operations. The 'Right' risk management plan is an attempt to identify and understand the KZNDAE performance strategic risks in relation to strategy execution. The study employed a Six 'Rights' model to identify the number of strategic risks that could happen in order to develop mitigation responses, and also be monitored during strategy execution. The model is practical, yet a methodical perspective into the key governance structures through processes that are required for strategy execution. The complexity of the public sector policies and systems are usually faced with complications and uncertainties that warrant and necessitate adjustments. A risk is an indeterminate incident, and if it happens, it has either encouraging or undesirable consequences on one or more operations, such as timetable, cost or value.

Risk is an effect of uncertainty on the strategic objectives, which results in a deviation from desired service delivery. The 'Right' Risk Management Plan sets right tone for the public sector organisation to operate in a conducive environment where overall organisational attitude, values and culture will improve. All public managers within the organisation have the responsibility to participate in the risk identification and management. The benefits of the plan are to reduce surprises and loss, reduce variances, improved resource management and deployment and to increase the range of opportunities to facilitate the development of risk treatment plan. It makes it possible as an imperative, to establish risks committee as an oversight functions to evaluate and monitor the institutional operations.

A risk could have effects and, if it takes place, it could have considerable negative impacts on service delivery, amongst others. Due to the multi-faceted and complex environment of the public sector organisation's perspective, a risk management plan is a prerequisite to regularly ascertain, scrutinise and mitigate risks as an early warning signal. The 'Right' risk management plan in the KZNDAE could be used as early warning indicators that needs to be developed and integrated into a strategic plan. It identifies risks that could prevent strategic objectives from being realised as pre-determined.

The 'Right' risk management plan has three significant components in relation to the organisations policies, programmes and services that enable organisations to implement, manage, monitor and measure the effectiveness of their strategies. It is relied on clearly defined strategic objectives, measurable for providing organisations with insights into the overall effectiveness in each area of its objectives. KZNDAE policies are the instruments and practices by which organisations rationalize and continuously improve the work it does through available knowledge and technology. Results provided value to organisation information, which is used for decision-making. It involves continuously monitoring strategy execution that can lead to the focus being more effective in the realisation of pre-determined objectives.

The 'Right' risk management plan in the proposed model could include the significant aspects of risk identification, qualitative and quantitative preparation, risk mitigation and risk control, submits Olivier and Schwella, (2018). The 'Right' risk management plan needs additional determination, time and cost to be factored, but it is also regarded as a key strategic plan component relating to the service delivery agenda. Based on risk management information and understanding, it is communicated to stakeholders, which requires accountability mostly in the internal management structures and amongst employees.

### **6.2.1.3 'Right' alignment of operational plans and strategy**

The model provides 'Right' alignment of operational plans and strategy with a thorough analysis of integration of operational plans relating to a strategy, and to identify the operational activities that strategy subsumes. The 'Right' alignment processes can be categorised according to organisational components when converting inputs into outputs and positioning the KZNDAE in improving service delivery through executing its strategy. Burnes (2004:503) suggests that the key variable that distinguishes successful from unsuccessful organisations, is the alignment of operations to strategy by the leadership. A continuous involvement of middle management in strategy development and execution triggers a critical strategic debate, which the operations managers are likely to prevent unexplained strategy inconsistency that might happen in an organisation's service delivery agenda when realising its strategy.

The Six 'Rights' requires for organisational arrangements to ensure value-for-money (as statutory performance measures) in the working environment, especially setting out systems within the operations so that there will be flow of work within and across components whilst ensuring compliance with governmental regulations. Based on 'Right alignment of operational plans to strategy, there are set of operational activities that needs to be coordinated and aligned to common strategic objectives. According to Killic and Aktuna (2015:105), a strategic management process does not end when an organisation agrees on what strategy to pursue. There should be a transformation of planned objectives into strategic activities. The transition would be easier when organisational processes are outlined and understood by managers and employees, and become committed to helping the organisation to realise its pre-determined objectives. The strategic imperatives need to be coordinated in the larger organisations like KZNDAE with many components, and the 'Right' alignment of operational plans from components to the strategy will indicate the degree of strategy execution attached to strategic objectives. The components that are directly associated with the core

of KZNDAE's functions and support systems together with the 'Right' alignment of operations to strategy execution would inform its ability deliver on its mandate.

To encourage alignment, they need to be explicitly linked to key leadership behaviours, determined by the needs of the strategy execution. According to Trevor and Varcoe (2017), 'Right' alignment of operational plans and strategy needs to be integrated with a high consistency in expected pre-determined strategic objectives of practicing, as important to governance design significantly to help in building the culture of team works. Underpinning this alignment within the operational planning and identification, is that of building on audits and to uncover where alignment is achieved and equally highlight where it needs a better bridging mechanism. The model focused on the organisational design of KZNDAE to provide a reasonably similar context for the 'Right' alignment of operational and structural supported by the organisational structure, but also to be broad enough for the alignment and delegation of authority built in the structure.

The procedures may also have instructions that shows one how tasks ought to be completed. While it may seem like there is no difference, policy and processes in this human resources and organisational processes are actually significant for differences that determine the success of an organisation. The policy is the framework for the task, and is also the rules and regulations for performing. Finally, the procedure links together policy and processes that are managing operations during the execution of strategy while strategy development is primarily an intellectual process.

'Right' alignment of operational plans and strategy is at the primary requirement for the public sector organisational context, as is the case at KZNDAE. Strategy can only be realised if all organisational components are aligned to the strategy. The model proposed looked into the field of strategy development and execution. The vision and mission statement alone does not adequately address the intent of the department, but the model focuses on 'walk the talk' when it comes to operations. Having designed strategy with vision and mission, the strategic goals and objectives need to be executed in the form of operations or more importantly, action plans.

The factors and attributes found to effect the 'Right' alignment are senior management commitment and support from all stakeholders' information and communication technology (both hardware and software), organisational structures provide reporting and organisational design so that the complexity of strategy is broken down into manageable organisational components that serve the shared objectives. Operations focus across the entire organisation and are not only to be the responsibility of the middle management, but it also impacts on leadership or senior management. Its

primary focus is on producing cost-effective service delivery to support the pre-determined strategic objectives of the organisation. According to authors Emam, Isfahani, Hossenini and Kordnaeij, (2016:34-35), middle managers are likely to have transitional positions, so that the potential to connect to senior management levels and operations within components becomes necessary. In essence, the above plans outline government's priorities in terms of what needs to be done by the KZNDAE.

The 'Right' alignment presents the understanding of strategy, services and techniques to be adopted into operational activities in order to meet the pre-determined strategic objectives. Operational plans contain functions, activities with schedules and performance indicators to give effect to the intended strategic goals. The KZNDAE should manage operational plans in an integrated manner in terms of their scope, time, cost and quality, sufficiency of human resources, regular communication, supply chain management processes in procurement and stakeholder engagement and middle management together with employees who should form part of the system, since they implement the plans. It is building on existing strengths and cost-effective opportunities rather than focusing on deficiencies of KZNDAE to create structures and administrative, as well as technical processes to realise pre-determined strategy objectives and improving service delivery. It also promotes and builds competence by utilising employees beyond organisational components in the realisation of pre-determined strategies.

Given KZNDAE strategic planning changes in the modest environment, the former approach to strategic implementation is not up to the task of effectively attaining predetermined strategic objectives. The model is designed to assist a public sector organisation, in particular, the KZNDAE to envisage the future while operating in the present. It directly links with the integration of stakeholder management and collaboration and reporting. The operations involve analysis of strategic behaviour, strategic process, resource allocation decisions and as operations are ongoing activities of operations management. The operations justify the allocation of resources of the department's mandates, and it is central part of the public managers to ensure that execution of strategies involves allocation of resources as a rule. In doing so, it develops action plans that identify roles and responsibilities, expected service delivery results, schedules of projects and communication processes.

Organisational structure should be based on the results of the strategy and to determine areas of concentration and how key positions could be designed. If the structure is not aligned with the strategic programmes, the department is not likely to realise its strategic objectives, and as a structure,

it is required for the effective service delivery. Structures are the key factors through which services are delivered. Furthermore, effective organisational structure could assist with efficiency and the utilisation of resources.

In terms of structure, people with the right skills and competencies (talent management) should be obtained for organisational strategy execution, mostly through operational plans. Improved skills interventions through human resource development should be considered to enable effective strategy execution. Furthermore, the organisational values and cultures need to support strategy execution. Inserted in this model, are two comparatively associated features, namely management and other organisational features.

A further new contribution in this area is that public sector managers should consider organisational structures to link them appropriately to a strategy, since organisations are built by a group of individuals who together work to render services towards a shared organisational goal and the realisation of the strategy of the organisation that they work for. This is somewhat lacking in the case of the KZNDAE. The institutional arrangement outlines how roles and responsibilities are aligned and coordinated in organisations.

#### **6.2.1.4 ‘Right’ allocation of organisational resources**

The model proposes the leadership in KZNDAE should be knowledgeable about the importance of the ‘Right’ allocation of organisational resources to be attached to the operational activities and, thus, should be informed by the ‘Right’ alignment of the operation plans and strategy. It requires a ‘fit’ or ‘alignment’ between its operations, process and control, monitoring and evaluation. It is difficult to execute a strategy without adequate organisational resources, and the greater challenge is to realise the pre-determined strategic objectives of the public sector organisation. The greatest challenge has been encountered in the area of resource allocation amidst resource that should supposedly give effect to the realisation of pre-determined strategic objectives.

To assess the benefit of the match of the ‘Right’ allocation of organisational resources to strategy execution and to improve the probability for the organisation in the KZNDAE, is to minimise the organisational risk to ineffective strategy execution. According to Getha-Taylor, (2008:109) “the ability to work across organisational boundaries to achieve results,” is essential for strategy execution. Thus, the author indicates that the importance of the ‘Right’ allocation of organisational resources

provides positive results when it is consistent with the pre-determined strategic objectives. This aspect also includes finance, people and other physical resources.

Financial management is a legislated area that is supporting the operations as a key functional area. It begins its yearly plan making an estimate of the financial year. Proper and effective financial management systems should be in place to track the financial affairs and fiscal discipline of the organisation. The financial management system may have significant contributions in the execution of strategy. It might assist to integrate services from daily activities to quarterly and annual reporting, allocate resources where they are needed, and define financial and judicial responsibility to management.

The Human Resource (HR) function effects the output of the service delivery. The support from the stakeholders is essential in strategy execution. Stakeholders are the second important resources with right skills and abilities for the strategic decisions and execution of the plans should be involved in the execution. The model therefore, proposes 'Right' allocation of organisational resources to the degree to which the components of the public sector organisations are able to optimally support the intent and strategic objectives.

'Right' allocation of organisational resources is addressing the research question that focuses on the organisational factors related to the effective strategy execution in KZNDAE. One of the findings of this study revealed that lack of the sufficiency of resources is another reason for failure of realisation of pre-determined strategic objectives. Strategy execution often requires new skills and capabilities. In turn, employees require an investment in skills development interventions. New directions may require new tools, equipment, and technology and all requiring budget support. Work gets done in the organisation by people either through the processes they play a role in the projects they work on.

According to Olivier and Schwella (2018), in closing the strategy execution gap in the public sector, technology is viewed as a strong driver for strategy execution, but if not well aligned, it could also be a complication. The accounting and financial management, human resources and projects need systems and technology to be linked to the strategy. Without adequate budget allocated at the right period, the pre-determined strategic objectives cannot be fully realised. Strategic plans have to be visibly prioritised and allocated to specific funds based on the financial years.

Another contribution of the study is that public managers should provide an enabling environment in which strategy execution is carried out by employees in their different functions within the

organisation in order to ensure successful policy application coupled with realisation of pre-determined strategic objectives. The 'Right' alignment includes the organisational structures, people, culture, processes, technology and budgeting for resources. The organisational structure should be associated with the strategy execution in terms of coordination, communication and decision-making. In philosophy, the organisational design must follow the strategic plan, but in the public service, any organisational design may be very challenging and could take a considerably long time and effort to be implemented, as was the case in KZNDAE. A fifth 'Right' within the performance management systems dimensions includes the organisational policies.

#### **6.2.1.5 'Right' performance management systems and policies**

Strategy is essential to the government strategic objectives and ought to be aligned to the National Development Plan, the MTSF, and other government programmes of action. These key prescribed documents are essential aspects in the delivery and execution of government priorities. The processes are the unifying perspectives for processes or sequences of tasks and activities that provide an integrated, dynamic picture of organisations and managerial behaviour. Furthermore, these strategic documents encourage the development of indicators that would be used in measuring the organisational performance. This brings about a contribution of developing or improving the existence of 'Right' performance management systems and policies that shows the relative significance of each of these "Rights' dimensions in supporting execution of a strategy.

This stage of the strategy execution cycle would be more effective if all stakeholders have been involved in the design of the action plans. The communication amongst senior management, middle management and employees need to be accustomed to these goals so that everyone in the organisation 'speak out' and 'pull up' towards the same direction with common understanding. Having reviewed the research results, theoretical basis, and the strategy execution model that is proposed, it is envisaged that this could address most of strategy execution challenges. Author Muhammad (2014:67) views that the public sector organisations are designed to effect service delivery improvement and transformation of people. Transformation in the spirit of advance pre-determined improvement of the lives of the people. Therefore, there is a growing view in the public sector organisations that continuous improvement of service delivery should be tailor-made performance management systems and policies to address potential organisational obstacles.

'Right' performance management systems clarify how employee's job add-value in the realisation of pre-determined strategic objectives. The policies and systems support employees when managing

his/her performance within the organisational components focusing on performance targets and career development as well as feedback. The policies and performance management systems, as well as procedure could be used to identify the links between tasks, flow of work and decisions that may be taken. The principles for organisational process is based on employees understanding the systems, and have necessary skills and authority to make decisions and deliver the services. This is a challenge in KZNDAE because beneficiaries are recognised as main stakeholders to effective service delivery and organisational performance, hence Reuterner and Fourie's viewpoint (2015:13) places importance on the public participation for effective policy application.

The 'Right' performance management systems have policies that every employee working for an organisation has to follow as they complete tasks and procedures without clearly defined processes. This study looks at new contributions proposing the linkage between performance management to operational plan: *Firstly*, the intention is to align strategy with operations plans, which will have rules and guidelines. *Secondly*, map the operational plans link to the performance management system indicating how an employee will manage the task. *Finally*, the performance management system will have the performance agreement documented indicating tasks to be performed. The human resource and frontline services are key components that enable business performance, indicating that people have a good understanding of their job requirements.

The public sector organisation needs performance management systems to be entrenched within the performance management cycle, including consistent assessment and feedback so that improvement plans and ongoing development could take place within the operational plans. Public sector organisations are viewed as the open systems that transact information and resources within their settings. With reference to the performance management system, there is a need for the organisational policies, systems and processes or procedures with separate parts, but also working together towards the common goal. For the model to be complete and reliable in terms of policies and systems, it requires the alignment all parts together as important aspects of the strategy execution stage.

The 'Right' performance management system should be developed or reviewed in conjunction with all relevant stakeholders so that policies impact positively on service delivery, and adds value to organisational performance. It could assist in breaking down work into activities within the business units and devise roles and responsibilities for progress against pre-determined strategic objectives in order to guide organisational performance and effective service delivery, submits Melnyk, Bititci, Platts, Tobias and Andersen (2014: 180-184).

Employees' performance is regarded as a key success factor for organisations in both the public and private sector. Performance has (in the context of the public service) become an important measure of how effectively and efficiently inputs (labour, finances, and infrastructure) are being translated into high quality outputs (goods and services). When organisational employees have high self-efficacy and believe that they can perform the new tasks successfully, they are more likely to perform well. It is possible to increase self-efficacy of employees through coaching and mentoring, rewarding performance, having a people-oriented management style and by creating an organisational culture in which people are able to make mistakes and learn from them. The value-added contribution in the study indicates the right of human resources in contributing to organisational performance with those of their internal and external clients, hence the need for an effective performance management system linked to the deliverables found in the strategy of the organisation.

'Right' performance management systems and policies are critical in the public sector organisations as they enable employees to understand their role in the strategy execution. This includes the communication of results to participants as a critical step in a successful organisational performance measurement implementation processes. Therefore, performance management systems and policies should be central to the strategic review for future and improved organisational capacity and performance, including the implementation of operational plans and signing of performance agreements. A contribution of the 'Right' performance management systems and policies lies in the KZNDAE's ability to examine the relationships between 'Right' alignment of operational plans to a strategy, as well as adequate allocation of resources at the operational levels.

The views presented in the preceding discussion obviously influenced by the organisational culture. The drive for results is a critical driver to success. The organisational culture is fundamental to holding the organisation together and stimulates employees to commit to the organisation and to perform optimally. According to Rajasekar (2014:169), the author upholds culture in the way in which people do their work, considers more attention should be given by management to executing the strategy and managing resources to realise organisational objectives. For example, frequently, leadership and senior management have affected executing strategies. In the proposed model, the organisation should employ certain people with the required skills set according to their management level so that they could achieve their strategic objectives.

The organisational culture in this context, is how it is done, namely by people not machines in the pursuit of execution of strategies. The culture prevailing in the public organisation can govern the manner in which stakeholders think and influence their actions in relation to the strategy. In fact, the

organisational culture is related to human behaviour and to be appreciated, it can therefore be either an advantage or burden in strategy execution. In the strategy execution model, it is therefore vital to question how organisational culture could be transformed to improve in alignment to the organisational strategy and the execution thereof. It can therefore, be said that, the organisational culture is linked to the mind-set and behaviour of both the leadership and the citizenry.

The ‘Right’ performance management systems and policies play a key role in the organisational performance and service delivery. It emphasizes a collaborative process of all employees and management to understand and see what is happening at all organisational levels and commitment employees is all working at their best. ‘Right’ performance management systems and policies begin with the strategic design of operational plans, integrated programs, structures, and systems to ensure that assessable results are attained. It is the method recognising that workforce should be developed, moved through appreciation and reward systems. In short, it is a process of signing performance agreements with clear key results areas, indicators and clearly defined activities, assessment and feedback, as well as planning.

#### **6.2.1.6 ‘Right’ monitoring and evaluation systems**

Public sector organisations have a Constitutional obligation to account to the public through openness and transparency. The public sector managers should be accountable for how they spend public monies. The model can analyse the impact of the strategy execution component, as well as the overall capability of the public sector organisation. It can specify strengths and faults in the ability of the public organisation to improve strategy execution.

The model indicates that the M&E follows the ‘Right’ performance management systems and policies according to the monitoring of performance information available as compared to expected results. The ‘Right’ monitoring and evaluation was introduced into the model for twofold reasons as follows:

- To provide an overview of M&E within the strategy execution model; and
- To act as a monitoring tool to strategy execution interventions.

In the same process, M&E monitors operations plans indicators, measuring progress and reports on any deviations to the plans. Effective monitoring could make it easy to integrate services from daily activities to quarterly reporting, allocate resources where they are needed, and define core outputs and core processes. The model indicates that setting strategic objectives and monitoring mechanisms

requires leadership and senior management to have a commitment to strategy execution and continuous service delivery improvement. The operations give rise to how government's strategic objectives would be executed.

From a KZNDAE point of view, the key components of the model are shown in Figures 6.1 highlighting that monitoring presents various objectives, which are linked to diverse strategic projects and plans. Applicable corrective methods could be applied based on certifiable organisational performance reports. The performance management process needs to be consistent and institutionalised, and technology should also support this process. With reference to Figure 6.1, without the 'Right' and regular monitoring and evaluation, reporting and informed decision-making remains a challenge. The monitoring process creates the basis for effective organisational management. Eventually, there will be reporting as part of governance and compliance to certain public sector organisations policies. Reporting of evidence-based organisational performance, as well as provides an audit trail of organisational performance outcomes in the form of hard copies or electronic copies, and/or individual component levels, including the bi-annual individual performance assessments and feedback. The 'Right' monitoring and evaluation system is essential because:

- It provides the only consolidated source of information show-casing strategy execution progress;
- It allows employees to learn from each other's experiences, building on expertise and knowledge;
- It often generates reports that contribute to transparency and accountability, and allows for lessons to be shared more easily;
- It reveals mistakes and offers ways for learning and improvements;
- It provides a means for organisations seeking to learn from their experiences and to incorporate them into policy and practice;
- It provides a way to assess the key link between implementers and beneficiaries on the ground and decision-makers;
- It adds to the retention and development of institutional memory; and
- It influencing policy reviews.

It follows then, from the preceding discussion, that a 'Right' monitoring and evaluation system allows for the strategic assessment process to take on a life of its own starting with an inquiry to discover what has made the organisation a success in the previous and current.

Monitoring and evaluation will provide both non-financial and financial information, in a structured and formalised way, which allows analysis of public service activities at all organisational levels as reflected in Figure 3.3 in the Performance Information Model. The government is also in the process of refining the system of monitoring and evaluation having institutionalised the approach as a national imperative, to improve the performance of the system of governance and the quality of the outputs, providing an early warning system and a mechanism to respond speedily to problems, as they arise.

The Right' monitoring and evaluation system helps to build a sustainable strategic review for the future strategic planning by identifying the organisation's unique capabilities, strengths and opportunities. The Right' monitoring and evaluation system phenomenon occurs through an on-going monitoring against actual organisational performance management and stakeholders' engagements. Through effective monitoring and evaluation, the leadership would be able to take informed decisions as being part of strategic review and planning. These M&E processes of knowing and learning about previous performance information and core abilities of the KZNDAE can be used to enhance future organisational performance. Evaluation may identify the need for improvement, the strategy returns to the design stage to address those specific gaps identified. It provides KZNDAE an opportunity to understand its strengths and to elevate an entire system's learning capacity to review its strategy based on evidence able to develop plans to close gaps then repeats strategic planning processes.

### **6.3 APPLICABILITY OF THE STRATEGY EXECUTION MODEL**

Applicability of the model should be viewed as focusing on achieving key business imperatives. The strategy realisation is thus, as provided by this study undertaken in that the researcher maintains that the causal relationship between the level of satisfaction with the quality of public services and trust in government is often a contested one. Henceforth, the important synergy between strategy execution and linking it to tangible outputs and outcomes in public sector organisations is necessary to ensure that service delivery is maximised to the public at large. The proposed model therefore, has a clear linkage of strategic goals, operations, processes, control and monitoring and evaluation in measuring the performance of a selected public sector organisation in relation to governance and public service delivery. It also takes into account the importance of three important focal areas, which includes governance, risk and compliance as necessary determinants to be considered in executing the organisation's strategic intent. However, many organisations are struggling to translate their strategies into actions that would enable these strategies to be successfully executed and sustained. Therefore, the proposed strategy execution model envisaged for the KZNDAE has the advantage of

effective strategy realisation towards enhancing the quality of public services and raising the phenomenon of citizens' trust in government.

The Six 'Right' Strategy Execution Model indicates that strategic planning, is viewed as important and strategy execution as not significantly important, but the model indicates that understanding could be improved and organisations improve realisation of the strategic plans. The model ensures that there is clear human resources roles and responsibilities, competencies and performance management through clear processes with accountability with controls and delegations. Further, the model promotes the effective utilisation of information technology and communication and constant monitoring of service delivery progress through a monitoring and evaluation system.

The collaborative in the strategic planning process with leadership and middle management and other role-players will help the public sector organisations like KZDAE to understand what happens when their organisations have the Six 'Rights' elements to work at their best. The Six 'Right' Execution Strategy Model could be used to improve organisational performance and establish 'the best of what can be' for the future. The contribution of the model is its potential to improve the typologies of strategy execution and service delivery needing the 'Rights' participation. This is coupled with a shared set of strategic plans or vision, mission, goals and enabling objectives and alignment of operational plans to strategy, a performance management system and actionable organisational policies, M&E system, and the well-aligned organisational structure for a sustainable future.

In summary, the Six 'Rights' Execution Strategy Model provides an overview of organisational policies, systems and processes that are seen as the relationship between management (leadership) and employees focusing on the organisational capacity of the public sector organisation to provide the goods and services required by societies in an effective, transparent, unbiased and responsible way and subject to resources limitations. These policies, systems and processes are the maintenance plan that allows for checks and balances. The six 'Rights' should be followed in order to ensure work flow moves from one component to the next. The process should be taken one step further to assess the effectiveness of the strategy execution. It is envisaged, that stakeholders have a keen interest to help the organisation to execute its strategy effectively by providing the significant function of the oversight role. The conceptual model is therefore, significantly seen as an integration of key components that enable an organisation to have a view of where it is at a point in time, and where it plans to be in the future. It involves a lot of collaboration, alignment and a strong service delivery element.

## 6.4 CONCLUSION

The conceptual strategy execution model is one of the theoretical methods based on the empirical study of the effects of the strategy execution of the public sector organisation, particularly within the KZNDAE. The contribution of the study emphasised the relationship between planning and practice. Further, the strategy execution proposed model could stimulate positive effects on the academic debate in relation to strategic management within a public sector context. It was evident from findings that the strategy execution of public sector organisations and planning has a gap, and the need for developing a proactive approach was warranted through the study. Finally, the KZNDAE could gain an insight into implementation solutions from the model, including the need for improved leadership skills for managers within the organisation as leadership is fundamental to ensuring that strategies translate into effective actions. The model presented the Six 'Rights' organisational factors and none of the factors ought to be seen in isolation from each other, as they are mutually inter-related and inclusive of each other. Strategy execution is invariably complex, dynamic and a changing task for public sector organisations, as is the example in the KZNDAE case study.

## CHAPTER SEVEN

### CONCLUSION AND RECOMMENDATIONS

#### 7.1 INTRODUCTION

Public sector organisations are getting more complex given the organisational factors that must be effectively managed to ensure the realisation of pre-determined strategic objectives. As specified in Chapter One, the rationale of the study was explained, research investigated was discussed very briefly and the development of a theoretical model that can be applied in KZNDAE to assist in closing the strategy execution gap was put forward. The transition *from* strategy development *to* strategy execution seems to be a challenge, as was defined in Chapter Two with a focus on the legislative frameworks that were explored as they relate to strategy execution. It was concluded, that due to numerous distinctive features found in the public sector context than in the private sector organisations, a different method is required for successful strategy execution in the public sector organisations. It was found further, that the public sector largely presents more challenges in strategy execution than the private sector given the socio-economic and political realities and other extraneous factors amidst service delivery challenges. In Chapter Three, the literature review described the nature and the significance of strategy execution, with the culmination that strategy execution is of significance to any organisation, be it private and the public sector. Chapters Two and Three had a main focus on the theoretical framework, legislative and strategic outline as the mechanisms for effective strategy execution in the public sector. Chapter Four presented the research methodology as guiding principles for this study, since an empirical case study was conducted in KZNDAE. Arising from the data analysis and results presented in Chapter Five, insights were gained that culminated in the conclusions being drawn.

The conclusion forms the foundation for making a sequence of recommendations that could make practical application for further research in the field of public sector organisations strategy execution. This is a significant focus and contribution for KZNDAE. Strategy has been accepted as a policy and a systematically and structured process of managing government programmes of action by senior management members within KZNDAE. However, strategically predetermined objectives are understood by most senior managers, and had not been effectively communicated and customised within the organisation. The strategy development has not had an effective impact on service delivery or effected much improvement on the organisational performance.

The challenges then, faced by organisations in executing strategies are highlighted by a number of authors. A number of strategic management models were developed, and some as such, are widely applied by private sector industries. However, strategy execution oversight, monitoring and evaluation are almost non-existent in the KZNDAE, and this therefore runs a risk of employees working in a non-compliant manner that interrupts the pre-determined strategic objectives. The conclusion focuses on determining the achievement of the research goal, which is to examine strategy execution to enhance service delivery in the KZNDAE. The key recommendation is a new conceptual strategy execution model that intends to resolve the separation that existed between strategy development and strategy execution, as was seen as two separate aspects, which are essentially and intrinsically linked.

The conceptual model is an attempt to integrate strategy development and strategy execution into a collective strategic management process, and as such, effect the organisational operational planning. The other main recommendations include the important aspects of good governance, risk and compliance in relation to effective execution of the strategic intent of the department.

## **7.2 CONCLUSION**

Examining strategic management processes is the key to this study. Strategy provides direction of a public organisation, which is set at the leadership, and SMS members have a major impact on service delivery. This research shows that much of what was well planned did not produce desired outcomes in practice. A gap exists between strategic planning and strategy execution. From existing literature reviews and findings, the research shows the critical parts of effective strategy execution. Leadership and SMS members should know them and consider them when they are engaged in the strategic development and execution of strategy. A key success in the organisational factor for effective service delivery is the effective strategy execution of a given mandate. For this reason, execution of strategies is broadly identified as a critical component, which has a significant impact on service delivery and organisational performance. The realisation of pre-determined strategic objectives should be manifested and concerned with the commitment to service delivery through effectively applying strategy execution in accordance with the vision and mission of the organisation.

The study highlighted significant issues relevant to the legislative mandates and obligations entrusted to the KZNDAE. The Constitution of 1996 provides for the three spheres of government to provide service delivery in the most viable manner. In order for KZNDAE to fulfil its socio-economic mandate, it is significant that the vacancy rate is minimised in both operational and senior

management levels, adequate resources are allocated and effective execution of policies is employed within the department. The development and adoption of the Strategy Framework is thus considered to be key to the realisation of the government's outcome-based approach as managing transition *from* strategy *to* implementation. The extent to which the public policies and legislative mandates have influenced the performance of the KZNDAE in executing its strategies was the highlighted in this study. It was also demonstrated through the study, that organisational factors have considerably influenced the realisation of the pre-determined strategic objectives of KZNDAE in the execution of its strategy.

Evidently, KZNDAE requires a structured effective strategy execution that focuses on sound administrative systems in directing the KZNDAE towards practicality, responsiveness, efficiency and effectiveness to deliver a quality service that included the rights and obligations of the beneficiaries or users of the government services. It is the view put forward in the research, that the Strategy Execution Model for the public sector organisation within the KZNDAE could provide benefits to the organisation to improve strategy execution, as well as address the planned agenda for service delivery.

### **7.2.1 Assessment of the Literature Review**

The study involved literature on the subject of policy development and implementation, as well as the strategic management models and organisational factors. The greatest challenge to policy development is to provide an answer to the “*how*” part. This according to Fry (1989: 78) includes the increasing complexity, dynamism and diversity of the government administration, which has public administration and policy-makers. Coetzee (1998: 45) urged that public administration deals with policies and management and finds expressions in the rules and regulations. Therefore, policy development and implementation is complex, and this complexity is mostly the cause for implementation failure, which includes constant change of leadership and senior managers, different policy interpretations at various organisational levels, and capacity of the organisation, to highlight some salient aspects.

### **7.2.1.1 Perspective of public policy development and execution**

The Constitution of 1996 in Section 195 of Chapter 10 stipulates that public administration highlights the main principles, some of which that are considered salient for the context of the study, and are stipulated as follows:

- Efficient, economic and effective use of resources (the study views resources as key elements in rolling out strategy. Leadership and senior management of KZNDAE should link all employees with the strategies. The work gets done in the organisation by the people);
- Response to people's needs (linked to the service delivery mandate of KZNDAE);
- Encouragement of the public to participate in policy-making (the study suggests that adopting an integrated approach in the KZNDAE may be relevant in the development and implementation of policies and strategies. Results are realised through combined contributions from all stakeholders and work teams); and
- Accessible and accurate information (strategic communication is key and on-going requirement in the drive to build organisational alignment in the KZNDAE).

From the foregoing discussion, the KZNDAE as a public service organisation had to determine how it would have managed its resources (effectively and efficiently) in terms of its reporting and accountability to the office of the AGSA. It stands to reason, that the financial resources and strategies are assessed and audited by the AGSA as part of the said accountability framework. The proposed model could enable the KZNDAE to assess how it deployed its resources, reviewed its strategies and turned them into performance deliverables and actions.

The public sector organisation's performance improvement is identified through organisational systems established to contribute in the realisation of its goals through effective strategy execution. It is clear that behind the public policy development and execution, effective, efficient and economic means are required as part of the fiduciary responsibility of the department and public accountability in order to improve the lives of the public through government organisations that are mandated to deliver public services, suggests Minnaar and Bekker (2005: 119).

In keeping with policy implementation, the NDP was accepted for reducing poverty and eliminating inequality in the country by 2030, as the long-term strategic framework for government planning going forward. Evidence shows that the execution success rate is low and this factor works together with both the policy-making activity and implementers of the policy. In this regard, Horwitz

(2006:48) upholds this statement when indicating that there are differences between the organisations that are able to execute their strategies and those that are failing to achieve same.

### **7.2.1.2 New Public Management contextualised for the study**

The New Public Management (NPM) is viewed as paving a way for improving public service efficiency, since it brought about a technique that entails shaping products to be tested against the needs of the customers (Hughes, 2003: 53). A key feature of the NPM was the desire to do away with hierarchic public sector pillars, which were both recognised in many cases as inefficient and ineffective. Evaluating the effects of the NPM on facets such as efficiency, effectiveness, accountability and social cohesion is not straight forward, because NPM is not a well-defined set of ideas in isolation.

Senior managers in the public sector were well-prepared to adapt and reposition their organisations in their political and task environments in addition to simply ensuring their continuity, submits Hughes (2003:53). The idea of NPM is therefore paving the way for improvement, but Goodsell (2004:151) urged that the major criticism of NPM is its implementation, which is a business-oriented model. It is demonstrated, that public sector institutions are subjected to political, legal and judicial controls, as well as their accountability to the public whom they are called upon to serve.

### **7.2.1.3 New Public Governance**

The New Public Governance (NPG) focuses on many modes of governance, like ‘joined-up’ governance (integration), network governance, co-production and cooperation that are seen as alternatives to privatisation of public service provision, particularly for social services. Within the public value paradigm, it is more readily accepted that government activity is inter-connected and inter-dependent and as such, may require what can be termed New Public Governance (NPG), which provides significant understandings into the operation of modern government and promises substantial progresses in the way that government develops during the coming decades.

### **7.2.1.4 The 5C Protocol Theory**

The 5C Protocol Theory, which is one of the thrusts of public policy theories emphasises the role of the network approach from two distinctive and significant growths in the development of public management science, submits Klijn and Koppenjan, (2000:2). The authors further emphasise that it

brings change in the perceptions of stakeholders in the policy network regarding the nature of social challenges and possible solutions (Klijn and Koppenjan, 2000:13).

The South African Government adopted the cluster model in an effort to advance policy co-ordination and the integration of service delivery. Substantial problems exist in establishing policy coherence in the South African context. The study examined the strategy execution challenges arising from the 5 pronged construct of content, context, capacity, commitment, and clients and coalitions needs that are required for public service interventions. This development has led network management on “mediating and co-ordinating inter-organisational policy-making”, adds Klijn and Koppenjan, (2000:2-4).

#### **7.2.1.5 The South African Excellence Model**

South African Excellence Model was developed focusing on performance excellence in the public sector entities due to the fact that public policy theories are not quite sufficient to explain the policies of developing countries, argues Yang and Miller, (2007:13-21). The model is a private sector-like approach that assumes that technology systems are available to all senior managers, and that they are well-equipped to use information technology when they communicate, but most of the public sector organisations lack effective technology infrastructure, hence information sharing becomes ineffective.

Arising from this explanation, the KZNDAE has a long-term green revolution vision, which is translated from the political vision to national and provincial priorities, and forms part of the provincial department’s strategy. However, most public sector departments fail to fully involve their employees in the strategy development and fail to produce effective service delivery. In this context, National Treasury has provided the strategic planning and annual performance planning framework used by public sector organisations, but it seemed to be limited to compliance than the realisation of predetermined strategy objectives.

Leadership roles are related to development and execution of strategies, but leaders were not involved in strategy execution; and the leadership was not able to create a vivid vision for any strategic program. However, executing a strategy is more challenging than developing it. The leadership could be the solution to many challenges experienced by public servants during strategy execution, submitted by Mfene, (2008:212), as was the case in the KZNDAE. The key contributory organisational factors of the strategy of the department is thus improving the effectiveness and

efficiency of execution phase. Strategy then, represents an explicit commitment to encourage the linking of the resources to the execution of the strategic intent so that the focus is aligned to performance-driven objectives and goals. The findings of the current study provide practical suggestions for the KZNDAE, and the following recommendations are put forward.

### **7.3 RECOMMENDATIONS ARISING FROM THE STUDY**

Theoretical and policy implications; an understanding of the organisational factors, challenges and the implementation of the proposed model for effective strategy execution is of interest to both academics and SMS members in the public sector organisations. This study aimed to contribute through the empirical knowledge, how the conceptual model can improve strategy execution in practice. To institutionalise the strategy execution model in the public sector organisation, is regarded as a significant mechanism for the delivery of public services, since good governance requires effective public sector organisations that are productive, transparent and responsive, submits Four (2015: 116). Author Chitiga-Mabugu (2016: 166, 173) urged that in order to fully comprehend the effects of the variety of public policies, their interconnectivity and cohesiveness serves as a valuable framework that needs to be established as a tool to understand the policy impacts. This view is not meant to be extensive, but rather descriptive in nature. The focus is then, on the realisation of pre-determined strategic objectives as one of the main challenges facing the public sector organisations. Giving due cognisance to the afore-going pertinent aspects, would set the scene for the strategy execution model. It could improve the strategic development process by integrating two important phases, which are planning and execution.

The study also reveals that staff members that are at middle management level are not fully exposed to the strategic planning process, although some are involved to some extent. However, the study also indicates that those who did not understand the process are more inclined to maintain the *status quo* than to adapt to a new paradigm shift. While many organisational factors caused this mixed set of results, the study has found that a consistent theme of inadequately linking action to theory, coupled with selected strategy planning processes and implementation of gaps had contributed to the mixed outcomes. As a result, this study supports that a more coherent linkage between strategy development and the strategy execution model could help the KZNDAE to effectively realise its strategic goals in a successful manner. If the model could be adopted, it would produce better results in realising pre-determined strategic goals that are required of the KZNDAE in particular, and possibly that of public institutions in general if applicable.

The essential findings from the study revealed that inadequate leadership impacts on strategy execution for the enhancement of service delivery, organisational factors in relation to strategy execution at KZNDAE, and the stakeholder support during the strategy execution phase, which remains as the most noteworthy impediment to successful strategy execution. This is followed by weak communication in the organisational structure, lack of continuous performance management and resistance to change respectively.

Against the backdrop of the results of this study, the discussion raised in this study may be considered as part of a new contribution by KZNDAE to a process-based organisation so that effective strategy goals may be realised. Based on the outcomes of the study, the following recommendations are put forward:

- All government institutions are expected to have strategic plans in place as guiding tools for their operations, and to ensure that such plans are implemented successfully to achieve their objectives. Successful strategy execution is a key for service delivery in any organisation's purpose of existence. It can be said that many public sector organisations are unable to sustain their leadership, despite having a strategy development process because they lack the necessary strategy execution processes in rendering effective service delivery.
- The results reveal that sound and visionary leadership is by far the most essential factor influencing successful execution of strategy and service delivery in the public sector organisations. The objectives of the SMS (as previously alluded to) members' assessments were to evaluate the productivity and efficacy of the systems in order to ascertain the hindrances to service delivery, especially caused by leadership and performance deficiencies among SMS members. The 2009 SMS members' assessment focused on the impact of the SMS on the government programmes of action that were introduced relating to service delivery improvement and quality of management overall.
- The 2010 Personnel Expenditure Review identified leadership deficiencies and the 'piecemeal' or fragmented approach to performance management, training and development, streamlining remuneration and retention strategies. The strategic government intervention attempted to address the leadership deficiencies, skills gaps and the challenges that were identified in the reports, through development and capacity building initiatives.

- The effectiveness and significance of strategy execution is the key in the public organisation and that the ability to execute strategies in an organisation is an integral aspect rather than focusing merely on the developmental aspects. Poor strategy execution could result in a high failure rate of the strategic initiatives with an organisation failing to fulfil its identified mandate.
- Effective communication should be maintained at all levels when communicating strategy. According to Beer and Eisenstat (2000: 29), blocked vertical communication has a particularly negative effect on an organisation's ability to execute and enhance its strategy. The authors addressed this issue from a different perspective, and suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that senior management prefers to avoid potentially threatening and embarrassing circumstances. Therefore, the need for effective leadership outweighs any other organisational factors.
- Organisational factors that affect strategy execution and service delivery can be categorised as leadership, uncertainty, organisational structure, organisational culture, human resources and technology. Although most authors agree that these organisational factors affect strategy execution and service delivery, each factor's impact is at a different level and carries a different force. The management and governance of human resources is becoming a key focus of strategy execution and service delivery, and to restate that people in an organisation are the key strategic resources in giving effect to strategy execution, is what the KZNDAE ought to consider in its paradigm shift.
- KZNDAE should create awareness among its staff members, especially at lower levels through regular workshops, short courses and seminars and one-on-one supervisor-subordinate discussions.
- Senior and middle level managers should ensure that junior staff members are involved or adequately informed in the strategic planning process to be able to contribute effectively to the process. To strengthen this aspect, Naidoo (2005:109) argues that it is essential for leaders to improve their skills for strategy execution to promote effective service delivery. The deficiency in strategy execution has been identified by leaders who ask themselves why things do not work as planned.

Table 5.18 reflects the respondents on stakeholders' support.

- As a result of the above observations, leadership translation of organisational programmes, allocation of resources, spending time on urgent organisational issues, focus on crisis mode, and the least amount of time spent on aspects that need immediate attention, are related to service delivery. Performance assessments therefore, provides useful insights for conducting annual reviews, and is also important for understanding how an organisation is performing as compared with its strategic objectives.
- The ultimate goal is to enable public sector organisations to effectively transform the strategic intent through to outcomes in a clear and powerful process. Leadership support, employees' support, allocation of resources, monitoring and evaluation of projects, training and development, and minimising detracting factors in future strategy are associated with effective communication. The effective leaders are also concerned with communicating their strategic goals and vision with work commitments and employees' satisfaction.
- Employees' support, monitoring and evaluation of projects, training and development, and minimising detracting factors in future strategy are related to effective communication and leadership translation of organisational programmes. In any organisational setting, employees need guidance and motivation from leadership to perform at their best. Allocation of resources, organisational culture, training and development and spending time attending to organisational issues are associated with the quality of leadership support.
- The tasks for a leader or senior manager includes clarification of these aspects, the employee's role and responsibilities, the criteria for success, providing guidance and coaching, removing obstacles that can prevent task completion and providing psychological support and awards when appropriate. The theory proposes that one should use certain leadership styles in different situations.
- There has to be close correlation among the variables, and it is expected that the KZNDAE would achieve results through the stakeholders' involvement. However, this is not always the case, because there is no way to measure effective organisational performance as senior management and leadership cannot easily indicate actual success from failure, argues Osborne and Gaebler (1992:144). The strategy execution process ostensibly remains essentially the same, but leaders must give some thought to where the organisation as a whole is going. For

these and other reasons, leaders have turned to strategic planning as it determines overall organisational goals.

- Strategy execution involves the alignment of the organisational structure, systems and processes on the decided strategy. It involves decisions regarding the relevance of strategy to organisational structure and providing organisational leadership that is pertinent to the strategy, alignment of budgets, functional strategies and motivational systems for the successful achievement of organisational objectives, and monitoring the success of the strategy in realising the organisation's objectives. Moreover, the strategic management processes involve both strategy development (deciding what to do) and strategy execution (doing it).

Strategy execution is therefore important, but it is difficult to link strategy and execution, because execution activities take a longer time frame than strategy development, involves more people and a greater task complexity, and hence has a need for sequential and simultaneous thinking on the part of public managers, maintains Brynard, (2007: 357-365).

In view of these organisational factors, research into strategy execution is also difficult for it entails and involves multiple variables that interact with one another and depicts gaps. A lack of leadership, and specifically the strategic position has been also identified by AGSA as one of the main aspects to ineffective strategy execution. In turn, strategic leadership is also viewed as a key contributing to effective strategy execution.

The key research questions to this study were to what extent are strategy execution patterns emerging from the audit reports for the period 2009 to 2014 of the KZNDAE? What is the impact of the leadership behaviour in the strategy execution process for enhancing service delivery? What are organisational factors related to the effective strategy execution at KZNDAE?

To what extent are public leaders and managers gaining support from other stakeholders during the strategy execution phase? Some of the significant findings relating to the discussion are highlighted as follows:

- Strategy execution is perceived as a significant, but challenging component of the strategic management process, and the failure of transformation initiatives is largely due to poor execution of strategy;

- Strategic leadership plays a key role in effective strategy execution; strategic leaders are responsible for strategy execution; and strategic leadership can be the basis for creating a sustainable economic advantage; and
- Strategy execution is perceived to play a main role in organisational success, which is an important aspect for due consideration by KZNDAE.

The study contributes to a better understanding of the need for effective strategy execution relative to an outcomes-based approach to service delivery based on effective leadership amongst other important traits. The contribution of this study further adds to the empirical knowledge about the strategy and organisational performance gaps. A substantial amount of attention could be focused on the integrated strategic management processes, as it seems that from the lack of coherence in response to a lack of integration may currently be at the centre of the strategy planning and strategy execution gap in the KZNDAE. This observation in itself may also be indicative of the complexity of the subject at hand, which is further compounded by leadership insights that may not correspond with the reality of effective service delivery.

Whilst the study provides some responses to the question of what contributed to the gaps, it appears as if strategy execution might have been neglected to some extent, which may at least reduce some of the gaps. What is significant though, is that attention should be focused on the integrated nature of public strategic management, rather than trying to pin the challenge down to any of the strategic management stages in isolation and fragmentally, *namely*, planning, execution and control. In other words, a more holistic approach is advocated that is more analytical than superficial in nature.

The proposed model of strategy changes in the KZNDAE could be considered as essential components for effective strategy execution and service delivery. Finally, further research is recommended to generate empirical knowledge in the area of the strategy execution and the organisational performance gaps. It is also proposed, that the role of leadership and senior managers on practising strategy planning is to be integrated with the operational planning in order to effectively contribute towards service delivery improvement. Going forward, the following conditions should be met:

- Employees should contribute in the strategy execution and service delivery process;
- Strategy execution and service delivery processes in which employees are involved in should be closely related to their own work environments;

- Leadership has to share information with employees in order to empower them to embrace the strategy execution and service delivery change;
- Employees who are directly involved, or employees who are conversant with strategy execution and service delivery processes, should be permitted to participate in decisions regarding the change; and
- Employees' participation in strategy execution and service delivery processes ought to be linked with encouragement from the leadership.

#### **7.4 LIMITATION OF THE STUDY AND FUTURE RESEARCH**

The study was conducted in KZNDAE and did not include all KwaZulu-Natal Public Service Departments or other National Departments and state-owned entities. The study did not compare similarities and differences of strategy execution among private-owned organisations and state-owned entities, or multi-national organisations. Thus, the specific differences exist regarding strategy execution in these various forms of organisations, which are not well-known. This clearly is another interesting avenue for future research, and also integrated service delivery through “Operation Sukuma Sakhe” which means “rise up and work together” for KwaZulu-Natal, where government departments deliver integrated services to the communities. While the research focussed on the KZNDAE, further research could be done to investigate the potential application of the model in other public sector organisations. The model might also be adaptable to other sectors. Researchers could find further organisational factors that are relevant over time. Further research may include more intensive qualitative exploration to get more insights from different public sector organisations, as the perceptions might be different.

#### **7.5 CHAPTER SUMMARY**

The study results of strategy development and strategy execution have been differentiated in order to determine possible gaps towards public sector strategic management. The specific conclusion and recommendations are guided by the objectives of the research. The recommendations are crucial for *firstly*, before trying to execute any strategy, the analysis should be undertaken in order to identify strategic issues affecting the public sector organisations. The focus on capitalising on their strengths thus contributes to the strategy execution success. *Secondly*, the KZNDAE should place more emphasis on the training and development of its human resources, which is considered a significant facet of fulfilling its mandate in accordance with provincial and national imperative in the country. This would enhance the adoption of any planned strategy execution in the institution. *Thirdly*, the

KZNDAE should increase its allocation to operation plans to curb the problem of budgetary constraints hindering its strategy execution. Finally, to reiterate as alluded to earlier, the study raises several aspects from leadership potential and capacity to translating these into tangible deliverables (strategy execution) as part of an outcomes focus, and a meaningful addition and contribution to the field of public sector governance.

## **BIBLIOGRAPHY**

Aaltonen, K. and Kujala, J. (2010). A project lifecycle perspective on stakeholder influence strategies in global projects, *Scandinavian Journal of Management*, 28(8): 832-841.

Abdullah, M.A. (2008). The Strategic Issues, Business Plan and Implementation from Situational and Industry Analysis: A Discussion on a Specific Case. *International Review of Business Research Papers*, 4(5): 20-33.

Abdulwahid, S., Muhamad K.U, Sehar, Z., Arshad, M.S. and, Iftekhhar, K. (2013). Why do public Sector organizations fail in Implementation of Strategic Plan in Pakistan, *Journal of Public Absenteeism: Evidence from public sector institution of Pakistan*, *Interdisciplinary Journal of Contemporary Research Business*, 2(9): 108-120.

Adhikari, D.R. (2010). Human resource development (HRD) for performance management: the case of Nepalese organizations, *International Journal of Productivity and Performance Management*, 59(4): 306-324.

Afridi, F. (2017). Governance and public service delivery in India. *Indian Statistical Institute Economics and Planning Unit 7, S.J.S. Sansanwal Marg New Delhi-110016, India*.

Ahearne, M., Lam, S., and Kraus, F. (2013). Performance impact of middle managers' adaptive strategy implementation: the role of social capital, *Strategic Management Journal*, 35(1): 68-87.

Ahmed, G., Agnihotri, M., Salam, M.A. and Mehmood, T. (2016). Honesty is the Best Business Policy: The Ethics of International Business, *The Journal of Global Business Management*, 12(1): 101-108.

Alamsjah, F. (2011). Key Success Factors in Implementing Strategy: Middle-Level Managers' Perspectives. 7<sup>th</sup> International Strategic Management Conference, *Procedia Social and Behavioural Sciences*, 24: 1444-1450.

Alashloo, F.R., Castka, P., and Sharp, J.M. (2005). Toward Understanding the Impeders of Strategy Implementation in Higher Education (HE) A Case of HE institutes in Iran, *Quality Assurance in Education*, 13(2): 132-147.

Elbanna, S. (2013). Processes and Impacts of Strategic Management Evidence From the Public Sector in the United Arab Emirates [accessed May 28 2018]. *International Journal of Public Administration*, 36: 426–439.

Alexander, L.D. (1985). Successfully Implementing Strategic Decisions. *Long Range Planning, Strategic Management Journal*, 18: 91-97.

Allan, M. (1993). A Conceptual Model of Transferable Personal Skills, Sheffield: Employment Department Alternative to the Dichotomy Model, *Administration and Society*, 30(6): 676-705.

Allison, M. and Kaye, J. (2005). *Strategic planning for non-profit organisations: A practical guide and workbook* (2<sup>nd</sup> ed). Hoboken, N.J.: Wiley and Sons.

Aminzade, R. (2003). From Race to Citizenship: The Indigenization Debate in Post-Socialist Tanzania, *Study Comp Int Dev*, 38(1): 43–63.

Amit, R. and Zott, C. (2001). Value creation in e-business, *Strategic Management Journal*, 22: 493–520.

ANC (2014). Election Manifesto. Available at: [www.anc.org.za](http://www.anc.org.za) Accessed on: 28 July 2013.

Anderson, J.O (2006) *Quantitative and Qualitative Research*. Available at: [www.icoe.org/webfm-send/1936](http://www.icoe.org/webfm-send/1936) Assessed on: 14 October 2016.

Anderson, T. (2003). Modes of interaction in distance education: Recent developments and research questions. In M. Moore (Ed.). *Handbook of Distance Education*. (129-144). Mahwah, NJ.: Erlbaum.

Andrews, P., Beynon, M.J. and Genc, E. (2017). Strategy Implementation Style and Public Service Effectiveness, Efficiency and Equity, *Journal Administration Science*, 7(1): 4-33.

Andrews, R., Beynon, M.J. and Genc, E. (2016) *Strategic Implementation styles and Public Service Effectiveness, Efficiency and Equity in the Turkish Public Sector*. Cardiff CF 10 3EU, UK, Accessed on: 30 September 2017.

Aremu, Y.S., Salako, M.A., Adedina, L.O., Ogunbayo, T.O. and Adebisi, O.K. (2017). Erratic policy making, implementation and adoption of incremental model: Nigeria experience, *Global Journal of Arts, Humanities and Social Sciences*, 5(1): 1-11.

Argyriades, D. (2002). *Governance and Public Administration in the 21<sup>st</sup> century: new trends and new techniques*. Proceedings of the 25<sup>th</sup> International Congress of Administrative Sciences, Athens, 2001, International Institute of Administrative Sciences, Brussels.

Armstrong, J. (1997). *Reason and passion in public sector reform*. Ottawa: Public Service Commission of Canada.

Anon, R. (2003). *Qualitative vs. Quantitative Analysis* (10<sup>th</sup> ed.), Berlin: Walters de Gruyter.

Ashkenas, R.N. and Francis, S.C. (2000). Integration managers: special leaders for special times, *Harvard Business Review*, 78(6): 108–116.

Atkinson, H. (2006). Strategy implementation: a role for the balanced scorecard? *Management Decision*, 44 (10): 1441 – 1460.

Auditor-General of South Africa. (2017). *Audit report for 2016/2017 financial year*, Pretoria: Government Printer.

Auditor-General of South Africa. (2011). *Consolidated general report on Provincial Audit Outcomes 2010-2011*, Pretoria: Government Printer.

Ayande, A., Sabourn, V. and Sefa, E. (2012). Managerial Execution in Public Administration: Practices of Managers When Implementing Strategic Objectives, *International Journal of Business and Management*, 7(19): 1-9. Published by Canadian Centre of Science and Education.

Babbie, E. (1992). *The pre of social research*. Belmont: Wadsworth.

Babbie, E. (1998). *Survey Research Methods* (2<sup>nd</sup> ed.). Belmont: Wadsworth.

Babbie, E. and Mouton, J. (2001). *The practice of social research*. Cape Town: Oxford University Press.

Babbie, E and Mouton, J. (2004). *The Practice of Social Research*. Cape Town: Oxford University Press.

Babbie, E. and Mouton, J. (2005). *The practice of social research*. Cape Town: Oxford University Press.

Babbie, E. and Mouton, J. (2010). *The practice of social research*. Cape Town: Oxford University Press.

Bana, A., and Shitindi, E. (2009). Performance management in the Tanzania public service: A paper presented at conference on Governance Excellence Managing Human Potential held at Arusha International conference centre. Tanzania. Available at:  
<http://www.capam.org/documents/bana.benson.paper.pdf> Accessed on: 20 July 2016.

Bann, C. (2010). Reforming the Staffing Process in the European Union Institutions: Moving the Scared Cow out of the Road, *International Review of Administrative Sciences*, 78(1): 5 - 25.

Bardill, J.E. (2000). Towards a culture of good governance: The Presidential Review Commission and Public Service Reform in South Africa. *Public Administration and Development*. 103-118.

Bass, B.M. (2007). Executive and strategic leadership, *International Journal of Business*, 12(1): 34–52.

Becker, T.E. (2005). Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations, *Organizational Research Methods*, 8: 274-289.

Beer, M. and Eisenstat, R. A. (2000). The silent killers of strategy implementation and learning, *Sloan Management Review*, 41: 29-40: Magazine Summer, 15 July.

Bekers, V., Edelenbos, J. and Steijn, B. (2011). Linking Innovation to the Public Sector: Context; Concept and Challenges, in Bekers, V., Edelenbos, J, Steijn, B. (eds.) *Innovation in the Public Sector*. Basingstoke: Palgrave McMillan.

- Bekker, H.P. (1996). *Civil Service Systems in comparative perspective*. United States of America. Indiana University Press.
- Benbasat, I., Goldstein, D.K. and Mead, M. (1987). The case research strategy in studies of information systems, *MIS Quarterly*, 11(3), 369-386.
- Bergman, M.M. (2008). *Advances in mixed methods research: Theories and applications*. Thousand Oaks, CA: Sage Publications.
- Berry, F (2001). Using Strategic Planning to Manage Strategically in Public Sector, in Liou, K. *Handbook of Public Management Practice and Reform*; New York: Marcel Dekker
- Bevir, M. and Rhodes, R.A.W. (2011). The stateless state. In *The SAGE Handbook of Governance*, ed. M. Bevir, 2003-217. London: Sage Publications.
- Bhimani, A. and Langfield-Smith, K. (2007). Structure, formality and the importance of financial and non-financial information in strategy development and implementation, *Management Accounting Research*, 18: 3-31.
- Biljohn, M. (2015). Advancing rural development through network and cluster approaches The case of Mangaung Metropolitan Municipality, *Administratio Publica*, 23(1): 60-85.
- Bipath, M. (2007). The dynamic effects of leader emotional intelligence and organisational culture on organisational performance. Doctoral dissertation. Pretoria: University of South Africa.
- Birkland, T.A. (2001). *An introduction to the policy process*. New York: Sharp Inc.
- Bless, C. and Higson-Smith, C. (1995). *Fundamentals of social research methods: An African perspective*. 2nd edition. Kenwyn: Juta.
- Blumberg, B., Cooper, D.R. and Schindler, P.S. (2011). *Business research methods*, Berkshire: McGraw-Hill Higher Education.
- Boeije, H. (2010). *Analysis in Qualitative Research*. Los Angeles: Sage Publications.

Booth, P. and Farquhar, C. (2003). *Leading from the Middle: Managers Make the Difference*, Ottawa: The Conference Board of Canada. Boston: Harvard Business School Press.

Booth, S. and Hamer, K. (2007). Labour turnover in the retail industry: Predicting the role of individual, organisational and environmental factors, *International Journal of Retail and Distribution Management*, 35(4): 289–307.

Botes, P.S. (1994). *Aspects of Supervision: A Guide for the Contemporary Public Manager*. Halfway House: Southern Books.

Bovaird, T., Stoker, G. and Loeffler, E. (2016). Activating collective co-production of public services: influencing citizens to participate in complex governance mechanisms in the UK.

Bovaird, T., van Ryzin, G., Loeffler, E. and Parrado, S. (2015). Activating citizens to participate in collective co-production of public services, *Journal of Social Policy*, 44(1): 1–23.

Brenes, E.R., Mena, M. and Molina, G.E. (2008). Key success factors for strategy implementation in Latin America, *Journal of Business Research*, 61(6): 590-598.

Brown, J.D. (2002). The Cronbach alpha reliability estimate. *Shiken: JALT Testing and Evaluation SIG Newsletter*, 6 (1): February 17 - 18.

Brynard, P. (2007). The policy gap in South Africa, *South African Journal of Public Administration*, August, 42(3): 357-365.

Brynard, P.A. (2000). Chapter 7: Policy Decision-making: Chapter 8: Policy implementation in Cloete, F. and Wissink, H. (Eds). *Improving Public Policy*. Pretoria: Van Schaik Publishers.

Brynard, P.A. (2005). Policy implementation: lessons for service delivery, *South African Journal of Public Administration*, Pretoria: University of Pretoria, 40(4.1): 649-664.

Brynard, P.A. and Hanekom, S.X. (1997). *Introduction to research in Public Administration* Pretoria: JL van Schaik Publishers.

Brynard, P.A. and de Coning, C. (2006). Policy implementation. In Cloete, F., Wissink, H., and de Coning, C. (Eds.). *Improving public policy: from theory to practice*. 2<sup>nd</sup> Edition. Pretoria: Van Schaik.

Bryman, H. and Burgess, R. (1999). *Qualitative Research Methodology. A review*. London: Routledge.

Bryson, J. (1995). *Strategic Planning for Public and Non-profit Organization: A guide to strengthening and sustaining organisational achievement*. San Francisco: Jossey-Bass.

Bryson, J.M. (2004). *Strategic planning for public and nonprofit organizations: a guide to strengthening and sustaining organizational achievement* (3rd ed.). San Francisco: Jossey-Bass.

Bryson, J. M. (2010). The Future of Public and Non-profit Strategic Planning in the United States. *Public Administration Review*, 70: 255–267.

Bryson, J.M., and Alston, F.K. (2005). *Creating and Implementing Your Strategic Plan - A Workbook for Public and Non-profit Organizations*. 2nd ed. Jossey-Bass, San Francisco, California.

Bryson, J.M. and Bromiley, P. (1993). Critical Factors Affecting the Planning and Implementation of Major Projects, *Strategic Management Journal*, 14: 14319–14337.

Burnes, B. (2004). Kurt Lewin and complexity theories: Back to the future? *Journal of Change Management*, 4(4): 309-326.

Burns, B. (2009). *Managing Change*. 5th Edition, Prentice Hall.

Bushardt, S.C., Glascoff, D.W. and Doty, D.H. (2011). Organizational Culture, Formal Reward Structure, and Effective Strategy Implementation: A Conceptual Model, *Journal of Organizational Culture, Communication and Conflict*, 15(2): 57-71.

Canfield, J. (2005). *The success Principles: how to get from where you are to where you want to be*. London. Harper Collins Publishers.

Canning, M. and O'Dwyer, B. (2013). The dynamics of a regulatory space realignment: Strategic responses in a local context, *Accounting, Organizations and Society*, 38: 169–94.

Carter, T. and Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice, *Journal for East European Management Studies*, 15(3): 207-236.

Cassell, C. and Symon, G. (2004). *Essential Guide to qualitative methods in organisational Research*. London. Sage Publications.

Cavalluzzo, K.S. and Ittner, C.D. (2004). Implementing performance measurement innovations: evidence from government, *Accounting, Organisations and Society*, 29:243–267.

Cayer, N.J. (2003). *Public Administration Social Change and Adaptive Management*. United States of America. Birkdale Publishers.

Chabane, C. (2010). Speech by Minister on progress with Performance Monitoring and Evaluation. *States News*, Sept 29. Pretoria: Government Printer.

Chaitra, M.P. and Murthy, T.P.R. (2015). A study on employee turnover (with special reference to go international pvt limited, Hassan, Karnataka, India), *International Journal of Research in Management*, 5(2): 54-64.

Chapman, J.A. (2002). A framework for transformational change in organisations, *Leadership and Organisation Development Journal*, 23(1): 16-25.

Chemers, M.M. (2000). Leadership research and theory: A functional integration, *Group Dynamics: Theory, research and practice*, 1: 27–43.

Chemwei, B., Leboo, C. and Koech, S.J. (2014). Factors that Impede the Implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya: *International Journal of Humanities and Social Science*, 4(5): 114-120.

Chiacchio, F and Motta, S. (2016) Combining bottom–up and top–down approaches for knowledge discovery Comment on Towards a unified approach in the modelling of fibrosis: A review with research perspectives by Martine Ben Amar and Carlo Bianca. *Physics of Life Reviews* 17: 105–107. [www.elsevier.com/locate/plrev](http://www.elsevier.com/locate/plrev). Accessed on: May 2017.

Chipkin, I. and Lipietz, B. (2012). Transforming South Africa's racial bureaucracy: New Public Management and public sector reform in contemporary South Africa No 1, February. PARI Long Essays.

Chitiga-Mabugu, M. (2016). The application of economy-wide techniques as a tool to understand policy impacts. *African Journal of Public Affairs*, 9(2): 166-179.

Christensen, T. and Laegreid, P. (2011). Complexity and Hybrid Public Administration: Theoretical and Empirical Challenges. *Public Organization Review*, 11(4): 407–423.

Clapper, V., De Jager, J. and Fourie, L. (2002). The state of public service ethics: an exploratory study. *Politeia*, 21(1): 25-36.

Cloete, F. (1995). Managing the public service: political and administrative roles. *The public sector manager*, 27-39. Publisher. Butterworths, Durban.

Cloete, F. and Wissink, H. (2000). Improving public policy. Pretoria: Van Schaik.

Cloete, F., Wissink, H. and de Coning, C. (2006). Improving Public Policy: From theory to practice. 2nd ed. Pretoria: Van Schaik.

Cloete, J.J.N. (1981). South African Public Administration. Pretoria: J.L. Van Schaik.

Cloutier, C., Denis, J., Langley, A. and Lamothe, L. (2016). Agency at the managerial interface: Public sector reform as institutional work. *Journal of Public Administration Research and Theory* 26: 259–276.

Cocks, G. (2010). Emerging concepts for implementing strategy. Sage Publication.

Coetzee, W.A.J. (1988). Public Administration; a South African Introductory Perspective. Pretoria: J.L. Van Schaik.

Cole, M. (2006). Qualitative research: a challenging paradigm for infection control. *British Journal of Infection Control*, 7 December: Company, Ltd.

- Colgan, A., Rochford, S. and Burke, K. (2016). *Implementing Public Service Reform – Messages from the literature*. Centre for Effective Services, Dublin.
- Cook, B.J. (1998). Politics, Political Leadership, and the Public Management, *Public Administration Review*, 58(3): 225-230. May-June.
- Cooper, D.R., and Schindler, P.S. (1998). *Business research methods*. Boston: Irwin McGraw Hill International.
- Coulter, M. (2005). *Strategic Management in Action (3rd Ed.)*: Prentice Hall.
- Cox, J.F. and Spencer, M. (1998). *The Constraints Management handbook*. Boca Raton, FL: St Lucia Press.
- Creswell, J.W. (2008). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research (3rd ed.)*. Upper Saddle River, NJ: Merrill.
- Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches 4<sup>th</sup> ed.* Thousand Oaks, CA: Sage Publications.
- Creswell, J.W. and Plano Clark, V.L. (2007). *Mixed methods research*. USA: Sage Publications, Inc.
- Creswell, J.W. and Plano Clark, V.L. (2011). *Designing and conducting mixed methods Research*. 2nd ed. USA: Sage Publications, Inc.
- Daft, R.L. (2011). *The leadership experience. (5th ed.)*. Cincinnati, Ohio: Cengage Learning South-Western.
- Dalton, D.R. (1991). CEO duality and organizational performance: A longitudinal analysis. *Strategic Management Journal*, February. 12(2): 155–160.

Davidson, G., Lepeak, S, and Newman, E. (2007). *The Impact of the Aging Workforce on Public Sector Organizations and Mission*, IPMA-HR International Public Management Association for Human Resources.

Dawson, P. (1994). *Organisational change: A processual approach*. London: Paul Chapman Publishing.

Dalené, P. and Schurink. W. (2007). Enhancing service delivery in local government: the case of a district municipality, *SA Journal of Human Resource Management*, 5(3): 19-29.

Day, D.V., Zaccaro, S.J. and Halpin, S.M. (2004). *Leader development for transforming organisations. Growing leaders for tomorrow*. London: Lawrence Erlbaum Associates Publishers.

De Coning, C.B. (2006). Theories and models for analysing public policy In Cloete and Wissink (eds). *Improving public policy*. Pretoria: Van Schaik Publishers.

De Villiers, M.R. (2005). *Interpretive Research Models for Informatics: Action Research, Grounded Theory, and the Family of Design- and Development Research*.

Delport, C.S.L. and Fouché, C.B. (2011). Mixed methods research. In De Vos A.S., Strydom, H., Fouché C.B. and Delport C.S.L. *Research at the grass roots for the social sciences and human service professions*. 4<sup>th</sup> ed. Pretoria: JL Van Schaik Publishers.

Denzin, N.K. and Lincoln, Y.S. (1998). Entering the field of qualitative research. In N. K. Denzin and Y. S. Lincoln (Eds.). *Collecting and interpreting qualitative materials*: 1-34. Thousand Oaks, CA: Sage Publications.

Denzin, N.K. and Lincoln, Y.S. (2000). Introduction: The Discipline and Practice of Qualitative Research. In *Handbook of Qualitative Research*: 1-29. Thousand Oaks: Sage Publications.

Dhameja, A. (2003). *Contemporary debates in public administration*. (ed). New Dehli: Prentice Hall of India.

Dickey, T. (1992). *Budgeting - a practical guide for Better Business Planning*. London: Kogan Page.

Dickinson, H. (2016). *From New Public Management to New Public Governance: The implications for a New Public Service*, Australia: ANU Press.

Dixi, V. and Bhati, M. (2012). A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry: *European Journal of Business and Social Sciences*. September, 1(6): 34 – 51. Gautam Buddha University, Greater Noida, U.P., India.

Domegan, C. and Fleming, M.H. (2007). *Qualitative research, Scientific method, Quantitative research*. Gill and MacMillan.

Dorasamy, N. (2010). Enhancing an ethical culture through purpose-directed leadership for improved public service delivery: A case for South Africa. *African Journal of Business Management*, 4(1): 56-64.

Dransfield, R. (2001). *Studies in Economics and Business: Corporate Strategy*. Heineman. Business Management: 49-54.

Dye, T.R. (2005). *Understanding Public Policy*. 11th ed. New Jersey: Pearson Prentice Hall.

Dziemianowicz, W., Szmigiel-Rawska, K., Nowicka, P., and Dałbrowska, A. (2012). *Planowanie strategiczne. Poradnik dla pracowników administracji publicznej*. Warszawa: Ministerstwo Rozwoju Regionalnego.

Egan, T.M., Yang, B., and Bartlett, K.R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3): 279–301.

Ehlers, T. and Lazenby, K. (2007). *Strategic Management: Southern Africa concepts and cases* Pretoria: van Schaik.

Elbanna, S. (2006). Strategic decision-making: Process perspectives. *International Journal of Management Reviews*, 8: 1-20. Enterprise, Cambridge, M A: The MIT Press.

Elbanna, S., Andrews, R. and Pollanen, R. (2016). Strategic Planning and Implementation Success in Public Service Organizations: Evidence from Canada. *Public Management Reviews*, 18: 1017–1042.

Elenkov, D.S. (2008). Effects of leadership at strategic level and its moderators on innovation: an international empirical study. *International Journal of Business Strategy*, 8(2): 37-47.

Emam, S.A., Isfahani, A.M., Hosseini, S.H.K., and Kordnaeij A. (2016). Management as a key stone of strategy implementation process. *Management and Administrative Sciences Review*, (5) (1): 31-37 Available at: [www.absronline.org/journals](http://www.absronline.org/journals) Accessed on: 20 November.

Erasmus, W. (2015). Stellenbosch University Public administrators and maladministration A negation of just administrative action *Administratio Publica*, 23(1): 364–376.

Eriksen, M. (2008). Leading adaptive organizational change: Self-reflexivity and self-transformation. *Journal of Organizational Change Management*, 21: 622-640.

Esau, M.V. (2006). Max Weber's bureaucracy - a structure or obstacle to improved service delivery? School of Government. University of the Western Cape *Journal of Public Administration*, 41(1): 47-60. Experience. Oxford: Basil Blackwell Ltd.

Falshaw, J.R., Glaister, K.W. and Tatoglu, E. (2006). Evidence on formal strategic planning and company performance. *Management Decision*, 44(1): 9-30.

Farzanfar, R. (2005). Using Qualitative Research Methods to Evaluate Automated Health Promotion/Disease Prevention Technologies: A Procedure's Manual. Boston University. Robert Wood Johnson Foundation.

Ferlie, E. and Ongaro, E. (2015). Strategic Management in Public Services Organizations: Concepts, Schools, and Contemporary Issues; *International Public Management Journal* 19(4):596-599. Routledge: London, UK.

Fernandez, S. and Rainey, H.G. (2006). Managing Successful Organizational Change in the Public Sector. *Public Administration Review*, March/April: 168-176.

Ferreira, E.J., Erasmus, A.W. and Groenewald, D. (2003). *Administrative Management*. Kenwyn: Juta.

- Flood, P.C., Dromgoole, T., Carrol, S.J. and Gorman, L. (2000). *Managing Strategy Implementation: An Organizational Behaviour Perspective* (eds). Oxford: Blackwell.
- Floyd, S.W. and Wooldridge, B. (1992a). *Managing Strategic Consensus: The Foundation of Effective Implementation*. *Academy of Management Executive*, 6: 27-39.
- Floyd, S.W., and Wooldridge, B. (1992b). *Middle Management Involvement in Strategy and Its Association with Strategic Type: A Research Note*. *Strategic Management Journal*, 13: 153-167.
- Forman, J. and Argenti, P.A. (2005). *How Corporate Communication Influences Strategy Implementation, Reputation and the Corporate Brand: An Exploratory Qualitative Study*. *Corporate Reputation Review*, 8(3): 245-264.
- Fouché, E. and Brent, A.C. (2016). *A Literature Review of Energy-planning and Decision-making Approaches in the Local Government Sphere*. *Administratio Publica*, 24(3): 119-140.
- Fourie, D. (2015). *Good governance in Public-Private Partnerships Approaches and Applications. A South African perspective*. *African Journal of Public Affairs*, 106(8): 1-15.
- Fourie, D.J. (2016). *Technical budgeting problems in Anglophone African Countries. A Strategy to minimise the problems*. *African Journal of Public Affairs*, 9(1): 70-85.
- Fox, M., Martin, P. and Green, G. (2007). *Doing Practitioner Research*. London: Sage Publications.
- Fox, W., Schwella, E. and Wissink, H. (1991). *Public Management*. Kenwyn: Juta and Co. Ltd.
- Franken, A., Edwards, C. and Lambert, R. (2009). *Executing strategy change: Understanding the critical management elements that lead to success*. *California Management Review*, 51(3): 49-73.
- Fry, B.R. (1989). *Mastering Public Administration New Jersey*. Chatham House Publishers.
- Fryer, D. (1991). *Qualitative methods in occupational psychology: Reflections upon why they are so useful but so little used*. *The Occupational Psychologist*, 14(Special issue on qualitative methods): 3-6.

Galliers, R.D. (1991). Strategy Information Systems Planning: myths, reality and guidelines for successful implementation. *European Journal Information systems*, 1: 55-64.

Garbers, A. (1996). *Ethical Clearance for Research Involving Human Participants*. Saiamrut.

Gastil, J., Knobloch, K.R., Kahn, D. and Braman, D. (2016). Participatory Policy-making across cultural cognitive divides: Two tests of cultural biasing in Public Forum Design and deliberation. *Public Administration*, 94(4): 4-25. J. Wiley and Sons.

Getha-Taylor, H. (2008). Identifying collaborative competencies. *Review of Public Personnel Administration*, 28(2): 106-119.

Gildenhuis, J.S.H. (2004). *The Philosophy of Public Administration: A Holistic Approach*. Stellenbosch: Sun Press.

Gill, A., Mathur, N., Sharma, S.J. and Bhutani, S. (2011). The Effects of empowerment and transformational leadership on employee intentions to quit: A Study of Restaurant Workers in India, *International Journal of Management*, 28(1): 217-229.

Given, L.A. (2008). *The SAGE Encyclopaedia of Qualitative Research Methods, Volume 1*. S.v. Ethical issues. Thousand Oaks: SAGE Publications.

Glaser, B. (1992). *Basics of grounded theory analysis*. CA: Sociology Press.

Goforth, C. (2015). Statistical Consulting Associate. Research Data Services and science. University of Virginia Library, 16 November.

Goodsell, C.T. (2004). *The case for Bureaucracy: A Public Administration Polemic*. Washington DC, C.Q. Press.

Graetz, F. (2000). Strategic change leadership. *Management Decision*. 8(38): 550-562.

Greeff, M. (2011). Information collection: Interviewing, in A.S. De Vos, H. Strydom, C.B. Fouché and C.S.L. Delpont (eds.), *Research at grass roots: For the social sciences and human services profession*, (4<sup>th</sup> ed): 341–375, Pretoria: Van Schaik.

- Greenwood, R., Raynard, M., Kodeih, F., Micelotta, E.R. and Lounsbury, M. (2011). Institutional complexity and organizational responses. *The Academy of Management Annals*, 5: 317–71.
- Guba, E.G. and Lincoln, Y.S. (1994). Competing paradigms in qualitative research. In N. Denzin and Y.S, Lincoln (Eds), *Handbook of qualitative*. Sage Publications.
- Gumede, V. (2008). Public policy making in a post-apartheid South Africa: A preliminary perspective. *Africans Journal*, 38(2), 167-202.
- Gustafsson, J. (2017). Single case studies vs. multiple case studies: A comparative study. Halmstad University Halmstad, Sweden.
- Guth, W.D. and MacMillan, I.C. (1986). Strategy Implementation versus Middle Management Self Interest. *Strategic Management Journal*, 7(4): 313-327.
- Hagen, A.F., Hassan, M.T. and Amin, S.G. (1998). Critical Strategic leadership components: an empirical investigation. *SAM Advanced Management Journal*, 63(3): 39-44.
- Haines, S.G. (2000). *The Systems Thinking: An Executive Perspective*. New Jersey, Upper Saddle River: Prentice Hall.
- Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998). *Multivariate Data Analysis*, (5th ed). Upper Saddle River, NJ: Prentice-Hall.
- Hamermesh, D. (2001). The changing distribution of job satisfaction. *Journal of Human Resources*, 36(1): 140–151.
- Hanekom, S.X. (1987). *Public Policy, Framework and instrument and Instrument for Action*. Johannesburg: Macmillan. International Thompson Publishing Inc.
- Hanekom, S.X. (1996). *Public Policy: Framework and Instrument for Action* (1st ed), Johannesburg: International Thomson Publishing (Southern Africa) (Pty) Ltd.
- Hantang, Q. (2005). Strategy implementation: The impact of demographic characteristics on the level of support received by middle managers. *Management International Review*, 45(1): 45-70.

- Harrington, D. and Williams, B. (2004). Moving the quality effort forward – the emerging role of the middle manager. *Managing Service Quality*, 14(4): 297 – 306.
- Hedman, J. and Kalling, T. (2003). The business model concept: theoretical underpinnings and empirical illustrations. *European Journal of Information Systems*, 12(1): 49-60.
- Helao T. and Naidoo, G. (2016). A Perspective on Service Delivery in the Oshana Region of Namibia: Lessons for Governance. *Journal of Public Administration*, 51(2): 246-264.
- Henning, E., Van Rensburg, W. and Smit, B. (2004). Theoretical Frameworks. In E. Henning, W. Van Rensburg, and B. Smit (Eds.), *Finding your way in qualitative research*. Pretoria: Van Schaik Publishers.
- Henry, A. (2008). *Understanding Strategic Management*. New York. Oxford.
- Henry, G. T. (1990). Program evaluation. In: M. L. Whicker, and T. W. Areson, *Public sector management*: 113–128. New York: Praeger.
- Henry, N. (2001). *Public Administration and public affairs*. Upper Saddle River: Prentice Hall.
- Higgins, E. T. (2006). Value from hedonic experience and engagement. *Psychological Review*, 113: 439-460.
- Hill, H.C. (2003). Understanding implementation: Street-level bureaucrats’ resources for reform. *Journal of Public Administration Research and Theory*, 13: 265-270.
- Hill, W.L.C. and Jones, R.G. (2008). *Essentials of Strategic Management*, (3rd ed.), Cengage Learning Custom Publishing: USA: Independence, KY.
- Hillman, H. and Siam, M. (2014). The Influence of Organisational Structure and Organisational Culture on the Organisational Performance of Higher Educational Institutions: The Moderating Role of Strategy Communication.

- Hirschheim, R. (1985). Information systems epistemology: an historical perspective in *Research Methods in Information Systems*, Mumford.
- Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2007). *Strategic Management: Competitiveness and Globalization*, (7th ed.). Ohio: Thomson/South Western.
- Hittleman, D.R and Simon, A.J. (1997). *Interpreting Educational Research: An Introduction for Consumers of Research*. New Jersey: Prentice Hall.
- Hofmann, D.A. and Jones, L.M. (2005). Leadership, collective personality, and performance. *Journal of Applied Psychology*, 90: 509-522.
- Hood, C. (2004). *Controlling Modern Government*. London. Edward Elgar Publishing.
- Hope, K.W. and Waterman, H.A. (2003). Praiseworthy pragmatism? Validity and action research. *Journal of Advanced Nursing*, 44(2): 120-127.
- Horwitz, F. (2006). *Power to the people: Human capital key to strategy success*. PWC.
- Hoskisson, R.E., Hitt, M.E., Wan, W.P. and Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. *Journal of Management*, 25: 417–456.
- House, R.J. and Aditya, R.N. (1997). The social scientific study of leadership: quo vadis? *Journal of Management*, 23(3): 409–554.
- Howard, A. (2008). *Organizational commitment in domestic violence agencies*. Chicago: University of Illinois. Available at: <http://books.google.co.za/books?> Accessed on: 21 September 2017.
- Hrebiniak, L.G. (2005). *Making Strategy Work: Leading Effective Execution and Change*. Upper Saddle River, NJ: Wharton School Publishing.
- Hrebiniak, L. (2006). *Obstacles to effective Strategy Implementation. Organizational Implementation, and Control*, Boston. McGraw-Hill.

Hsieh, T.Y. and Yik, S. (2005). Leadership as the starting point of strategy, *McKinsey Quarterly*, 1: 67–76. Available at: <http://dissertation.laerd.com/reliability-in-research.php>. Accessed on: 28 July 2016.

[http://www.bestbooks.biz/htm/emoloyee\\_involvement.htm](http://www.bestbooks.biz/htm/emoloyee_involvement.htm). Costs of staff turnover. Accessed on: 12 July 2017.

Huey, J. (1994). The new post-heroic leadership. *Fortune Magazine*, 21 February: 42-45.

Hughes, L.W., Avey, J. B. and Nixon, D. R. (2010). Relationships between leadership and followers' quitting intentions and job search behaviours. *Journal of Leadership and Organizational Studies*, 17(4): 351–362.

Hughes, O. E. (2003). *Public Management and Administration. An Introduction.* (3rd edition). New York: Palgrave-Macmillan.

Huitt, W.G. (1998). Internal and External Validity. Available at: <http://www.valdosta.peachnet.edu/~whuitt/Psy702/Intro/valdgn.html>. Accessed on: 20 September 2015.

Hult, G.T.M., Ketchen, D.J. and Slater, S.F. (2005). Market orientation and performance: an integration of disparate approaches. *Journal Strategic Management*, 26: 1173-1181.

Hunter, D. (2007). *Managing for Health* London: Routledge.

Hupe, P. (2014). What happens on the ground: Persistent issues in implementation research? *Public Policy and Administration*, 29: 164–82.

Hupe, P. and Hill, M.J. (2016). And the rest is implementation. Comparing approaches to what happens in policy processes beyond Great Expectations. *Public Policy and Administration*, 31:103–21.

Jenster P.V. and Hussey, D. (2001). *Company Analysis.* John Willey and Sons Chichester.

Jiminez, B.S. (2016). *Organizational Strategy and the Outcomes of Fiscal Retrenchment in Major Cities in the United States.*

- Johansen, A. (2016). Strategic Planning and Management in Local Government in Norway: Status after Three Decades. *Scand. Political Studies*, 39: 333–365.
- Jones, C.O. (1984). *An introduction to the study of public policy*. Monterey, Cal. Brooks/Cole.
- Jones, G.R. and George, J.M. (2003). *Contemporary Management* (3rd ed.). Boston, MA: Irwin Mcgraw-Hill.
- Judge, T.A. and Piccolo, R.F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity.
- Jun, J.S. (2002). *Rethinking Administrative Theory*. London. Praeger Publishers.
- Kamarck, E.C. (2016). *A Congressional Oversight Office: A proposed early warning system for the United States Congress*. Centre for Effective Public Management at Brookings.
- Kaplan, B. and Maxwell, J.A. (1994). Qualitative research methods for evaluating computer information systems, in *Evaluating Health Care Information Systems: Methods and Applications*, J.G. Anderson, C.E. Aydin, and S.J. Jay (eds), 45-68, CA: Sage Publications.
- Kaplan, R.S. and Norton, D.P. (1996). *The Balanced Scorecard: Translating strategy into action*. Boston: Harvard Business School Press.
- Kaplan, R.S. and Norton, D.P. (2000). Having trouble with your strategy? Then map it. *Harvard Business Review*, 78(5): 167-176.
- Kaplan, R.S. and Norton, D.P. (2001). *The strategy-focused organisation: How balanced scorecard companies thrive in the new business environment*. Harvard Business School Press.
- Kaplan, R.S. and Norton, D.P. (2004). *Strategy Maps: Turning Intangible Assets into Tangible Results*. Boston, MA: Harvard Business School Press. 31.
- Kathuri, N.J. and Pals, D.A. (1993). *Introduction to educational research*. Njoro: Egerton University. Scientific Research, an Academic Publisher.

Kgomo, F.L. and Swarts, I. (2010). Staff turnover factors affecting the contact centre Industry in South Africa, *Journal of Contemporary Management*, 7: 231-251.

Khosa, M.M. (2003). Towards Effective Delivery” Synthesis Report on the project entitled. Closing the gap between policy and implementation in South Africa. Research Report No. 98. Johannesburg: Centre for Policy Studies.

Killic, M. and Aktuna, A. (2015). Perceptions on the obstacles of strategy execution: the case of Turkish Public Organisations. Hacettepe University, *Journal of Economics and Administrative Science*, 33(1): 101-136.

Klijn, E. (2010). Trust in Governance Networks: Looking for Conditions for Innovative Solutions and Outcomes, in Osborne, St. (ed.) *The New Public Governance*, London: Routledge.

Klijn, E.H. and Koppenjan, J.K. (2000). Public Management and Policy Networks: Foundations of a network approach to governance: *Public Management Journal*, 2(2): 135-158.

Kreitner, R. and Kinicki, A. (2010), *Organizational Behavior* (9th Ed.). New York: Irwin McGraw-Hill.

Kuhns, E. and Martorana, S.V. (1982). *Qualitative methods for institutional research*. Jossey-Bass, San Francisco.

Kumar, R. (2014). *Research Methodology: a step-by-step for beginners*. (4th Ed.), London: Sage Publications.

Kuye, J.O. (2014). A critical re-think of public administration and management in continental Africa. *African Journal of Public Affairs*, 7(4): 177-185.

Kuye, J.O. (2016). Quangos and Chapter 9 institutions in the governance of the state leadership issues and reforms in developing and emerging nations. *African Journal of Public Affairs*, 9(1): 87-109.

Kuye, J.O., Thornhill, C. and Fourie, D. (2002). *Critical perspectives on public administration issues for consideration*. Sandown: Heinemann.

KwaZulu-Natal Department of Agriculture and Environmental Affairs: Strategic plan for 2010-2015.

KwaZulu-Natal Department of Agriculture and Environmental Affairs: (2014) Supply Chain Policy Framework.

KwaZulu-Natal Department of Agriculture and Rural Development: (2015-2020) strategic plan.

KwaZulu-Natal Office of the Premier Strategic Plan, 2005-2010.

Lapin, D. (2006). Corporate character: the value of purpose and the purpose of values. *Management Today*, 22(2): 24-30.

Lather, P. (1986). Research as Praxis. *Harvard Educational Review*: September, 56(3): 257-278.

Layton, T. (2002). DPSA, Performance Management as a Strategic Tool. *Service Delivery Review*. 1(1): 26-30.

Leedy, P. and Ormrod, J. (2001). *Practical research: Planning and design* (7th ed.). Upper Saddle River, NJ: Merrill Prentice Hall. Thousand Oaks: SAGE Publications.

Leedy, P.D. and Ormrod, J.E. (2010). *Practical research: planning and design* (9th ed.), Boston: Pearson Educational Trust.

Leinonen, J. and Juntunen, P. (2007). After the reforms of the 1990s in Finnish public administration. A review of regional and municipal administration. In Juntunen and Leinonen (ed by): *Exploring Finnish Local and Regional Administration – Some Current Perspectives*.

Levin, R. (2004). Building a unified system of public administration. Unpublished paper presented to the 2<sup>nd</sup> SA Public Management Conversation. Gordans Bay.

Lincoln, Y.S. and Guba, E.G. (1985). *Naturalistic inquiry*. Thousand Oaks, Calif.: Sage Publishers.

Long, E. and Franklin, A.L. (2004). The paradox of implementing the Government Performance and Results Act: Top-down direction for bottom-up implementation. *Public Administration Review*, 64: 309-319.

- Lorange, P. (1998). Strategy implementation: The new realities, in: Long Range Planning, 31(1): 18-29.
- Lovell, R. (1994). Managing Change in the New Public Sector, (ed). Longman, Harlow, Essex.
- Lues, L. and Bester, C.L. (2007). The impact of legislative directives and human behaviour on the ethical conduct of public Service Managers. Journal of Public Administration, 42(5): 93-108.
- Luthans, F. (2006). Organizational behavior (11th ed.), Boston, MA: McGraw-Hill/Irwin.
- Luthuli, T.B. (2007). Performance Measurement as a Public Policy Implementation Tool in South African Public Service. University of Pretoria.
- Macmillan, H. and Tampoe, M. (2005). Strategic Management. Oxford: Oxford University Press.
- Madue, S. (2008). Policy implementation in a turbulent environment. Journal of Public Administration, 43(3): 197-206. University of South Africa.
- Makinde, T. (2005). Problems of Policy Implementation in Developing Nations: The Nigerian Experience. Journal of Social Science, 11(1): 63-69.
- Mankins, M.C. and Steele, R. (2005). Turning great strategy into great performance. Harvard Business Review: 65-72.
- Manyaka, R.K. and Sebola, M.P. (2012). Impact of performance management on service delivery in the South African Public Service: Journal of Public Administration, 47(11): 299-310.
- Mapetere, D., Mavhiki, S., Tonderai, N., Sikomwe, S. and Mhonde, C. (2012). Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises.
- Margerison, C.J. (2001). Team competencies, Team Performance Management: An International Management Journal, 7(8): 117-122.
- Marr, B. (2006). Strategic Performance Management: Leveraging and Measuring your Intangible Value Drivers. Elsevier.

- Marshall, C. and Rossman, G.B. (1989). *Designing qualitative research*. Newbury Park, CA: Sage Publications.
- Martin, R.L. (2010). The execution Trap: Drawing a line between strategy and execution almost guarantees failure. *Harvard Business Review*.
- Matters, M., Leeds, B.A. and Carroll, R. (2015). Leadership Turnover and Foreign Policy Change: Societal Interests, Domestic Institutions, and Voting in the United Nations.
- Mattis, M.C. (2001). Advancing women in business organisations. *Journal of Management Development*, 4(20): 371-388.
- McDermott, A.M., Hamel, L.M., Steel, D., Flood, P.C. and Mkee, L. (2015). Hybrid healthcare governance for improvement? Combining top-down and bottom-up approaches to public sector regulation. *Public Administration*, 93: 324–344.
- McNabb, D. (2009). *The New Face of Government*. New York: CRC Press.
- McNabb, D. (2013). *Research Methods in Public Administration and Non-Profit Management: quantitative and Qualitative Approaches*. New York: M.E. Sharpe.
- Meier, K.J., O’Toole, L.J., Boyne, G.A. and Walker, R.M. (2006). Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories. *Journal of Public Administration Research and Theory*. 17:357–377. Oxford University Press.
- Melnyk, S.A., Bititci, U., Platts, K., Tobias, J. and Andersen, B. (2014). Is performance measurement and management fit for the future? *Management Accounting Research*, 25(2): 173–186.
- Merriam, S. (1998). *Qualitative Research and Case Study Applications in Education* (2nd ed.) San Francisco: Jossey-Bass.
- Mfene, P.N. (2008). Administrative leadership and public policy implementation in the public service: Nelson Mandela Metropolitan University. *Journal of Public Administration Journal*, 43(1): 207-218.

- Mfunisa, M.J. and Dzengwa, S. (2007). Role of critical theory in Public Administration. *Journal of Public Administration.*, 42(8): 795-798. December.
- Miles, M. and Huberman, A.M. (1994). *Qualitative data analysis*. Beverley Hills. Sage Publications.
- Miller, P., Kurunmäki, L. and O’Leary, T. (2008). Accounting, hybrids and the management of risk. *Accounting, Organizations and Society*, 33: 942–67.
- Miller, W. and Crabtree B. (1999) (Eds.). *Doing Qualitative Research* (2nd ed.). London: Sage Publications.
- Minnaar, F. (2010). *Strategic and performance management in the public sector*. Pretoria: Van Schaik.
- Minnaar, F. and Bekker, J.C.O. (2005). *Public Management in the Information Age*. Pretoria. Van Schaik Publishers.
- Minogue, M. (1998). *Beyond the New Public Management*. London. Edward Elgar Publishing.
- Mintzberg, H. and Waters, J.A. (1985). Of Strategies, Deliberate and Emergent. *Strategic Management Journal*, 6: 257-272.
- Mitchell, M.J. and Jolley, J.M. (2007). *Research design explained* (6th ed.), USA: Thomson Wadsworth.
- Mojaki, M.S. and Veldsman, T.H. (2004). The Importance of Different Leadership Roles In The Strategic Management Process. *South Africa Journal of Human Resource Management*, 2(1):26-36.
- Moon, K. and D. Blackman, D. (2014). A Guide to Understanding Social Science Research for Natural Scientists. *Conservation Biology*, 28: 1167-1177.
- Morse, R.S. (2007). Developing leadership in an age of the collaborative governance. Available at: [www.ipa.udel.edu/3tad/papers/workshop4/Morse.pdf](http://www.ipa.udel.edu/3tad/papers/workshop4/Morse.pdf). Accessed on: 16 October 2016.

- Mothae, L. and Sindane, M. (2007). A strategy-focused leadership for improving public policy implementation and promoting good governance. *Journal of Public Administration*, 42(5): 1-2. November: University of the Free State.
- Motsoaledi, A. (2015). *Ethics in Health Research. Principles, Processes and Structures* (2nd ed). Republic of South Africa: Department of Health.
- Mouton, J. (1996). *The nature of structure of the practice of science*. Pretoria: JL van Schaik Publishers.
- Mouton, J. (2001). *How to succeed in your Masters and Doctoral Studies. A South African Guide and Resource book*. Pretoria. Van Schaik Publishers.
- Mouton, J. (2012). *Understanding Social research*. Pretoria: Van Schaik Publishers.
- Mugenda, M. (1999). *Research methods: Quantitative and qualitative approaches*, Nairobi Acts 1999, 256: Olive M Publication.
- Muhammad, F. (2014). Leadership, Governance and Public Policy Implementation competencies in the Broader Public Sector. *European Journal of Business and Management*, 6(36): 66-73.
- Mukherjee, I. and Mukherjee. (2017). *Designing for Sustainable Outcomes: espousing behavioural change into co-production Programmes*. Policy and Society Publication.
- Mutahaba, G. (2006). African perspectives on public sector reforms, issues and performance. *Journal of Public Administration*, 22: 273-289.
- Myers, M.D. (2009). *Qualitative Research in Business and Management*. London: Sage Publications.
- Myrick, D., Dawood, G. and Maphiri, D. (2008). Report for the Office of the President on: Assessment of the Effectiveness and Implementation of the Public Finance Management Act, 20 March: AFReC.
- Nag, R., Hambrick, D.C. and Chen M.J. (2007). What is strategic management really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28: 935-955.

Naidoo, G. (2004). Leadership and Governance for a sustainable public service. The case for selected South African Public Service organizations. University of Pretoria.

Naidoo, G. (2005). A transformative African leadership and governance framework to improve public service delivery in South Africa. *Journal for Public Administration*, 42(8): 795-798. Conference Proceedings, October.

Narayanan, V.K. and Zane, L.J. (2009). Inventing a future for strategic leadership: phenomenal variety and epistemic opportunities. *Journal of Strategy and Management*, 2(4): 380–404.

Ndevu, Z. and Muller, K. (2017). A Conceptual Framework for Improving Service Delivery at Local Government in South Africa. *African Journal of Public Affairs*, 9(7): 13-24. June.

Nelson, G.L., Martin, K.L, and Power, E. (2008). The Secrets to Successful Strategy Execution. *Harvard Business Review*, 86(6): 60-70. June, Issue.

Nengwekhulu, R.H. (2009). Public service delivery challenges facing the South African public service. *Journal of Public Administration*, 44(2): 341-363. June, University of South Africa: College of Human Sciences.

Neuman, W.L. (1991). *Social research methods: Qualitative and quantitative approaches*. (1st Ed.) Boston: Allyn and Bacon.

Neuman, W.L. (1993). *Social research methods: Qualitative and quantitative approaches*. (2nd Ed.). Boston: Allyn and Bacon.

Neuman, W.L. (1997). *Social research methods: Qualitative and quantitative approaches*. (3rd Ed.). Boston: Allyn and Bacon.

Neuman, W.L. (2000). *Social research methods: Qualitative and quantitative approaches*. (4th Ed.). Boston: Allyn and Bacon.

Neuman, W.L. (2003). *Social Research Methods: Qualitative and Quantitative Approaches*. (5th Ed.). Boston: Allyn and Bacon.

Neuman, W.L. (2006). *Social research methods: Qualitative and quantitative approaches* (6th Ed.). Boston: Allyn and Bacon.

Noble, C.H. (1999a). Building the Strategy Implementation Network. *Business Horizons*, 19-27.

Noble, C.H. (1999b). The Eclectic Roots of Strategy Implementation Research. *Journal of Business Research*, 45: 119-134.

Northouse, P. (2013). *Leadership: Theory and practice* (6th ed.), Thousand Oaks, CA: SAGE Publications, Inc.

Norzailan, Z., Yusof, S. and Othma, R. (2016). Developing Strategic Leadership Competencies. *Journal of Advanced Management Science*, 4(1): 66-71.

Nzimakwe, T.I. (2015). Adopting Innovation Strategies to Enhance Service Delivery. Implications for Public Sector institutions. *Administratio Publica*, 23(2): 99-114. June.

O'Dwyer, L. and Bernauer, J. (2014). *Quantitative Research for the Qualitative Researcher*. Sage Publications.

O'Reilly, C.A. (2010). How leadership matter: The effects of leaders' alignment on strategy implementation. *The leadership Quarterly Publication*, 21: 104-113.

O'Reilly, C.A., Caldwell, D.F., Chatman, J.A., Lapid, M. and Self, W. (2010). How leadership matters: the effects of leaders' alignment on strategy implementation. *The leadership Quarterly Publication*, 21: 104-113.

O'Sullivan, E., Rassel, G.R. and Berner, M. (2010). *Research Methods for Public Administrators* (5th ed), Boston: Pearson.

O'Toole, L.J. (2000). Research on Policy Implementation: Assessment and Prospects. *Journal of Public Administration and Theory*, 10: 263-288. Oxford University Press.

OECD (Organization for Economic Co-operation and Development). (1997). *Governance in transition: Public management reforms in OECD countries*. Paris: OECD.

OECD (Organization for Economic Co-operation and Development). (1999). *Governance in transition: Public management reforms in OECD countries*. Paris: OECD.

Okumus, F. (2003). A framework to implement strategies in organizations. *Management Decision*, 41(9): 871-882.

Olivier, A.J. and Schwella, E. (2018). Closing the strategy execution gap in the public sector, *International Journal of Public Leadership*, 14(1): 6-32.

Olsen, E.M., Slater, S.F. and Hult, G.T.M. (2005). The performance implication of fit among business strategy, marketing organization structure and strategic behavior. *Journal of Marketing*, 69: 49-65. Boston. Harvard Business School Press.

Ortigueira-Sa´nchez L.C., Ortigueira-Bouzada, M. and Go´mez-Selemeneva, D. (2017). The role of individual, organisational and environmental factors. *International Journal of Retail and Distribution Management*, 35(4): 289–307.

Ortigueira-Sa´nchez, L.C., Ortigueira-Bouzada, M. and Go´mez-Selemeneva, D. (2017). Derived importance-performance analysis and diagonal model in Spanish municipality. *International Review of Administrative Science*, 83(3): 481-502.

Osborne, D. and Gaebler, T. (1992). *Reinventing government*. Reading, MA: Addison-Wesley.

Osborne, D.E. and Gaebler, T. (1993). *Reinventing government: how the entrepreneurial spirit is transforming the public sector*. New York: Penguin.

Osborne, S.P. (2010). Introduction. *The (New) Public Governance: A Suitable Case for Treatment?* In S.P. Osborne (ed.), *The New Public Governance? Emerging Perspectives on the Theory and practice in governance*.

Osborne, S.P. (2015). *The New Public Governance? Emerging Perspectives on the theory and practice of Public Governance*, 1(1): June. New York and London: Routledge.

- Pacheco, L.D., Caulliraux, H.M. and Spiegel, T. (2014). Revealing factors affecting strategy implementation in HEIs, a case study in a Brazilian university. *Internal Journal of Management in Education Publication*.
- Parrado, S., van Ryzin, G., Bovaird, T. and Loeffler, E. (2013). Correlates of co-production: Evidence from a five-nation survey of citizens. *International Public Management Journal*, 16(1): 1–28.
- Pearce, J.A. and Robinson, R.B. (2007). *Formulation, Implementation and Control of Competitive Strategy*, 9th edition. Boston, MA: McGraw-Hill Irwin.
- Pemer, F. and Skjolsvik, T. (2017). Adopt or Adapt? Unpacking the Role of Institutional Work Processes in the Implementation of New Regulations. *Journal of Public Administration Research Theory*, 28(1): 138-154.
- Pencheon, D., Guest, C., Melzer, D. and Muir Gray, J.A. (2008). *Understanding the Theory and Process of Strategy Development: Strategy communication and strategy implementation in relation to health care*. Oxford Handbook of Public Health Practice Oxford University Press.
- Peng, W. and Littlejohn, D. (2001). Organisational communication and strategy implementation a primary inquiry. *International Journal of contemporary Hospitality Management*, 13(7): 360-363.
- Perry, J.L. (1993). Strategic Human Resources Management. *Review of Public Personnel Administration*, 13: 59-71.
- Peters, B.G. (2003). *Handbook of Public Administration*. London. Sage Publishers.
- Peters, B.G. (2011). *On two types of governance theory*. London. Sage Publishers.
- Peters, G. (2005). Concepts and theories of horizontal policy management. Paper presented at the X Congreso Internacional del CLAD sobre la Reforma del Estado y de la Administración Pública. 18-21 October: 1-26.
- Pienaar, R., Muell, D.C. and Cronje, S. (2008). *Strategy implementation: overcoming the challenge*. *Management Today*, Sabinet. 24(2): 2-15. Oxford: Oxford University Press.

- Pierce, J.J., Peterson, H.L., Jones, M.D., Garrand, S.P. and Vu, T. (2017). There and Back Again: A Tale of the Advocacy Coalition Framework. *Policy Studies Journal*, 45(1): 1-37.
- Pierce, J.J. and Weible, C.M. (2016). Advocacy Coalition Framework. In *American Governance*, eds. Stephen Schechter, Thomas, S. Vontz, Thomas A. Barkland, Mark A. Graber, and John J. Patrick. Farmington Hills, MI: Cengage Learning.
- Poister H.T. (2010). The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance. *Public Administration Review*, 70: 246–254, December.
- Poister, T.H., Edwards, L.H., Pasha, O.Q. and Edwards, J. (2013). Strategy Formulation and Performance: Evidence from Local Public Transit Agencies. *Public Perform. Management Review*, 36: 585–615.
- Poister, T.H., Pitts, D.W. and Edwards, L.H. (2010). Strategic Management Research: A Review. *Am. Rev. Public Administration*, 40: 522–545.
- Pollitt, C., and Bouckaert, G. (2004). *Public Management Reform: A Comparative Analysis*. (2<sup>nd</sup> ed.), UK: Oxford University Press.
- Radomska, J. (2014). The role of managers in effective strategy implementation. *International Journal of Contemporary Management*, 13(3): 77 – 85.
- Rahimnia, F., Polychronakis, Y. and Sharp, J.M. (2009). A Conceptual Framework of Impeders to Strategy Implementation from an Exploratory Case Study in an Iranian University. *Education, Business and Society: Contemporary Middle Eastern Issues*, 2(4): 246- 261.
- Rajasekar, J. (2014). Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5: 169-183.
- Rapert, M. and Wren, B. (1998). Reconsidering organizational structure: A dual perspective of frameworks and processes. *Journal of Managerial Issues*, 10(3): 287-302.
- Raps, A. (2004). Implementing strategy. *Strategic Finance*, 85(12): 48-53.

- Reddy, P. (2016). Challenges to strategic management in public and private sector organisations. *IRACST- International Journal of Research in Management and Technology*, 6(2): 65-70.
- Reeves, T.C. and Hedberg, J.C. (2003). *Interactive Learning Systems Evaluation*. Englewood Cliffs, New Jersey: Educational Technology Publications.
- Reuterner, M. and Fourie, D. (2015). The Role of Civic Participation in the South African Budgeting Process. *Public and Municipal Finance*, 4(3): 7-15.
- Ritchie, J. and Lewis, J. (2003). *Qualitative Research Practice* London: Sage Publications.
- Roberts, P. (1993). Managing the Strategic Planning and Development of Regions: Lessons from a European Perspective. *Regional Studies. Journal of the Regional Studies Association*, 2(8): 759-768.
- Robinson, P., Heitman, S. and Dieke, P. (2011). *Research Themes for Tourism*. Cambridge: CABI International.
- Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers*. Oxford: Blackwell.
- Roux, N.L. (2002). Public policy-making and policy analysis in South Africa amidst transformation, change and globalisation: Views on participants and role players in the policy analytic procedure. *Journal of Public Administration*, 37(4): 418- 436. December. UP.
- Saetren, H. (2014). Implementing the third generation research paradigm in policy implementation research: An empirical assessment. *Public Policy and Administration*, 29: 84–110.
- Sanders, T.J. and Davey, K.S. (2011). Out of the leadership theory jungle: a proposed meta-model of strategic leadership. *Proceedings of the Academy of Strategic Management*, 10(1): 41–46.
- Sarantakos, S. (2005). *Social Research* (3rd ed). Melbourne: Macmillan Education.
- Scandura, T.A. and Williams, E.A. (2000). Research Methodology in Management: Current Practices, Trends, and Implications for future Research. *The Academy of Management Journal*, 43(6): 1248-1264.

- Schwandt, T. (2001). *Dictionary of Qualitative Inquiry*, (2nd Ed), California, Thousand Oaks: Sage Publications.
- Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9):.9–16.
- Scott, D. and Usher, R. (2011). *Researching Education: Data Methods and Theory in Educational Inquiry* (2nd ed.). London: Continuum.
- Short, J.C., Ketchen, D.J., Palmer, T.B. and Hult, G.T.M. (2007). Organization, strategic group and industry influences on performance. *Strategic Management Journal*, 28: 147-167.
- Sial, A., Usman, M.K., Zufiqar, S., Satti, A.M. and Khursheed, I. (2013). Why Do Public Sector Organizations Fail in Implementation of Strategic Plan in Pakistan? *Public Policy and Administration Research*, 3(1): 232-240.
- Silverman, D. (1997). *Qualitative research: Theory, method and practice*. California, Thousand Oaks: Sage Publication.
- Silverman, D. (2000). *Doing qualitative research: A practical handbook*. London: Sage Publications.
- Sindane, A.M. (2007). Sustaining good governance: Is ethics and anti-corruption initiatives and agencies the answer? *Journal of Public Administration*, 42(5): 212-221.
- Singh, K. (2007). *Quantitative social research methods*. Los Angeles. London. New Dehli. Singapore: Sage publications.
- Slater, S.F., Olson, E.M. and Hult, G.T.M. (2010). Worried about strategy implementation? Don't overlook marketing's role. *Business Horizons*, 53: 469–479.
- Smets, M., Jarzabkowski, P., Burke, G.T. and Spee, P. (2015). Reinsurance trading in Lloyd's of London: Balancing conflicting-yet complementary logics in practice. *Academy of Management Journal*, 58: 932–970.

Smit, P.J., Cronje, G.I., de J., Brevis, T. and Vrba, M.J. (2007). *Management Principles: A Contemporary Edition for Africa*. 4th ed. Cape Town: Juta and Co. Ltd.

Smith, A. (1937). *An Inquiry into the Nature and Causes of the Wealth of Nations*. New York: Random House.

Smith, A. (1976). *An inquiry into the nature and causes of the wealth of nations*. Chicago, The University of Chicago Press.

Smith, C. and Dainty, P. (1991). *The management research handbook*. London: Routledge.

Smyth, M. and Williamson, W. (2004). (Eds.) *Researchers and their 'Subjects': Ethics, Power, Knowledge and Consent*. Bristol: Policy Press.

Sosik, J.J., Jung, D., Berson, Y., Dionne, S. and Jaussi, K. (2005). *Making All Right Connections: The Strategic Leadership of Top Executives in High-Tech Organisations*. *Organizational Dynamics*, 34: 47-61.

Sotarauta, M. (1996). *Towards governance of ambiguity: soft strategy as a starting point for planning in the beginning of 2000*. Acta Futura Fennica No 6. Finn publishers. Jyväskylä.

South Africa. (1994). *Public Service Act (Proclamation Act No. 103 of 1994)*. Pretoria: Government Printer.

South Africa. (1996). *National Archives Act (Proclamation Act No. 43)*. Pretoria: Government Printer.

South Africa. (1997). *Department of Public Service and Administration, White Paper on Transforming Public Service and Administration (Batho Pele)*. Government Gazette, Vol. 388, No. 18340. Pretoria: Government Printer.

South Africa. (1998). *White Paper on Public Service Training and Education*. Pretoria: Government Printer.

South Africa. (1999). *National Treasury: Public Finance Management Act. (Proclamation Act No. 1) Publication*. Pretoria: Government Printer.

South Africa (2000). Promotion of Access to Information Act (Proclamation Act No. 32 of 2000). Pretoria: Government Printer.

South Africa (2004). Public Audit Act, No 25 of 2004. Pretoria: Government Printer.

South Africa. (2005). Department of Public Service and Administration and National Treasury. Policy Framework for the Governance and Administration of Public Sector Institutions. Pretoria: Government Printer.

South Africa. (2009). National Planning Commission's Diagnostic report. Pretoria: Government Printer.

South Africa. (2010). National Treasury. The Framework for Strategic Plans and Annual Performance Plans. Publication date: August. Pretoria: Government Printer.

South Africa. (2015). National Treasury: Division of Revenue Act. (Proclamation Act No. 1 of 2015) Publication. Pretoria: Government Printer.

South Africa. (2016). Department of Public Service and Administration. Public Service Regulations. Government Gazette. Pretoria: Government Printer.

South Africa Department of Public Service and Administration. (2003). Batho Pele Handbook, Pretoria: Government Printer.

South Africa Department of Public Service and Administration. (2007). Pretoria: Government Printer.

South Africa: Department of Public Service and Administration and National Treasury. (2005). Policy Framework for the Governance and Administration of Public Sector Institutions, Pretoria: Government Printer.

South Africa National Treasury. (2010). Treasury Regulations. Pretoria: Government Printer.

South Africa: Public Service Commission. (2008). The Turn-over Rate of Heads of Department and its Implications for the Public Service. Pretoria: Government Printer.

South Africa. RSA. (1994). Constitution of the Republic of South Africa, 1996 (Proclamation Act No. 108 of 1996), Pretoria: Government Printer.

South African Institute of Race Relations. (2016). South African Auditor-General 2014/15 report. Pretoria: Government Printer.

South African Local Government Municipal Finance Management Act No. 56 (2003). (MFMA). Government Printer: Pretoria.

South African Planning Commission. (2012). National Development plan 2030. 15 August, Pretoria: Government Printer.

South African Public Service Commission-PSC. (2004). State of the Public Service Report. Pretoria: Government Printer.

Sprinthall, R. C., Schmutte, G. T. and Sirois, L. (1999). Understanding Educational Research. New Jersey: Prentice-Hall.

Stainback, W. and Stainback, S. (1988). The role of research in integration. Minnesota UAP Impact, 1(2): 2. Minneapolis: University of Minnesota.

Stavros, J.M., Cooperrider, D. and Kelley, L. (2014). Strategic Inquiry! Appreciative Intent: Inspiration to SOAR A New Framework for Strategic Planning. International Journal of Appreciative Inquiry, 1(1): 205-302. Available at: <https://www.researchgate.net/publication> Accessed on: 25 January 2016.

Steyn, A.G.W., Smit, C.F., Du Toit, S.H.C. and Strasheim, C. (1994). Modern Statistics in Practice. Pretoria: J.L. van Schaik.

Stone, M.M., Bigelow, B. and Crittenden, W. (1999). Research on Strategic Management in Nonprofit Organizations: Synthesis, Analysis, and Future Directions. Administration. Society, 31: 378-423.

Stoney, C. (2001). Strategic Management or Strategic Taylorism? A Case Study into Change within a UK Local Authority. International Journal of Public Sector Management, 1(1): 27-42.

Strydom, N. and Struweg, J. (2016). *Malthus Revisited: Long-Term Trends in South African Growth and Agricultural Outputs*. Agrekon.

TerreBlanche, M. and Durrheim, K. (1999). *Research in Practice: Applied methods for the social sciences*. Cape Town: University of Cape Town Press.

TerreBlanche, M. and Kelly, K. (1999). Chapter 7 in Terre Blanche and Durrheim (eds) *research in Practice: Applied methods for the social science. The next millennium*. Journal of Management, 26(3): 463–488. Cape Town: University of Cape Town Press.

Thomas, A.B. (2013). Does leadership make a difference to organisational performance? *Administrative Science Quarterly*, 33, 388-400.

Thompson, A.A. and Strickland, A.J. (2003). *Strategic Management: Concepts and Cases*. 13th edition. New York: McGraw-Hill.

Thompson, A.A. Jr, Strickland III, A.J. and Gamble, J.E. (2008). *Crafting and executing strategy: The quest for competitive advantage. Concepts and cases (15th ed.)*. New York: McGraw-Hill Irwin.

Thornhill, C. (2009). Local government's contribution to a sustainable developmental state. *Administration Publication*, 7(3): 24 – 44.

Thornhill, C. (2015). *Accountability: A constitutional imperative* C Thornhill Centre for Public Management and Governance University of Johannesburg. *Administratio Publica*, 23(1): 117-128.

Townsend, P. L. and Gebhardt, J. E. (1997). *Five Star Leadership*. New York: John Wiley and Sons, Inc.

Trevor, J. and Varcoe, B. (2017). *How aligned is your organization?* February, 07. Harvard Business Review. University Press.

Tshiyoyo, M. (2015). Leadership development in the Democreatic Republic of the Congo (DRC). *Administratio Publica*, 23(1): 139-160.

Tuli, F. (2010). The Basis of Distinction Between Qualitative and Qualitative Research in Social Science: Reflection on Ontological, Epistemological and Methodological Perspectives, *Ethiopian Journal of education and Science*, 6(1); 97-108.

Uys, F.M. and Jessa, F. (2016). An Integrated Public Service System (IPSS) Utilising Complexity and Network Theory in the Enhancement of Public Value (PV). *Administratio Publica*, 24 (1): 183-209. March.

Valadez, J and Bamberger, M. (1994). *Monitoring and evaluating social programs in developing countries: a handbook for policymakers, managers and researchers*. Washington DC: EDI Development Studies, the World Bank.

Van den Hoonard, W. (2002). (ed.). *Walking the Tightrope: Ethical Issues for Qualitative Researchers* Toronto: University of Toronto Press.

Vanclay, F., Baines, J.T. and Taylor, C.N. (2013). *Principles for ethical research involving humans: ethical professional practice in impact assessment Part I. Impact Assessment and Project Appraisal*, Available at: [www.ulrichsweb.com](http://www.ulrichsweb.com) Accessed on: September 2016.

Venter, A. and Landsberg, C. (2007). *Government and Politics in the new South Africa*. (3rd ed.). Hatfield: Van Schaik Publishers.

Villanueva, L.F. A. (2015). *The New Public Governance? Emerging perspectives on the theory and practice of public governance*. Review, 1 of 1 June.

Viseras, E.M., Baines, T. and Sweeney, M. (2005). Key success factors when implementing strategic manufacturing initiatives. *International Journal of Operations and Production Management*, 25: 151-179.

Viviers W., Saayman A. and Muller M.L. (2005). Enhancing a competitive intelligence culture in South Africa, *International Journal of Social Economics*, 32(2): 577-589.

Vogelsang-Coombs, V.D. (2016). *The Political Ethics of Public Service*. Palgrave: Macmillan.

Walker, R. M., Andrews, R., Boyne, G.A., Meier, K.J., and O'Toole, L.J. (2010). Wakeup Call: Strategic Management, Network Alarms, and Performance. *Public Administration Review*, 70(5): 731–741.

Walliman, S. R. (2005). *Your Research Project: A Step-By-Step Guide for the First-Time Researcher* (2nd ed.) London: Sage Publications.

Wallis, J. and Dollery, B. (1997). An Evaluation of Leadership as a Response to Agency Failure in the Public Sector. *Public Administration*, 75: 247–265. USA: Blackwell Publishers Ltd.

Warwick, D.P. (1982). *Bitter pills: Population policies and their implementation in eight developing countries*. Cambridge: Cambridge University Press.

Wauters, B. (2017). *Strategic Management in the public sector: a tool for improving ongoing operations or for redefining performance to meet challenges? Report to the European Commission's Public Administration and Governance network*.

Welman, C. and Kruger, F. (2001). *Research Methodology: for the Business and Administrative Sciences*. Oxford University Press.

Welman, C., Kruger, F. and Mitchell, B. (2005). *Research Methodology*. South Africa: Oxford University Press.

Wery, R. and Waco, M. (2004). Why good strategies fail. *Handbook of Business Strategy*, 5(1): 153-157.

Wessels, J.S. (1999). Social science methods in Public Administration. In Wessels, J.S. and Pauw, J.C. (eds.) *Reflective Public Administration: views from the South*. Cape Town: Oxford University Press.

Willis, J.W. (2007). *Foundations of qualitative research: interpretive and critical approaches*. London: Sage Publications.

Wilson, W. (1887). The Study of Administration. *Political Science Quarterly*, 2(2): 197-222.

**www.psc.gov.za**. Government Medium-Term Strategic Framework.

[www.anc.org.za](http://www.anc.org.za). 2014 Election Manifesto.

[www.ats.ucla.edu/stat/sas/notes](http://www.ats.ucla.edu/stat/sas/notes)

Yang, K. and Miller, G.J. (2007). *Handbook of Research Methods in Public Administration*, (2nd Ed.), London, New York: CRC Press.

Yin, R. (2003). *Case Study Research: Design and Methods* (3rd Ed). California, Beverly Hills: Sage Publications.

Yin, R. (2014). *Case study research design and methods* (5th ed.). Sage publications.

Yip, G.S. (2004). Using strategy to change your business model. *Business Strategy Review*, 15(2): 17.

Zikmund, W.G. and Babin, B. (2010). *Exploring Marketing Research*. 10th ed. South-Western.

Zitha, H.E., Sebola, M.P. and Mamabolo, M.A. (2016). Compliance to procurement processes, deviant behaviour and effects on service delivery in the public sector, *Journal of Public Administration and Development Alternatives*, 1(1): 59-76.

Zohrabi. M. (2013). Mixed Method Research: Instruments, Validity, Reliability and Reporting Findings. *Theory and Practice in Language Studies*, 3(2): 254-262, February, Academy Publisher Manufactured in Finland.

Zondi, S.I. and Reddy, P.S. (2016): The Constitutional Mandate as a Participatory Instrument for Service Delivery in South Africa the Case of iLembe District Municipality. *Administratio Publica* 24(3): 27-51, September 26.

**ANNEXURE A:**  
**ETHICAL CLEARANCE LETTER**



05 December 2013

Rev Colen B Sibya (200901807)  
School of Management, IT & Governance  
Westville Campus

Protocol reference number: HSS/1298/0130  
Project title: Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs

Dear Rev Sibya,

**Expedited Approval**

In response to your application dated 30 September 2013, the Humanities & Social Sciences Research Ethics Committee has considered the abovesmentioned application and the protocol have 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.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

  
\_\_\_\_\_  
Dr Sibya  
/ms

- cc Supervisors: Dr M Sullivan and Dr P Chitakanyo
- cc Academic Leader Research: Professor Brian McArthur
- cc School Administrator: Ms Angela Pearce

---

**Humanities & Social Sciences Research Ethics Committee**

Dr Sheruka Singh (Chair)

Westville Campus, Goswami Bharti Building

Postal Address: Private Bag 204001, Durban 4001

Telephone: +27 (0) 31 260 5971/93504167 Facsimile: +27 (0) 31 260 4809 Email: [siruka@ukzn.ac.za](mailto:siruka@ukzn.ac.za) / [ethics@ukzn.ac.za](mailto:ethics@ukzn.ac.za) / [msullivan@ukzn.ac.za](mailto:msullivan@ukzn.ac.za)

Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



100 YEARS OF ACADEMIC EXCELLENCE

Faculty: Durbanville    Edgewood    Howard College    Makhosonke    Pietermaritzburg    Westville

**ANNEXURE B:**  
**GATEKEEPERS' LETTER**



**agriculture  
& environmental affairs**

Department  
Agriculture  
& Environmental Affairs  
PROVINCE OF KWAZULU-NATAL

ICD Department of Agriculture & Environmental Affairs  
Private Bag X9050, Pietermaritzburg, 3200  
Tel: 033 355 9045; Fax: 033 355 9122  
Toll Free: 0800 410 590  
E-mail: [icd@agri.gov.za](mailto:icd@agri.gov.za)  
Website: [www.kwa.gov.za](http://www.kwa.gov.za)

Rev C.B. Sibya  
Senior Manager: Human Resource Development  
KZN Department of Agriculture & Environmental Affairs  
Private Bag X9050,  
Cedara  
Pietermaritzburg,  
3200

Sir

**RE: PERMISSION TO CONDUCT RESEARCH WITHIN THE DEPARTMENT OF  
AGRICULTURE AND ENVIRONMENTAL AFFAIRS**

**REV C.B. SIBIYA  
STUDENT NUMBER 200301807**

I have pleasure in informing you that permission is granted to conduct research on:  
"Strategy Execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs".

Your permission has the following conditions:

- I. Ensure that you adhere to all government's precepts including departmental policies, and procedures;
- II. Your research will only commence once this office has received confirmation of your ethical clearance;
- III. Ensure that this office is informed before you commence your research; and
- IV. The Department will not provide any resources for your study.

V. *The department must approve any publication or paper before publication or otherwise thank you.*

I take this opportunity to wish you well on your endeavour.

Acting Head of Department  
Mr. HB Strauss

Date

*23/9/13*

**ANNEXURE C:**  
**LETTER FROM LANGUAGE PRACTITIONER**

Language Practitioner/Specialist: Language in Education

**T. Reddy**

B.A. ; U.E.D. (Natal); B.A. Hons. (UNISA); M.A. (Linguistics); Cert. in TESOL (Pittsburgh, USA);  
Fellow English Speaking Board (Int.) UK  
Tel (h) : 031 564 6975  
Cell : 083 784 6975  
e-mail : toreddy@gmail.com

*To whom it may concern*

*Date : 27 February 2018*

*Re : Language Practitioner Report*

*Student : Collen Bongani Sibiyi Number 200301807*

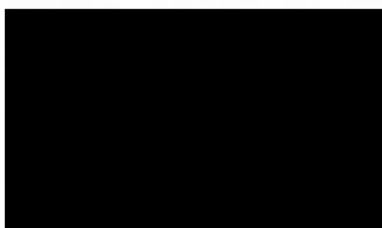
Dissertation : Strategy execution in the KwaZulu- Natal Department of Agriculture and  
Environmental Affairs

I have had the pleasure of reading the above dissertation submitted in partial fulfilment of the requirements for the degree Doctor of Administration in the College of Law and Management Studies in the School of Management, Information Technology and Governance at the University of KwaZulu -Natal and found the language usage fluent and free of any grammatical inaccuracies.

The work has been read for punctuation, fluency and congruency, and meets the language and stylistic writing at this postgraduate level.

I deem the dissertation acceptable for final admission.

Regards



**ANNEXURE D:**  
**INFORMED CONSENT LETTER: QUESTIONNAIRES**

**UNIVERSITY OF KWAZULU-NATAL**  
**School of Public Administration, IT and Governance**

Dear Respondent,

Doctoral: Public Administration Research Project  
**Researcher:** Collen Bongani Sibiyi (0823019471/ 033-3559249)  
Email address: collen.sibiyi@kzndard.gov.za  
**Supervisor:** Prof M. Subban  
(031) 260 7763  
Email address: [subbanm@ukzn.ac.za](mailto:subbanm@ukzn.ac.za)  
Research Office: Mrs Mariette Snyman (031) 260 8350  
Email address: [snymanm@ukzn.ac.za](mailto:snymanm@ukzn.ac.za)

I, **Collen Bongani Sibiyi** a **Doctoral: Public Administration** Student Number: 200301807, at the School of Public Administration, IT and Governance of the University of KwaZulu Natal. You are invited to participate in a research project entitled Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs.

The aim of this study is to: investigate why firstly, there are challenges and gaps between strategy planning and strategy execution. Secondly is to identify those organisational factors with a possible effect on strategy execution within the KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAE), and thirdly to create an institutional profile that would be conducive for the sustainment of sound strategy execution.

Through your participation I hope to understand the main features of strategy execution in a department and to explore the efficacy of strategy execution in the KZNDAE. The results of the survey are intended to contribute towards further empirical research in the field of public administration in general. Ultimate contribution is assisting the Department of Agriculture and Environmental Affairs in improving the strategic execution of pre-determined strategic goals and objectives that impact on the service delivery and beneficiaries. Furthermore, it would assist for better preparation of future strategic programmes and improving execution thereof by minimizing risks and lack of service delivery during strategy execution.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the **School of Public Administration, IT and Governance, UKZN**.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 45 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Researcher's signature \_\_\_\_\_ Date \_\_\_\_\_

## 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.

\_\_\_\_\_  
**SIGNATURE OF PARTICIPANT**

\_\_\_\_\_  
**DATE**

.....

**ANNEXURE E1:**

**RESEARCH QUESTIONNAIRE FOR EMPLOYEES**

**UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, IT AND GOVERNANCE  
DISCIPLINE: PUBLIC GOVERNANCE**

**Dear Respondent,**

**Doctoral** in Public Administration Research Project

**Researcher:** Collen Bongani Sibiyi (0823019471)

**Supervisor:** Prof M. Subban (031-260 7763)

I, Collen Bongani Sibiyi, a Doctoral student, at School of Management, IT and Governance, of the University of KwaZulu-Natal, invite you to participate in a research project entitled Strategy Execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAE). The primary objective of this study is to explore the efficacy of strategy execution in the KZNDAE as a case study.

Through your participation I hope to assess strategy execution in the provision of service delivery in the Department of Agriculture and Environmental Affairs. The results of the study are intended to identify challenges and propose possible solutions to close gaps in order to ensure that strategy execution meets the clients' service delivery expectations.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no money gain from participating in this project, confidentiality and anonymity of records identifying you as a participant will be kept by the Management of School of Management, IT and Governance in University of KwaZulu-Natal. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor and/or my co-supervisor at the numbers listed above.

The survey should take you about 20 minutes to complete. Thank you for taking time to complete this survey.

Yours faithfully

**Researcher's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs

### INSTRUCTIONS

In completing this survey, as an employee of the Department you will be asked questions focusing on the Leadership Impact, Organisational Factors (detracting and contributing) in relation to strategy execution and Stakeholder support during strategy execution in the Department. Please complete this questionnaire by ticking the appropriate box as means of rating the quality of strategy execution.

### FOR STUDY PURPOSE ONLY

Result code					
Completed	1	Partly completed	2	No usable information	3

RESULT  CODE

### SECTION A:

Please indicate your location

<b>Head Office</b>	Cedara	
<b>South Regional Office</b>	Hilton	
<b>District Municipality</b>	UMgungundlovu	
<b>Local Municipality</b>	UMsunduzi	
<b>Local Municipality</b>	UMshwathi	
<b>Ward Number/Name</b>		

### SECTION B

#### Biographic information

Mr/Mrs/Miss/Rev/Dr: \_\_\_\_\_

#### Gender

Male	1
Female	2

#### Race

African	1
Indian	2
Coloured	3
White	4

#### Age group

21 years and under	1
21 – 30 years	2
31-40 years	3
41-50 years	4
51-60 years	5
60 years and above	6

**Indicate your highest qualification**

Matriculation/Senior Certificate/Grade 12	1
National Diploma	2
Bachelor Degree	3
Post Graduate	4

**Which of the following best describes your position? Please tick one**

Agricultural Scientist	
District Manager: Agricultural Advisory Services, Agricultural Services, Environmental Services, Veterinary Services	
Environmental Officer, Animal Health Technician, Agricultural Development Technician, Senior/ Agricultural Advisor (Extension Officer)	
Local Manager: Agricultural Services	
Control Animal Health Technician	
State Veterinarian	
Control Environmental Officer	

**How long have you been working in this position?**

0-2 years	1
3-5 years	2
6-10 years	3
11-15 years	4
16-20 Years	5
21 years and above	6

**How long have you been working in this Department?**

0-2 years	1
3-5 years	2
6-10 years	3
11-15 years	4
16-20 Years	5
21 years and above	6

**How many employees do you directly supervise or manage?**

<b>1-2 employees</b>	<b>1</b>
<b>3-5 employees</b>	<b>2</b>
<b>6-10 employees</b>	<b>3</b>
<b>10 and above</b>	<b>4</b>

**SECTION C**

**Leadership Impact on strategy execution for enhancement of service delivery**

	Very Easy 1	Easy 2	Moderately 3	Difficult 4	Very Difficult 5
1. How do you feel about the strategic development process in your department?					
2. How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?					

3. How do you feel about strategy execution in relative to strategic development process?					
4. How do you assure that leadership integrity, values and principles impact possibly in enhancing effective execution of strategy?					
5. How does the leadership behaviour discourage you from participating in a strategic plan in the future?					
6. How can a good strategy be better executed in order to realise an effective, good organisational performance?					

**SECTION D:**

**Organisational Factors in relation to strategy execution at KZNDAE**

<b>Detracting factors to effective strategy execution</b>	<b>No extent 1</b>	<b>Little extent 2</b>	<b>Moderate 3</b>	<b>Large extent 4</b>	<b>Very large extent 5</b>
7. To what extent had the strategy effectively communicated to the employees during the past three years?					
8. To what extent does the organisation translate strategy and support policies into manageable action or annual performance plan?					
9. To what extent does the leadership support and own the execution of strategy?					
10. To what extent do individual employees work plans align to the strategy objectives?					
11. To what extent is the allocation of resources aligned to the realisation of strategic objectives?					
12. To what extent does the managerial and leadership turnover affect the strategy execution?					
13. To what extent is strategy execution effectively monitored and evaluated?					
14. To what extent does organisational culture affect the strategy execution?					

**SECTION E**

<b>Contributory factors to effective strategy execution</b>	<b>No extent 1</b>	<b>Little extent 2</b>	<b>Moderate 3</b>	<b>Large extent 4</b>	<b>very large extent 5</b>
15. To what extent does the departmental structure align effectively with the strategy?					
16. To what extent do resource allocations effectively align with the strategy execution priorities and objectives?					
17. To what extent does the leadership behaviour and culture support the strategic execution?					
18. To what extent does performance management system align individual employee work plans and strategy execution?					
19. To what extent is strategy communicated so that everyone will understand what is expected?					
20. To what extent does training and development impact on the strategy execution?					
21. To what extent would you minimise the detracting factors in future strategy development and execution?					
22. To what extent would you explore the contributing factors in future strategy execution?					

**SECTION F**

**Stakeholder support during strategy execution phase**

	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Slightly Disagree 3</b>	<b>Agree 4</b>	<b>Strongly agree 5</b>
23. I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects					
24. I feel I am always ‘putting out fires’ and working in crisis mode					
25. I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention					

(needless interruptions, unimportant meetings, phone calls and e-mails)					
26. I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal					
27. I feel I am on top of things because of careful preparation, planning and prevention					
28. I feel I am constantly addressing issues that are important to the organisation and others not to me.					

**SECTION G:**

Thank you for taking the time to avail yourself for the survey interview. The information you provide is confidential and very important in helping me to evaluate the usefulness of the strategy execution that has been provided by the KZNDAE. The information you provide will be combined with information from a large number of other senior managers into study report in a manner that your individual identity cannot be identified. Your information will help to improve strategy execution efforts in the KZNDAE and will also contribute into empirical knowledge.

**ANNEXURE E2:**

**RESEARCH QUESTIONNAIRE FOR USERS (BENEFICIAIRES)**

**UNIVERSITY OF KWAZULU-NATAL**

**SCHOOL OF MANAGEMENT, IT AND GOVERNANCE**

**DISCIPLINE: PUBLIC GOVERNANCE**

**Dear respondent**

Doctoral: Public Administration Research Project

**Researcher:** Collen Bongani Sibiyi (0823019471/ 033-3559249)

Email address: collen.sibiyi@kzndard.gov.za

**Supervisor:** Prof M. Subban (031) 260 7763

Email address: [subbanm@ukzn.ac.za](mailto:subbanm@ukzn.ac.za)

Research Office: Mrs Mariette Snyman (031) 260 8350

Email address: [snymanm@ukzn.ac.za](mailto:snymanm@ukzn.ac.za)

I, Collen Bongani Sibiyi, a Doctoral student, at School of Management, IT and Governance, of the University of KwaZulu-Natal, invite you to participate in a research project entitled Strategy Execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAAE). The primary objective of this study is to explore the efficacy of strategy execution in the KZNDAAE as a case study.

Through your participation I hope to assess strategy execution in the provision of service delivery in the Department of Agriculture and Environmental Affairs. The results of the study are intended to identify challenges and propose possible solutions to close gaps in order to ensure that strategy execution meets the clients' service delivery expectations.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no money gain from participating in this project, confidentiality and anonymity of records identifying you as a participant will be kept by the Management of School of Management, IT and Governance in University of KwaZulu-Natal. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor and/or my co-supervisor at the numbers listed above.

The survey should take you about 20 minutes to complete. Thank you for taking time to complete this survey.

Yours faithfully

**Researcher's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs

### INSTRUCTIONS

In completing this survey, as user of the Department's services you will be asked questions focusing on the Leadership Impact, Organisational Factors (detracting and contributing) in relation to strategy execution and Stakeholder support during strategy execution in the Department. Please complete this questionnaire by ticking the appropriate box as means of rating the quality of strategy execution.

### FOR STUDY PURPOSE ONLY

Result code					
Completed	1	Partly completed	2	No usable information	3

RESULT  CODE

### SECTION A:

Please indicate your location

<b>Head Office</b>	Cedara	
<b>South Regional Office</b>	Hilton	
<b>District Municipality</b>	UMgungundlovu	
<b>Local Municipality</b>	UMsunduzi	
<b>Local Municipality</b>	UMshwathi	
<b>Ward Number/Name</b>		

### SECTION B:

#### BIOGRAPHICAL INFORMATION

Mr/Mrs/Miss/Rev/Dr: \_\_\_\_\_

#### Gender

Male	1
Female	2

#### Race

African	1
Indian	2
Coloured	3
White	4

#### Age group

21 years and under	1
21 – 30 years	2
31-40 years	3
41-50 years	4
51-60 years	5
60 years and above	6

**Indicate your highest qualification**

Matriculation/Senior Certificate/Grade 12	1
National Diploma	2
Bachelor Degree	3
Post Graduate	4

**Which of the following best describes your position? Please tick one**

Livestock association	
Crop Production	
Agricultural Cooperatives	
Environmental Management Related Consulting firms	
Other: Specify	

**How long have you been working in this association or business?**

0-2 years	1
3-5 years	2
6-10 years	3
11-15 years	4
16-21 Years	5
21 years and above	6

**How long have you been working with this Department?**

0-2 years	1
3-5 years	2
6-10 years	3
11-15 years	4
16-21 Years	5
21 years and above	6

**How many employees do you employed or direct manage?**

<b>1-2 employees</b>	<b>1</b>
<b>3-5 employees</b>	<b>2</b>
<b>6-10 employees</b>	<b>3</b>
<b>10 and above</b>	<b>4</b>

**SECTION C:**

**Leadership Impact on strategy execution for enhancement of service delivery**

	<b>Very easy 1</b>	<b>Easy 2</b>	<b>Moderately 3</b>	<b>Difficult 4</b>	<b>Very Difficult 5</b>
1. How do you feel about the leadership strategic project priorities in the department?					
2. How do you take strategic plan into your area of involvement in order to ensure strategy priorities are realised?					
3. How do you feel about strategy execution in relative to strategic development process?					
4. How do you assure that leadership integrity, values and principles impact					

positively in enhancing effective execution of strategy?					
5. How does the leadership behaviour discourage you from participating in strategic projects in the future?					
6. How can a good strategy be better executed in order to realise an effective good organisational performance					

**SECTION D:**

**Organisational Factors in relation to strategy execution at KZNDAE**

<b>Detracting factors to effective strategy execution</b>	<b>No extent 1</b>	<b>Little extent 2</b>	<b>Moderate 3</b>	<b>Large extent 4</b>	<b>Very large extent 5</b>
7. To what extent had the department effectively communicated its programmes for the last three years?					
8. To what extent does leadership translate organisation's programmes in which you are involved to understandable level?					
9. To what extent does the leadership support and own the projects you are involved in?					
10. To what extent is departmental employees support your projects?					
11. To what extent is the allocation of resources align to the realisation of your projects?					
13. To what extent does the organisation effectively monitor and evaluate the progress your project?					
14. To what extent does organisational culture affect the execution of your project?					
15. To what extent does training and development impact on the strategy execution?					
16. To what extent would you minimise the detracting factors in future strategy development and execution?					

**SECTION E:**

**Stakeholder support during strategy execution phase**

	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Slightly Disagree 3</b>	<b>Agree 4</b>	<b>Strongly agree 5</b>
17. I spend much of my time on important activities that demand your immediate					

attention such as crises, pressing problems, and deadline driven projects					
18. I feel I am always 'putting out fires' and working in crisis mode					
19. I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention (needless interruptions, unimportant meetings, phone calls and e-mails)					
20. I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal					
21. I feel I am on top of things because of careful preparation, planning and prevention					
22. I feel I am constantly addressing issues that are important to the organisation and others not to me					

**SECTION F:**

Thank you for taking the time to avail yourself for the survey interview. The information you provide is confidential and very important in helping me to evaluate the usefulness of the strategy execution that has been provided by the KZNDAE. The information you provide will be combined with information from a large number of other senior managers into study report in a manner that your individual identity cannot be identified. Your information will help to improve strategy execution efforts in the KZNDAE and will also contribute into empirical knowledge.

## ANNEXURE F:

### INFORMED CONSENT LETTER: INTERVIEWS

UNIVERSITY OF KWAZULU-NATAL  
School of Public Administration, IT and Governance

Dear Participant,

Doctoral: Public Administration Research Project  
**Researcher:** Collen Bongani Sibiyi (0823019471/ 033-3559249)  
Email address: [collen.sibiyi@kzndard.gov.za](mailto:collen.sibiyi@kzndard.gov.za)  
**Supervisor:** Prof M. Subban (031) 260 7763  
Email address: [subbanm@ukzn.ac.za](mailto:subbanm@ukzn.ac.za)  
Research Office: Mrs Mariette Snyman (031) 260 8350  
Email address: [snymanm@ukzn.ac.za](mailto:snymanm@ukzn.ac.za)

I, **Collen Bongani Sibiyi** a **Doctoral: Public Administration** Student Number: 200301807, at the School of Public Administration, IT and Governance of the University of KwaZulu Natal. You are invited to participate in an interview for a research project entitled Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs.

The aim of this study is to: investigate why firstly, there are challenges and gaps between strategy planning and strategy execution. Secondly is to identify those organisational factors with a possible effect on strategy execution within the KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAE), and thirdly to create an institutional profile that would be conducive for the sustainment of sound strategy execution.

Through your participation I hope to understand the main features of strategy execution in a department and to explore the efficacy of strategy execution in the KZNDAE. The results of the survey are intended to contribute towards further empirical research in the field of public administration in general. Ultimate contribution is assisting the Department of Agriculture and Environmental Affairs in improving the strategic execution of pre-determined strategic goals and objectives that impact on the service delivery and beneficiaries. Furthermore, it would assist for better preparation of future strategic programmes and improving execution thereof by minimizing risks and lack of service delivery during strategy execution.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the **School of Public Administration, IT and Governance, UKZN**.

If you have any questions or concerns about completing the interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 45 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Researcher's signature \_\_\_\_\_ Date \_\_\_\_\_

## 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.

\_\_\_\_\_  
**SIGNATURE OF PARTICIPANT**

\_\_\_\_\_  
**DATE**

.....

## **ANNEXURE G1:**

### **INTERVIEW GUIDE**

#### **WELCOMING REMARKS (RESEACHER)**

#### **PURPOSE OF THE DISCUSSION**

I will tell the respondents that all issues to be discussed were of great importance for understanding of the specific experiences of strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs (KZNDAE) so that a conceptual strategy execution model can be developed for public sector organisation.

I will encourage respondents to feel free to express their views. I will remind them that there were no right or wrong answers hence their views were very important. I will make it clear that this research was mainly aimed at eliciting more information that would contribute to the effectiveness of strategy execution in the Department, and all information was going to be treated as confidential. Then I will tell respondents that they are entitled to their opinions. All respondents will be informed about expected duration of the interview and a request will be made to record the whole interview.

#### **INTERVIEW**

I set the ball rolling by posing general question on experiences in the strategy development and execution in the public sector. I will then move to more specific questions. The following are some of the questions that will be posed to respondents:

- i. To what extent are strategy execution patterns emerging from the audit reports for the period 2009 to 2012 of the KZNDAE?
- ii. What is the impact of the leadership behaviour in the strategy execution process for enhancing service delivery?
- iii. What are organisational factors related to the effective strategy execution at KZNDAEA?
- iv. To what extent are public leaders and managers gaining support from other stakeholders during the strategy execution phase?

Thank you for taking the time to avail yourself for the survey interview. The information you provided is confidential and very important in helping me to evaluate the usefulness of the strategy execution that has been provided by the KZNDAE. The information you provide will be combined with information from a larger number of other senior managers into study report in a manner that your individual identity cannot be identified, your information will help to improve strategy execution efforts in the KZNDAE and will also contribute into empirical knowledge.

## ANNEXURE G2:

### SENIOR MANAGEMENT SERVICES QUESTIONS

#### Strategy execution in the KwaZulu-Natal Department of Agriculture and Environmental Affairs

Questions used for Senior Management Services Members focusing on the audit reports, leadership Impact, organisational factors (detracting and contributing) in relation to strategy execution and stakeholders support during strategy execution.

#### SECTION A:

Please indicate your location

<b>Head Office</b>	Cedara	
<b>North Regional Office</b>	Richard Bay	
<b>South Regional Office</b>	Hilton	

#### SECTION B: BIOGRAPHICAL INFORMATION

Mr/Mrs/Miss/Rev/Dr: \_\_\_\_\_

#### Gender

Male	
Female	

#### Race

African	
Indian	
Coloured	
White	

#### Age group

21 years and under	
21 – 30 years	
31-40 years	
41-50 years	
51-60 years	
60 years and above	

#### Indicate your highest qualification

Matriculation/Senior Certificate/Grade 12	
National Diploma	
Bachelor Degree	
Post Graduate	

#### Which of the following best describes your position?

Director	
Chief Director	
Deputy Director General	
Head of Department	

**Which of the following best describes your key function?**

Agricultural Services	
Agricultural Research	
Agricultural College	
Food Security	
Agricultural Engineering	
Veterinary Services	
Environmental Management	
Alien Invasive Programme	
Corporate Services	
Financial Management	

**How long have you been working in your position?**

0-2 years	
3-5 years	
6-10 years	
11-15 years	
16-22 Years	
21 years and above	

**How many employees do you directly supervise or manage?**

1-2 employees	
3-5 employees	
6-10 employees	
10 and above	

**SECTION C**

<b>Leadership Impact on strategy execution for enhancement of service delivery</b>
1. How do you feel about the strategic development process in your department?
2. How do you take strategic plan into your area of responsibility in order to ensure strategy objectives are realised?
3. How do you feel about strategy execution in relative to strategic development process?
4. How do you assure that leadership integrity, values and principles impact possibly in enhancing effective execution of strategy?
5. How does the leadership behaviour discourage you from participating in a strategic plan in the future?
6. How can a good strategy be better executed in order to realise an effective, good organisational performance?

**SECTION D**

**Organisational Factors in relation to strategy execution at KZNDAE**

<b>Detracting factors to effective strategy execution</b>
7. To what extent had the strategy effectively communicated to the employees during the past three years?
8. To what extent does the organisation translate strategy and support policies into manageable action or annual performance plan?
9. To what extent does the leadership support and own the execution of strategy?
10. To what extent do individual employees work plans align to the strategy objectives?

11. To what extent is the allocation of resources aligned to the realisation of strategic objectives?
12. To what extent does the managerial and leadership turnover affect the strategy execution?
13. To what extent is strategy execution effectively monitored and evaluated?
14. To what extent does organisational culture affect the strategy execution?

## SECTION E

<b>Contributory factors to effective strategy execution</b>
15. To what extent does the departmental structure align effectively with the strategy?
16. To what extent do resource allocations effectively align with the strategy execution priorities and objectives?
17. To what extent does the leadership behaviour and culture support the strategic execution?
18. To what extent does performance management system align individual employee work plans and strategy execution?
19. To what extent is strategy communicated so that everyone will understand what is expected?
20. To what extent does training and development impact on the strategy execution?
21. To what extent would you minimise the detracting factors in future strategy development and execution?
22. To what extent would you explore the contributing factors in future strategy execution?

## SECTION F:

### Stakeholder support during strategy execution phase

23. I spend much of my time on important activities that demand my immediate attention such as crises, pressing problems, and deadline driven projects
24. I feel I am always 'putting out fires' and working in crisis mode
25. I spend much of my time on activities that have very little relevance to my top priorities, but demand my immediate attention (needless interruptions, unimportant meetings, phone calls and e-mails)
26. I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship building and self-renewal
27. I feel I am on top of things because of careful preparation, planning and prevention
28. I feel I am constantly addressing issues that are important to the organisation and others not to me.

## SECTION G

Thank you for taking the time to avail yourself for the survey interview. The information you provide is confidential and very important in helping me to evaluate the usefulness of the strategy execution that has been provided by the KZNDAE. The information you provide will be combined with information from a large number of other senior managers into study report in a manner that your individual identity cannot be identified. Your information will help to improve strategy execution efforts in the KZNDAE and will also contribute into empirical knowledge.

ANNEXURE H:  
TURNITIN REPORT

Collen Sibiya 2018 Final Thesis

ORIGINALITY REPORT

10%

SIMILARITY INDEX

10%

INTERNET SOURCES

3%

PUBLICATIONS

%

STUDENT PAPERS

PRIMARY SOURCES

1	<a href="http://uir.unisa.ac.za">uir.unisa.ac.za</a> Internet Source	2%
2	<a href="http://uknowledge.uky.edu">uknowledge.uky.edu</a> Internet Source	1%
3	<a href="http://ir.dut.ac.za:8080">ir.dut.ac.za:8080</a> Internet Source	1%
4	<a href="http://repository.up.ac.za">repository.up.ac.za</a> Internet Source	1%
5	<a href="http://www.nmmu.ac.za">www.nmmu.ac.za</a> Internet Source	1%
6	<a href="http://ijbssnet.com">ijbssnet.com</a> Internet Source	<1%
7	<a href="http://dspace.nwu.ac.za">dspace.nwu.ac.za</a> Internet Source	<1%
8	<a href="http://researchspace.ukzn.ac.za">researchspace.ukzn.ac.za</a> Internet Source	<1%
9	<a href="http://146.230.128.141">146.230.128.141</a> Internet Source	<1%