Strategic implementation effectiveness in the manufacturing sectors of South Africa.

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Abstract

The study investigated the achievement of strategy implementation effectiveness in the manufacturing sectors of South Africa amidst a background where many organisations in the manufacturing sector struggle to achieve strategy implementation effectiveness (de Oliveira et al., 2019). The study, which answered the call for future research by Tawse & Tabesh (2021), used a qualitative deductive analysis methodology with pattern matching to systematically assess the Tawse & Tabesh (2021) framework's performance and suitability to address strategy implementation effectiveness shortcomings of the manufacturing sector. The aim was to provide real-world evidence and insights into how well the framework met its intended goals and performed in a practical scenario (Cresswell, 2014). Ultimately, the study gave the framework a platform for concept augmentation and testing, without which the framework would have remained an untested collection of recommendations that are limited in contribution to developing comprehensive theory on strategy implementation processes.

The extensive fleshing out of the framework's propositions on 19 interviewees at different organisational levels confirmed that the framework's aggregates adequately dealt with the 'how' of attaining strategy implementation effectiveness, further confirming the framework as comprehensive and practical. The availability of the results solved the lack of real-world evidence prohibiting the objective assessment of the Tawse & Tabesh (2021) framework's performance, effectiveness, and suitability to solve real-world strategy implementation problems. The high validity and trustworthiness of the evidence supplied gave insights into how well the framework met its intended goals and performed in the practical scenarios it was subjected to. The study has therefore substantiated the assertion by Tawse & Tabesh (2021), that their developed framework is a valid and practical tool that researchers and other users can rely on to make informed decisions on how to implement strategy and achieve effectiveness. Based on the findings, the Tawse & Tabesh framework is recommended as a suitable tool for solving the strategy implementation effectiveness challenges faced by organisations within the manufacturing space. The study recommends the framework for generalisability, accommodation, and consolidation into developed strategy implementation effectiveness theory.

KEYWORDS:

Strategy implementation effectiveness, managerial actions, conditions of strategy implementation effectiveness, dynamic managerial capabilities

Plagiarism declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Chapter 1: Introduction to the Research Problem

1.1 Introduction

The significance of effective strategy implementation in driving organisational success and organisational competitiveness is widely acknowledged by many researchers and organisations alike, yet many organisations continue to lose value due to ineffective strategy implementation (de Oliveira et al., 2019; Tawse & Tabesh, 2021) (Tawse & Tabesh, 2021; Oliveira et al., 2019; Bahadori et al., 2018; Mankins & Steele, 2005). Extant literature is inundated with reasons for this ineffective strategy implementation, which ranges from strategy implementation being an inherently tricky process (e.g., Greet et al., 2017) to the absence of clear strategy implementation frameworks that can adequately help managers implement strategy effectively (Tawse & Tabesh, 2021; Oliveira et al., 2019; Bahadori et al., 2018). Scholars who have reported extensively on the inadequacy of frameworks to guide managers in strategy implementation seem to be agreeing that the existing frameworks on strategy implementation lack comprehensiveness, lack practicality, and have not been operationalised (Tawse & Tabesh, 2021; Oliveira et al., 2019; Alharthy et al., 2017; Mistry, 2014;). As if to respond to these adverse research findings, many studies have since emerged in recent years with an increased focus on developing strategy implementation frameworks (Tawse & Tabesh, 2021; Oliveira et al., 2019). Amidst this surge in the development of frameworks on strategy implementation, the conceptual understanding of the strategic implementation process remains fragmented, underdeveloped, and so inconsistent that "there is no commonly agreed upon framework to base new theoretical knowledge" (Tawse & Tabesh, 2021, p.21).

Among the many recently developed frameworks intended to guide managers in achieving strategy implementation effectiveness, Tawse & Tabesh's (2021) framework was chosen for review. This framework was selected because it is an integrative framework that covers all aspects of strategy implementation and has the potential to provide a complete understanding of the strategy implementation phenomenon (Weiser et al., 2020; Vigfússon et al., 2021). Furthermore, upon completion of their framework, which was developed from a comprehensive systemic literature review, Tawse & Tabesh (2021) also called for future research to test the applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks (de Oliveira et al., 2019; Vigfússon et al., 2021). The call was to empirically test their framework by fleshing out the factors constituting the emergent framework in a real-life business context.

The Tawse & Tabesh (2021) integrative strategy implementation effectiveness framework comprising three aggregates considered organisational-level factors at the core of achieving strategy implementation effectiveness is viewed as an operationalised framework (Vigfússon et al., 2021). The framework aggregates were identified as the structural and interpersonal managerial dynamic capabilities managers may use to create conditions necessary for achieving strategy implementation effectiveness (Tawse & Tabesh, 2021; Vigfússon et al., 2021). However, standing in the way of the framework's maturity and consequent adoption as a matured theory is the lack of real-world evidence that can assist in the systematic and objective assessment of the framework's performance, effectiveness, and suitability to solve real-world strategy implementation problems (Vigfússon et al., 2021). An emergent framework must undergo an empirical test as part of its development and refinement into a matured concept that researchers and other users can rely on to make informed decisions (Oliveira et al., 2019; Bahadori et al., 2018). Likewise, this framework needed to be put to a practical test, after which practitioners may gain confidence in its validity for contributing to theory and its generalisability beyond mere recommendations (Tawse & Tabesh, 2021). According to (de Oliveira et al., 2019), an empirical test is necessary to provide concrete evidence and insights into how well a framework meets its intended goals and performs in practical scenarios.

This study, which is an answer to a call made by Tawse & Tabesh (2021) for future research to pursue the conceptual unpacking of the strategy implementation effectiveness framework through the testing and fleshing out of the factors constituting the emergent framework, sought to do empirical testing of the framework. To this end, the study made propositions emanating from the framework and went further to empirically test the emergent framework's applicability to the attainment of strategy implementation effectiveness. Furthermore, the study sought to answer another call by Tawse & Tabesh (2021) to empirically test the role of organisation levels in driving strategy implementation. After certain studies had reported a gap in the role of organisational levels in driving strategy implementation (e.g., de Oliveira et al., 2019; Srivastava & Sushil, 2017), it was deemed to be of immense benefit to researchers and business practitioners for future research to test how various organisational levels, (senior management, middle management, or operational employees) influence strategy implementation effectiveness (Hrebiniak, 2013). In line with this, the study made propositions to empirically test how various organisation levels drive strategy implementation effectiveness within the context of the framework. The empirical testing involved fleshing out the themes (propositions)

identified in the emergent framework and an introspective inspection of gaps in the framework through a qualitative deductive thematic analysis combined with pattern matching. All this is important because business managers require a tested framework that is clear to implement organisational strategy effectively; otherwise, the implementation process will be disjointed and haphazard (Tawse & Tabesh, 2021; Oliveira et al., 2019; Hrebiniak, 2013)

1.2 Purpose

The research aims to further the work started by Tawse & Tabesh (2021) in which they sought to develop their introductory framework into a mature comprehensive and practical guide for attaining strategy implementation effectiveness. The study aims to do this by empirically testing the framework's applicability in driving strategic implementation effectiveness through testing and fleshing out the factors constituting the emergent framework. This research aims to test the theory (empirical testing of the framework) and contribute to theory development by giving feedback on any identified conceptual gaps (feedback that will build the theory when incorporated into the introductory framework).

The study's objective is to evaluate the theoretical framework in a manner that will propel it to maturity by providing evidence to confirm it, refute it, or extend it. By answering the call for future research by Tawse & Tabesh (2021), this study adopted an evidential burden of proof to prepare the emergent framework for generalisability, accommodation, and consolidation. This is in line with a submission by Tawse & Tabesh (2021) that sought to suggest that without the concept augmentation opportunity provided by empirical testing of a framework, the framework would remain an untested collection of recommendations that are limited in contribution to the development of comprehensive theory on strategy implementation.

In addition to testing the maturity of the emergent framework, the purpose of this research extends to the business environment where the evidence collected during the framework's testing brings into focus the role of various organisational levels in achieving strategy implementation effectiveness. In practice, a matured cohesive framework would assist many organisations to understand and optimise the process of implementing their strategies. The ultimate purpose is to empower businesses with a tested framework to implement their strategy plans. This study will be part of the research that will benefit managers with a tested framework that is clear and easy to follow, leading to the effective implementation of organisational strategy.

1.3 Background context of study

The study was done in a context where the understanding of an introductory strategy implementation framework was inadequate, and its practical application was untested (Weiser et al., 2020). The authors who formulated the framework following a systematic literature review were unsure of its practical applicability. Thus, they called for the emergent framework to be empirically tested, elaborated, and evaluated with evidence (Tawse & Tabesh, 2021). The findings from this study are crucial in confirming or disapproving the adequateness of the emergent framework as a strategy implementation effectiveness framework. The study is a much-needed opportunity for the introductory framework to be tested as part of its journey to concept maturity (Pearse, 2019).

1.4 Problem statement

Despite the widely recognised importance of effective strategy implementation as a critical driver for organisational success and organisational competitiveness, many organisations in the manufacturing sector continue to struggle to achieve strategy implementation effectiveness (de Oliveira et al., 2019; Teixeira & Tavares-Lehmann, 2023). While strategy implementation processes, in general, have been widely researched, the strategy implementation research landscape remains primarily skewed towards the "what" and the "why" of strategy implementation, with limited attention being devoted to the "how" of strategy implementation (Weiser et al., 2020; Li, 2020; Tawse & Tabesh, 2021). As a result of this skewness, there has been a limited and fragmented conceptual understanding of the numerous reported strategy implementation frameworks (Oliveira et al., 2019; Hrebiniak, 2013). From seminal research (e.g., Noble, 1999) to recent research (e.g., Wieser et al., 2020; Tawse & Tabesh, 2021; Oliviera et al., 2019), the process of putting strategy plans into strategy action has neither been as elaborate nor as polished as it should be (Tawse & Tabesh, 2021). Many researchers have submitted that researchers and business practitioners disagree with the necessary actionable insights to implement effective strategy (Floyd & Wooldridge, 1994; Jaoua, 2018; Tawse & Tabesh, 2021).

Most research on the strategy implementation process has not provided practical solutions for closing the gap between the implemented strategy and the original intention of the strategy (de Oliveira et al., 2019; Teixeira & Tavares-Lehmann, 2023). While much research was done on strategy implementation processes, most of this research does not distil through the factors that are key to the achievement of strategy implementation effectiveness in a way that helps businesses drive their strategy implementation processes to success consistently (Weiser et al., 2020; Li, 2020; Tawse & Tabesh, 2021).

The few cases that dealt with the 'how' of attaining strategy implementation effectiveness resulted in frameworks that lacked comprehensiveness and practicality (Tawse & Tabesh, 2021; Vigfússon et al., 2021). Many existing frameworks cannot guide managers in strategy implementation (Bahadori et al., 2018; Oliveira et al. 2019) because they lack maturity and have not been adequately tested (Tawse & Tabesh, 2021). Without fleshing out the framework propositions, the emergent frameworks lack the generalisability, accommodation, and consolidation commensurate with a fully developed theory (Tawse & Tabesh, 2021). As a result of this inadequacy, many frameworks cannot provide businesses with a practical understanding of how to achieve strategy implementation effectiveness (Oliveira et al., 2019).

With many insufficiently developed frameworks in circulation, organisations cannot objectively figure out why their implemented strategies have failed to measure up to the original intent of the strategy (Vigfússon et al., 2021). Furthermore, with no confirmed framework, many organisations cannot objectively tell at which organisational level the strategy intent was derailed and how best to fix it (Tawse & Tabesh, 2021; Vigfússon et al., 2021). Ultimately, with no tried and tested theoretical frameworks, organisations do not know how to remedy the constant failure to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021). This research, an answer to Tawse's request to test the framework they developed, aims to contribute to strategy theory comprehension by testing the applicability of the strategy implementation effectiveness framework by fleshing out the framework's propositions infield. The study will further identify gaps in the framework through some deductive thematic analytic lenses. A comprehensive theory on strategy implementation effectiveness is a tool that will give organisations in manufacturing the leverage they need to achieve strategy implementation effectiveness and ultimately achieve competitiveness.

1.5 Significance of the study

This study, which is focused on empirically testing the applicability of the three aggregates of the integrative framework of strategy implementation effectiveness, is significant in addressing the lack of framework cohesion that had characterised strategy implementation research over the years (Bahadori et al., 2018; Alharthy et al., 2017). The significance of testing the integrative framework of strategy implementation effectiveness lies in the aftermath of the empirical testing process, whose results can confirm, refute, or extend the aggregates of the framework with evidence. This, in turn, contributes to whether the framework gets accommodated and attains generalisability in the field of

strategy implementation processes or not. Both business and research are significant in that the result of the empirical test would edify the strategy implementation theory basket. A confirmation of the framework in the affirmative adds to the body of knowledge, thereby promoting businesses' chances for successfully implementing strategies. Organisations empowered with this knowledge may successfully translate their strategy plans into tangible actions and are thus more likely to outperform competitors.

1.6 Delimitations

The study focused exclusively on the manufacturing industry within South Africa because it is deemed the engine of economic growth of the country (Mnguni & Simbanegavi, 2020). The study targeted organisations whose strategies are framed and implemented in the context of South Africa. The target was private companies in the manufacturing sector ranging in size from medium to large. This delimitation is essential for South Africa because this medium to large segment is the sector making the most contribution to the country's economic growth within the confines of the manufacturing space (PWC, 2023). While having a regional or international footprint did not disqualify an organisation from selection, the organisation's executive management team needed to be headquartered in South Africa to be considered part of the research population. The study is therefore anchored on testing the applicability of the strategy implementation effectiveness framework on the strategy implementation processes of organisations within the manufacturing industry in South Africa. The approach to strategy implementation effectiveness adopted was the one posited by Tawse and Tabesh (2021).

1.7 Conclusion

The study empirically tests the applicability of the aggregates of the strategy implementation effectiveness framework in attaining strategy implementation effectiveness. The analysis is done through a qualitative deductive thematic analysis combined with some pattern-matching methodology that analyses strategy implementation processes, distilling the critical factors to achieving strategy implementation effectiveness. The study, an answer to Tawse's request to test the framework they developed, aims to contribute to strategy theory comprehension by fleshing out the aggregate factors identified in the framework infield and identifying any gaps.

The study has significance for both business and research as the empirical test results confirm, with evidence, whether the framework must be accommodated in the field of

strategy implementation or not. A confirmation of the framework in the affirmative adds to the body of knowledge that seeks to promote an understanding of how organisations can successfully implement their strategies for sustained success and competitive advantage (Tawse & Tabesh, 2021). A mature theoretical framework is a tool that will give organisations in manufacturing the leverage they need to achieve strategy implementation effectiveness and ultimately achieve competitiveness. Organisations empowered with the knowledge from this study can sustainably translate their strategic plans into tangible actions under the guidance of a distilled, tried, and tested framework.

Chapter 2: Literature Review

2.0 Preamble of strategy implementation effectiveness.

Many recent and seminal researchers have reported on strategy implementation processes, but few have reported on the concept of strategy implementation effectiveness (Tawse & Tabesh, 2021). Strategy implementation effectiveness is a phenomenon experienced at the end of the strategy implementation process in which the outcome of the implemented strategy has met the intended outcome of the strategy (Tawse & Tabesh, 2021; Bahadori et al., 2018). While closing the gap between strategy formulation and strategy implementation has received the attention of many researchers in recent years, few studies have gone further to deal with the gap between the implemented strategy and its intent (Weiser et al., 2020). This demonstrates that the concept of strategy implementation effectiveness is still developing in strategy-related studies (Tawse & Tabesh, 2021; Oliveira et al., 2019). The studies that have reported on strategy implementation effectiveness were in unison that the process of achieving strategy implementation effectiveness must start with a well-formulated strategy and laid out objectives, which must be translated into actionable plans to meet a desired strategy intent (Bej & Das, 2019; Wolczek, 2019; Rani, 2019; Bahadori et al., 2018). Among the many pronouncements that have been made on the success or failure of strategies implemented, only a few have contextualised this success or failure of the implemented strategies against the initially set strategy intent. Such is the elusiveness of strategy implementation effectiveness, which many recent researchers have agreed is the ultimate success of any strategy implementation process (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019).

Since strategy implementation effectiveness became a buzz phrase, extant literature has seen a high resurgence of frameworks developed from systematic reviews of literature in the field of strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). While most of these emergent frameworks on strategy implementation effectiveness have adequately dealt with the "what" and "why" of strategy implementation processes, there is still a need for studies that emphasise how organisations can build flexibility into the implementation processes to achieve strategy implementation effectiveness (Bahadori et al., 2018; Alharthy et al., 2017). The rapid accumulation of frameworks had its shortcomings because adding conceptual frameworks to an already existing mass of underdeveloped and untested frameworks on strategy implementation effectiveness added little to no value to businesses as well as to existing

strategy theory (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). The integrative framework for achieving strategy implementation effectiveness, developed after an extensive literature review by Tawse and Tabesh (2021), fits this description of untested frameworks developed from literature and lacking conceptual maturity. A framework that has not been empirically tested is deemed unsatisfactory because there is no evidence on how organisations can use it to enhance their ability to bridge the gap between strategy formulation and implementation and ultimately improve their effectiveness in achieving strategic objectives (Oliveira et al., 2019; Mistry, 2014; Noble, 1999). Despite the increasing consensus that strategy implementation effectiveness is an essential field of study, the many frameworks linked to it lack empirical testing (Tawse & Tabesh, 2021).

2.1 Dimensions of strategy implementation

Since strategy implementation effectiveness is an outcome of a strategy implementation process in which the successfully implemented strategy has achieved its intended objectives, extant literature emphasises the importance of strategy implementation processes (Weiser et al., 2020; Oliveira et al., 2019). Organisations with a strategy to implement must understand the critical dimensions central to strategy implementation capability (Tawse & Tabesh, 2021). To the extent that the strategy implementation effectiveness framework is also anchored on the dimensions of strategy implementation, it is logical to measure the applicability and effectiveness of a strategy implementation effectiveness framework against these strategy implementation dimensions mentioned below (Weiser et al., 2020; Oliveira et al., 2019).

2.1.1 Unfolding

This dimension, which involves the interpretation of strategy objectives into strategic actions, is rooted in the planning stages of a strategy implementation process (Kaplan & Norton, 2008). The translation of strategy involves the specific details of who is responsible for implementing what actions and when that must be done (Oliverira et al., 2019). There is agreement that this is the foundation of the success of a strategy implementation process because that is the stage where the goals to be achieved are defined to everyone's understanding (Srivastava & Sushil, 2017).

2.1.2 Coordination

Research posits that an organisation's strategy implementation capability is invigorated when there is an integrated effort from all levels of management to drive the strategy

(Weiser et al., 2020; Oliveira et al., 2019). While in most cases, the coordination of effort across management levels is easily achievable for promoting understanding of the strategy to be implemented, managers at different levels often battle to coordinate conflicting strategy objectives independently without an active coordinator (Bernardo et al., 2017). In this context, it almost seems like coordination in strategy implementation perspective only happens when a senior manager is mandated to organise the process to achieve strategy effectiveness (Srivastava & Sushil, 2017).

2.1.3 Communication

Within every organisation, only a few roles are involved in formulating strategy, yet implementing the strategy is a matter for all employees (Weiser et al., 2020; Oliveira et al., 2019). Whether or not exclusive strategy formulation by top managers alone is suitable is still the subject of strategy implementation effectiveness debate. However, higher levels who formulate the strategy are implored to disseminate it to lower levels of management and ensure that they implement it correctly (Oliviera et al., 2019). Strategy communication involves sharing awareness of objectives, expected goals, measurements, and deadlines (Alharthy et al., 2017). Oliveira (2019) deems strategy communication the make or break of strategy implementation.

2.1.4 Control and Feedback

Once the strategy has been rolled out and is in action, researchers agree that it is mandatory for any organisation that is interested in the success of its strategy to constantly monitor the process (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). Management must maintain control of the strategy implementation process and put systems in place to receive feedback on the progress of the implementation process (Weiser et al., 2020; Oliveira et al., 2019). The feedback must include changes in the internal and external environment that have a bearing on the strategy implementation objectives. Incorporating feedback into the strategy implementation process keeps the strategy goals relevant to the business context (Bernardo et al., 2017).

2.1.5 Development of Human Resources Policies and Employee competences

Behind every successful strategy implementation process are the human resources that drive the elements of the strategic framework to a desirable destination (Oliverira et al., 2019). The human resources tasked to implement the strategy must be competent to execute it (Tawse & Tabesh, 2021). Further to having the technical capabilities, human

capital must have the capability to exercise their competencies within the confines of policies and procedures that back the strategy (Oliverira et al., 2019).

2.2 The strategy implementation effectiveness introductory framework

In presenting the strategy implementation effectiveness conceptual framework, Tawse and Tabesh (2021) demonstrated how the many critical factors and variables within the strategy implementation processes interacted to influence strategy implementation effectiveness. This makes the Tawse & Tabesh (2021) framework more comprehensive than other frameworks like Noble's (1999) which was acceptable for a long time as a dossier for achieving strategy implementation effectiveness in organisations until it was eventually reported by Crittenden & Crittenden (2008) to be inadequate in explaining why organisations with similar interpersonal and structural managerial actions still achieved different levels of strategy implementation effectiveness. The criticism of the Noble (1999) framework by Crittenden & Crittenden, (2008) hinted that strategy implementation effectiveness was not a two-factor and one-dimensional phenomenon as it had long been presented in literature. For this reason, Tawse and Tabesh (2021) developed a framework to clarify why different organisations achieve different levels of strategy implementation effectiveness.

While the Tawse & Tabesh (2021) strategy implementation effectiveness framework acknowledged the role of managerial actions as identified by Noble (1999) in driving strategy implementation effectiveness, it added that in addition to the managerial actions, there were also three conditions of strategy implementation effectiveness as well as three dynamic managerial capabilities that must be part of an organisation's strategy implementation process for that organisation to achieve strategy implementation effectiveness. Tawse & Tabesh's (2021) argument made sense because of the provided evidence which supported the view that the achievement of strategy implementation effectiveness was not as one dimensional as Noble (1999) had put it but was rather multifaceted (see illustration in Figure 1). Tawse & Tabesh's (2021) submission that the dynamic capabilities must anchor conditions for strategy implementation created in a particular organisation has support in literature as the dynamic capability theory posited the same argument in saying that an organisation's dynamic capabilities is the main differentiator among organisations. The conceptual framework for strategy implementation effectiveness themes postulated by Tawse & Tabesh (2021) is shown in Figure 1:
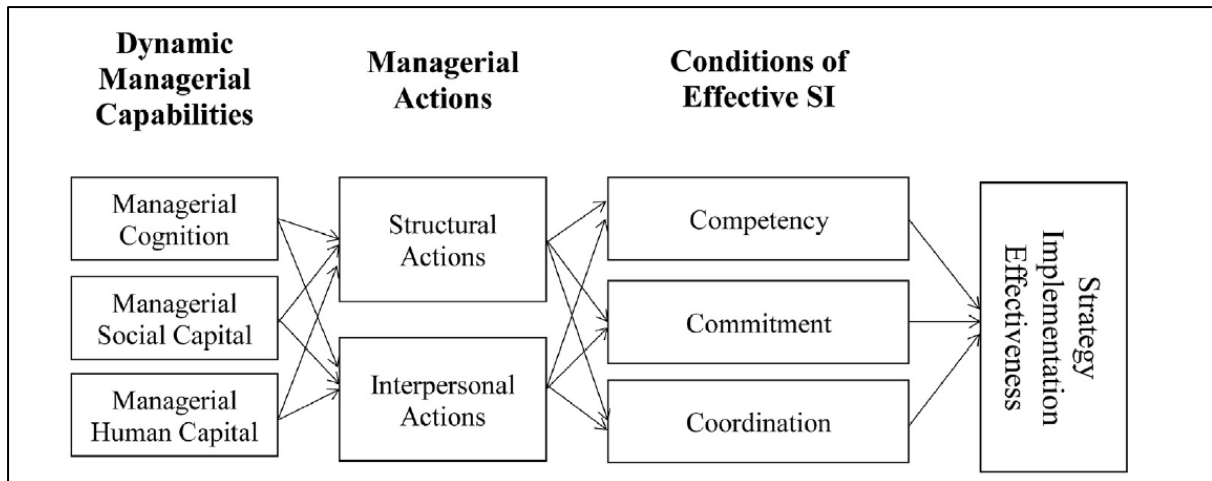
Figure 1: An emergent conceptual framework for strategy implementation effectiveness (Adapted from Tawse & Tabesh, 2021)

Ultimately, from the framework developed by Tawse & Tabesh (2021), it was deduced that an organisation can only achieve strategy implementation effectiveness if its managers have the "operational competence to implement the strategy as well as the dynamic capability to identify the appropriate managerial actions to influence the conditions of strategy implementation effectiveness… p.29."

2.3 Theme 1: Managerial Actions Driving Strategy Implementation Effectiveness.

Since the seminal work of Noble (1999), which classified managerial actions affecting strategy implementation as structural and interpersonal managerial actions, researchers have widely agreed that managers influence strategy implementation effectiveness. Managerial actions have, therefore, been widely documented as the deliberate and calculated interventions through which managers inspire the achievement of strategy implementation effectiveness (Tawse & Tabesh, 2021; Nobble, 1999). Although there is consensus that managers play a vital role in the strategy implementation process, there is a plethora of conflicting thoughts in the extant literature on which level of management is most crucial in driving the achievement of strategy implementation effectiveness (Alharthy et al., 2017; Bernardo et al., 2017). While some refer to middle managers as the key protagonists for the achievement of strategy implementation effectiveness, others reported that the top management teams are the heartbeat of the strategy implementation process, without whom, strategy implementation effectiveness would not be achieved (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). The strategy implementation effectiveness was deemed an excellent tool to divert attention away from the usual "who is more important debate" to determine which organisational level

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possesses what structural and interpersonal characteristics to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021). This determination is achievable through an empirical analysis.

Noble's (1999) managerial actions and how they assist managers in communicating, adopting, and enacting a strategy have not been disputed (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). Since managers enforce organisational controls, instituting policy discipline, communication of strategy, and performance management, extant literature correctly labelled managerial actions as the levers of achieving strategy implementation effectiveness (Tawse & Tabesh, 2021). In their framework for strategy implementation effectiveness, Tawse and Tabesh (2021) inductively identified managers' activities as the framework's first-order categories. With each first-order category being either structural or interpersonal, it made logical sense to identify structural and interpersonal categories as second-order categories linked to the first-order categories of strategy implementation effectiveness (Tawse & Tabesh, 2021). Furthermore, by suggesting that the organisations which use their structural and interpersonal managerial levers in their strategy implementation process have a high chance of achieving strategy implementation effectiveness, Tawse & Tabesh (2021) have effectively qualified managerial actions as aggregates for achieving strategic implementation effectiveness. This synthesised position with neither the evidence to corroborate it nor the specificity of the organisational level to which it applies needed empirical testing to develop it to concept maturity.

2.3.1 Structural managerial actions that contribute to the attainment of strategy implementation effectiveness.

Extant literature agrees that organisational structure and associated formal controls, reward systems that are linked to strategy implementation as well and policies that align with strategy implementation are contributors to an organisation's attainment of strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). Although structure and control mechanisms have broadly been mentioned in the extant literature as being constituent to the strategy implementation processes, researchers have not adequately treated how the two constructs causally link to bring about strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliveira et al., 2019). The impact of clearly defined levels of authority and clear roles and responsibilities during the strategy implementation process has been reported to be responsible for the transparent communication that eases strategy implementation in

organisations. While policies, procedures, and systems have been identified as potential drivers of the strategy implementation processes, how they influence strategy implementation effectiveness was not fully reported (Bernardo et al., 2017).

2.3.1.1 Organisational structure and controls

Organisational structure and controls are pivotal in conceptualising, enacting, and coordinating strategy and strategy implementation. Many researchers (e.g. Weiser et al., 2020; Srivastava & Sushil, 2017; Yang et al. 2008) posited that the conceptualisation of strategy, i.e. the generation and creation of an organisation's strategic direction, must be led by top management. However, these studies do not distinguish how the enactment and coordination of a strategy formulated exclusively by top management have dealt with the conflict between functional and business unit strategies (Weiser et al., 2020). This lack of distinction has materially impacted strategy implementation processes because it has left a void on how formal controls can enforce managerial actions across functions and along the organograms (Weiser et al., 2020). The adaptive view of strategy implementation posits that instead of viewing strategy implementation as a premise of a particular hierarchy role, organisations must approach strategy implementation to serve all roles' divergent and pluralistic needs (Weiser et al., 2020).

2.3.1.2 Linked reward systems

The traditional view of strategy implementation suggests that effective implementation is linked to a functional and practical reward system (Weiser et al., 2020). This is supported by seminal and recent research, which submitted that companies with a functional measurement and reward system linked to the strategy implementation process achieved the objectives of their strategy implementation process consistently (Tawse & Tabesh, 2021). Reward and measurement systems such as the Balanced Scorecard have been widely reported as drivers of strategy implementation effectiveness (Kaplan & Norton, 1992; Weiser et al., 2020; Tawse & Tabesh, 2021). Contrary to the popular view on the impact of reward systems on improving chances of strategy implementation effectiveness, Gubler et al. (2016) reported that reward systems tend to cloud the processes of strategy implementation and may demotivate a considerable section of the team whose motivation scope is not anchored on rewards. This view was also shared by Paranjape et al. (2016), who argued that organisations need to develop an ability to make use of systems such as the Balanced Scorecard effectively as they do not guarantee favourable results if not correctly integrated into the organisation's overall performance management system.

2.3.1.3 Aligned systems and policies.

As explained in organisational control theories, organisations use different system configurations and policies to drive and influence strategy implementation processes (Weiser et al., 2020). In this context, policies and systems are considered management control systems that keep the discipline of strategy implementation in place (Tawse & Tabesh, 2021). However, systems and policies have been reported to add value to the strategy implementation process if they are flexible enough to allow managers to achieve strategic goals without being too prescriptive as this will stifle upward feedback (Weiser et al., 2020)

2.3.2 Interpersonal managerial actions that contribute to the attainment of strategy implementation effectiveness.

Extant literature on strategy implementation posited that in addition to the structural roles of managers, their humaneness and interrelatedness is an essential factor in deriving strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). It is widely reported that managers knowingly or unknowingly influence, sell, support, or even derail the outcome of a strategy implementation process. In other words, the formal and informal interactions vertically or horizontally impact the achievement of strategic objectives.

2.3.2.1 Communication

Through the seminal work of Beer & Eisenstat (2000), it was recorded that communication is one of the six "silent killers" of strategy implementation. Later research also corroborated that both top-down and bottom-up communication elucidates the strategy implementation process and increases an organisation's chances of achieving its intended strategic objectives (Alharthy et al., 2017; Bernardo et al., 2017). According to Tawse & Tabesh (2021), while the need for effective communication in strategy implementation was widely reported on, majority of existing literature focussed on "what must be communicated" and "why it must be communicated" with little being said about "how it must be communicated". Recent research started incorporating the "how" part of communicating strategy objectives to improve the quality of the outcome of the strategy implementation process (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). According to Tawse & Tabesh (2021), organisations must have a structured way of understanding how their strategy is being communicated at various organisational levels to achieve strategy implementation effectiveness.

2.3.2.2 Leadership behaviour

Leadership behaviour directly or indirectly influences the strategy implementation (de Baat et al., 2021). Through interpersonal managerial actions, leaders send cues that show they either believe in the strategy or are just paying lip service to the strategy implementation mantra (Tawse & Tabesh, 2021). The interaction between top management teams and middle management teams was widely reported on as a case in point for leadership behaviour that promoted a safe environment for strategy implementation feedback to flow backwards in a bottom-up manner (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). The importance of leadership at all levels of the organisation is well documented with many authors agreeing that organisations where strategic objectives are understood and adopted at all levels yield high chances of strategy implementation effectiveness (Oliveira et al, 2019; Srivastava & Sushil, 2017; Hourani, 2017).

2.3.2.3 Management style

Although the personal touch of the strategy implementation process is essential, the discipline of management to see the strategy implementation process to its intended outcome was unanimously agreed in many studies as a crucial ingredient of strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). However, some researchers argued that management style had an effect in driving strategy implementation effectiveness only in contexts where managers were empowered to prevent the development of anti-strategy behaviour and to deal with it when it surfaces in the team (Alharthy et al., 2017; Bernardo et al., 2017). According to Tawse & Tabesh, (2021) research on strategy implementation suggests that managers must be willing to equip themselves with the tools to monitor and measure the progress of a strategy implementation process against set objectives.

2.4 Theme 2: Conditions for achieving strategy implementation effectiveness.

Tawse & Tabesh (2021) described conditions of strategy implementation effectiveness as a collection of the essential requirements that must be present for strategy implementation effectiveness to be achievable. Many studies supported this view but emphasised that strategy implementation effectiveness is achieved when the interconnectedness between an organisation's structural and interpersonal managerial actions and the conditions impacting the strategy implementation process has been established (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). While some studies (e.g. Weiser et al., 2020; Oliveira et al. 2019) mention competence, commitment, and coordination as managerial actions taken during the strategy implementation process, Tawse & Tabesh

(2021) have a different view in that they consider them "dimensions of the emergent state that result from managerial actions and reflect three critical components required for strategy implementation effectiveness, p.26". Tawse & Tabesh's (2021) consideration of competence, commitment, and coordination as conditions rather than actions is an ideal state view that the whole organisation must aspire to live up to and identify with to achieve strategy implementation effectiveness.

In their framework for strategy implementation effectiveness, Tawse & Tabesh (2021) inductively named the requirements that managers of an organisation must observe during the strategy implementation for that organisation to attain strategy implementation effectiveness. They named them the first-order categories of the framework. When the first order categories were joined, three second order categories emerged: competence, commitment, and coordination. In their study Tawse & Tabesh (2021) made propositions that competence, commitment, and coordination are pre-conditions for driving strategic implementation effectiveness. This synthesised position which has neither the evidence to corroborate it nor the specificity of the organisational level to which it applies needed empirical testing to develop it to concept maturity, hence the call for future studies on the matter (Tawse & Tabesh, 2021).

2.4.1 The competencies that contribute to the attainment of strategy implementation effectiveness.

Tawse & Tabesh (2021) posited that organisations with operational capabilities to implement strategy, i.e. those that possess the necessary skills, knowledge, and experience to action strategy plans into reality, are poised to achieve strategy implementation effectiveness. Other researchers (Weiser et al., 2020; Oliverira et al, 2019) concurred with Tawse & Tabesh (2021) and added that organisations with resources develop competencies to implement strategy successfully. Many studies reviewed (e.g. Oliveira et al 2019; Srivastava & Sushil, 2017; Hourani, 2017), agreed that competencies built through an organisation's human capital, specialised competencies and experiences are essential for driving strategy implementation effectiveness.

2.4.1.1 Human capital resources

Tawse & Tabesh (2021) defined human capital resources as the knowledge, skills, abilities, and experience individuals possess within an organisation. While human capital resources have been identified as the common challenge affecting strategy implementation processes, many studies failed to identify or address the potential barriers

or challenges hindering human capital resources from driving strategic success (Weiser et al., 2020; Oliveira et al., 2019). Most researchers agreed that not having the right skilled personnel is a crucial disadvantage during the strategy implementation (Alharthy et al., 2017; Bernardo et al., 2017).

2.4.1.2 Specialised competencies

Many studies (e.g. Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019) reported that having the expertise and proficiency in specific aspects of the strategy implementation process gave organisations the leverage essential for effective execution. There is consensus in extant literature that specialised competences are instrumental in aligning managerial expertise with strategic objectives and ultimately driving strategy implementation effectiveness (e.g. Oliveira et al 2019; Srivastava & Sushil, 2017; Hourani, 2017). Managers with specialised skill sets help organisations to adapt to the multiple complex situations that generally arise during the execution process (Weiser et al., 2020).

2.4.1.3 Strategy implementation experience

With strategy implementation being defined by Weiser et al., (2020), as the continuous interplay of activities that enable an organisation to convert strategic plans into actions through the joint efforts of many stakeholders, having strategy implementation experience is crucial for effective strategy implementation. The three interrelated activities of strategy implementation namely, strategy conceptualisation, strategy enacting and strategy coordination require management with the experience to make sense of the strategy objectives and adjust them to suit the changing context (Weiser et al., 2020). While competence to implement strategies have been reported as a factor driving strategy implementation effectiveness (Tawse & Tabesh; Weiser et al., 2020), there has been reports of instances where experienced employees performed worse than inexperienced employees when a new strategy was introduced (Lawrence, 2018). According to Lawrence (2018), when strategy implementation becomes routine and repeated, experienced employees often grow complacent too saturated to receive new ideas resulting in poor strategy enacting and strategy coordination.

2.4.2 The commitment that contributes to the attainment of strategy implementation effectiveness.

Research has demonstrated that where there is ownership of the strategy implementation processes, managers voluntarily commit to implementing the strategy (Weiser et al., 2020; Oliverira et al, 2019). There is an established link between the commitment of managers

to implement strategy and the sense of importance and value managers derive within the organisation. A managerial structure in which roles and responsibilities are clear and understandable was also reported widely as a generator of the commitment to implement strategy. Organisations whose employees are not committed to implementing strategy to the desired objectives may require motivational alignment from the appropriate management level as a solution (Weiser et al., 2020; Oliverira et al, 2019). There are different views in the extant literature on whose commitment matters, with some studies submitting that top management commitment is critical (Rani, 2019; Bahadori et al., 2018) while others argue that middle management commitment is more important than generalised commitment (Srivastava & Sushil, 2017; Verweire, 2014).

2.4.2.1 Top management commitment

Top management commitment to strategy implementation is critical for attaining strategy implementation effectiveness. While Hrebiniak (2013) reported in their study that top management focus on strategy implementation is reduced because many top managers consider implementation a process that must be left to lower management levels, many studies (e.g. Rani 2019; Bahadori et al., 2018) agree that top managers are equally as committed to strategy implementation as they are to strategy formulation. Top managers have been reported to commit resources towards strategy implementation effectiveness as the main activity that sets priorities and empowers employees to overcome strategy implementation challenges (Kaplan & Norton, 2008). Senior managers set the tone for strategy implementation by providing direction and clear strategy objectives. During the strategy implementation process, top managers are reported to monitor the implementation process's progress and motivate employees as necessary (Kaplan & Norton, 2008). Without this commitment, strategy implementation efforts will likely falter, leading to suboptimal outcomes for the organisation (Tawse & Tabesh, 2021).

2.4.2.2 Managerial commitment to strategy

Extant literature has evidence that management teams that pull together in one direction during the strategy implementation process have consistent strategy implementation messaging across all management levels (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). Consistent messaging during strategy implementation helps to reinforce commitment across hierarchical levels involved in strategy implementation thereby increasing the chances of achieving strategy implementation effectiveness. That said, some studies show that the lack of commitment of middle managers to implementing a strategy led to the failure to adapt the organisation's strategy intent (Huy, 2002; Weiser

et al., 2020). Lack of commitment to strategy implementation processes has also been reported to emanate from top management teams, resulting in failure to attain strategy implementation effectiveness.

2.4.2.3 Role commitment and strategy commitment

Researchers agree that in organisations where managerial roles align with the strategy, employees are prompted to commit to their roles and the overall strategy. Such organisations achieve strategy implementation effectiveness (Huy, 2002; Weiser et al., 2020). Role alignment and commitment during strategy implementation are essential for promoting interdepartmental collaboration and consistency in decision-making. According to Tawse & Tabesh (2021) role misalignment is commonly found where there is lack of accountability due to lack of leadership support and commitment.

2.4.3 The coordination that contributes to the attainment of strategy implementation effectiveness.

Tawse & Tabesh (2021) identified from literature that the interaction and interrelatedness of various levels of management is a crucial recipe for driving organisational productivity and efficiency. Within an organisation, the appropriate management level must be accountable for aligning actions that are key to achieving strategy implementation effectiveness. Management must have a common understanding of how to harness the available resources towards the strategy implementation process while predicting the dependencies and tasks inherent to the strategy implementation process (Tawse & Tabesh, 2021; Weiser et al., 2020).

2.4.3.1 Common understanding of goals

Tawse & Tabesh (2021) submitted that interpersonal managerial actions such as top-down and bottom-up communication are necessary in ensuring that different tiers of management achieve a common understanding of strategy goals. A common understanding of goals across organisational levels assists in the coordination of strategy implementation activities, resulting in the achievement of strategy implementation effectiveness (Weiser et al., 2020; Tawse & Tabesh, 2021). However, the common understanding of goals only happens when the strategic goals are unambiguous. (Weiser et al., 2020).

2.4.3.2 Inter-functional connectedness

Interaction of ideas and interrelatedness occurs within an organisation when there is inter-functional connectedness (Weiser et al., 2020). Research agrees that inter-functional

connectedness is rooted in the interpersonal managerial actions that must actively be driven by managers within the organisation (Weiser et al., 2020; Tawse & Tabesh, 2021). Horizontal communication is a crucial interpersonal managerial action that breaks down silos and ensure that there is inter-functional connectedness. Organisations that drive inter-functional connectedness stand a higher chance of achieving strategy implementation effectiveness (Tawse & Tabesh, 2021).

2.4.3.3 Coordination and cooperation

Coordination and cooperation are essential for successful strategy implementation, especially on top-down mandated strategy (Weiser et al, 2020). Through having unambiguous roles, supported by clear structures, organisations enjoy coordinated strategy implementation process that yield high chances of attaining strategy implementation effectiveness (Greet et al, 2017). Cooperation is however elusive because it usually requires more motivation by managers, extensive collaboration across functions, and compelling motivation across all levels within organisations (Ross, 2014; Shimizu, 2012).

2.5 Theme 3: Internal dynamic capabilities that drive strategy implementation effectiveness.

Tawse & Tabesh (2021) posited that organisations with an inherent ability to adapt, learn and effectively innovate in response to changes in the business environment have better chances of achieving strategy implementation effectiveness than organisations with no superior dynamic capabilities. While research on strategy implementation processes has extensively discussed the conditions and managerial actions, most studies failed to expansiate on what differentiated one organisation from the other (Oliveira et al, 2019; Srivastava & Sushil, 2017; Hourani, 2017). According to Weiser et al. (2020), organisations with managers possessing strong dynamic managerial capabilities are better equipped to implement strategies successfully, while those lacking such capabilities may face challenges and encounter difficulties in executing their strategic plans.

In their framework for strategy implementation effectiveness, Tawse & Tabesh (2021) inductively identified the pre-requisite internal dynamic capabilities of managers as the first-order categories of the framework. By grouping the first order categories, three major second order categories emerged: managerial cognition, social capital, and human capital (Tawse & Tabesh, 2021). These three second-order categories were deemed the drivers of strategy implementation effectiveness. However, to test their effectiveness as

components of a framework they must be empirically tested as propositions for driving strategy implementation effectiveness in follow-up research to develop framework to concept maturity (Tawse & Tabesh, 2021).

2.5.1 Managerial cognition that contributes to the attainment of strategy implementation effectiveness.

Managerial cognition is widely reported in literature as the critical ingredient in the strategy implementation processes that contribute to achieving effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). It is widely acknowledged that managers rely on managerial cognition to plan, monitor, and adjust the strategy implementation process levers accordingly to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). Managers with high managerial cognition are thought to be able to accurately predict how specific managerial actions impact strategy implementation effectiveness and adjust their decision-making based on given implementation feedback (Tawse & Tabesh, 2021). Sense-making ability to manoeuvre the challenges in the strategy implementation terrain was identified as a critical ingredient for strategy implementation effectiveness (Maitlis & Christianson, 2014).

2.5.1.1 Decision-making skills.

Practical decision-making skills are critical during strategy implementation to ensure the organisation stays on course and achieves its strategic objectives. According to Tawse & Tabesh, (2021) and Weiser et al., (2020), by aligning decisions with strategic objectives, leveraging data-driven insights, and continuously monitoring and evaluating outcomes, organisations can enhance their ability to successfully implement their strategies and achieve sustainable growth and competitive advantage. Practical decision-making skills are, therefore, essential for navigating the complexities of strategy implementation (Tawse & Tabesh, 2021).

2.5.1.2 Managerial sense-making skills.

Managerial sense-making during strategy implementation refers to the process by which managers interpret, unpack confusing ambiguities, and navigate the complexities of strategy implementation within their organisational context (Maitlis & Christianson, 2014). Within the context of strategy implementation, although managers may encounter moments of ambiguity and uncertainty the guidance of the strategic intent and a guided assessment of the internal and external environment help them to make decisions that align with the strategy objectives (Maitlis & Christianson, 2014; Tawse & Tabesh, 2021).

Through the sense-making abilities of its managers, an organisation can adapt its strategy implementation processes in volatile situations to achieve strategic implementation effectiveness (Maitlis & Christianson, 2014).

2.5.1.3 Awareness of socio-emotional identities

Socio-emotional identities contribute to strategy implementation effectiveness by influencing the culture and environment in which strategy implementation occurs. A culture that promotes employee engagement makes strategy implementation processes smooth and unintimidating (Tawse & Tabesh, 2021). Recognising and addressing these socio-emotional dimensions is crucial for fostering a positive work environment conducive to successful strategy execution (Weiser et al., 2020). Research has shown that emotions greatly influence strategy implementation processes (Weiser et al., 2020). It was widely reported that having managers with the emotional intelligence to read the socio-emotional identities of direct reports is a crucial driver of successful strategy implementation (Huy, 2002; Huy, 2011; Weiser et al., 2020; Tawse & Tabesh, 2021).

2.5.2 Managerial social capital that contributes to the attainment of strategy implementation effectiveness.

Defined by Tawse & Tabesh (2021) as the legitimacy and credibility that explains how managers behave and relate to others in the workplace, managerial social capital facilitates the ease of implementing strategy. Managers who have amassed substantial social capital through formal and informal workplace relationships built over time can effectively communicate strategy objectives to their peers (Weiser et al., 2020; Tawse & Tabesh, 2021). Managerial social capital is synonymous with certain types of leadership such as transformational leadership. Therefore, leaders with high social capital have an inherent ability to influence subordinates to effectively implement strategy (Weiser et al., 2020; Tawse & Tabesh, 2021).

2.5.2.1 Top managers support middle managers.

Top managers' support of middle managers during strategy implementation is crucial for the success of the entire process (Weiser et al., 2020). Top managers can provide middle managers with a clear understanding of the strategic intent behind the chosen strategy (Tawse & Tabesh, 2021). This ensures alignment and helps middle managers contextualise their roles and responsibilities within the broader organisational objectives. By fostering a supportive environment within the organisation, top managers can increase

the likelihood of successfully achieving strategic objectives and driving organisational performance (Weiser et al., 2020; Tawse & Tabesh, 2021).

2.5.2.2 Top manager's ability to motivate.

Top management's ability to motivate subordinates during strategy implementation is essential for fostering employee engagement, commitment, and alignment with the organisation's strategic goals (Kaplan & Norton, 2008). By recognising and rewarding achievements and offering opportunities for growth and development, top managers create a positive work environment that employees are motivated to be part of (Alharthy et al., 2017; Bernardo et al., 2017). Managers who celebrate milestones and successes in strategy implementation with teams motivate employees to perform at their best and drive the organisation's strategy implementation processes to success (Kaplan & Norton, 2008).

2.5.2.3 Reputational and Informational Social Capital.

Reputational and informational social capital influence strategy implementation processes externally among employees and organisational units (Ahearne et al., 2014; Kemper et al., 2013). Reputational social capital influences decision-making, builds trust, facilitates change management, attracts talent, and resolves conflicts. In contrast, informational social capital provides access to resources, shares best practices, gains insights, identifies risks and opportunities, and enhances collaboration (Yohanes et al., 2017). Managers who effectively leverage these forms of social capital enjoy collaborative team advantages (Kemper et al., 2013). Teams whose leaders have high social capital are better equipped to navigate the complexities of strategy implementation socially as a team (Ahearne et al., 2014).

2.5.3 Managerial human capital that contributes to the attainment of strategy implementation effectiveness.

Human resources capital with diversified experience gives an organisation the latitude to try out several strategies as they will have the strategy process management skills (Tawse & Tabesh, 2021). The managerial human capital quartet of experience, skills, education, and institutional knowledge informs the course of the organisation's strategy process (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019). The difference in managerial human capital is the reason why the same good strategy would lead to strategy implementation effectiveness in one organisation and not in another organisation led by a different management team (Tawse & Tabesh, 2021).

2.5.3.1 CEO's background

Research posits that a CEO's leadership style, vision and strategic acumen can significantly impact the organisation's strategy implementation processes (Tawse & Tabesh, 2021; Kaplan & Norton, 2008). By leveraging their strengths, CEOs can effectively lead their organisations through successful strategy implementation and drive long-term growth and competitive advantage. Tawse & Tabesh (2021) submitted that a CEO's change management and communication skills are crucial for driving turn around strategies in organisations whose strategy objective is a turnaround.

2.5.3.2 Financial Management Skills

Financial management skills are essential for successful strategy implementation as they enable managers to allocate resources efficiently and make capital investment decisions to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021; Kaplan & Norton, 2008). A management team that understands cost management, capital investment, and financial performance monitoring will adequately support strategy initiatives and make informed decisions towards achieving effective strategy implementation (Tawse & Tabesh, 2021; Kaplan & Norton, 2008). By leveraging these skills effectively, managers can enhance the likelihood of achieving strategic objectives and driving long-term financial sustainability and growth for the organisation.

2.5.3.3 CEO's personality

Extant literature has reported that a CEO's personality can affect the way strategy objectives are received by employees (Tawse & Tabesh, 2021; Herrmann & Nadkarni, 2014; Kaplan & Norton, 2008). Research is however not conclusive in qualifying the impact of a CEO's personality on the successful implementation of strategies within an organisation (Tawse & Tabesh, 2021). This is because there is no one-size-fits-all personality type for successful CEOs. Certain personality traits are commonly associated with effective strategy implementation (Herrmann & Nadkarni, 2014). Visionary leadership and strategic thinking skills are essential to effective strategy implementation (Kaplan & Norton, 2008). By leveraging their personality strengths and continuously developing their leadership capabilities, CEOs can enhance their ability to lead successful strategy implementation efforts and drive long-term organisational success (Tawse & Tabesh, 2021; Kaplan & Norton, 2008).

2.6 Theories supporting the strategy implementation effectiveness propositions and sub-themes.

2.6.1 The contingency theory

The impact of strategy implementation processes on strategy implementation effectiveness has widely been viewed through the lens of contingency theory. The contingency theory emphasises that the success of implementing a strategy depends on how well the organisation uses its internal resources to respond to the challenges and opportunities presented by the external environment (Weiser, et al 2020). The likelihood of successful implementation is higher if there is congruence or alignment between the strategy and these internal dynamics (Tawse & Tabesh, 2021). According to Weiser et al., (2020), the contingency theory provided a theoretical basis for aligning an organisation's strategy and scope. This further explains the fit between an organisation's strategy and structure, as fundamentally explained by how structural managerial actions affect the strategy implementation (Tawse & Tabesh, 2021). The theory posits that strategic implementation effectiveness is achieved when it perfectly aligns with the organisation's strategic intent, when its internal shortcomings catered for and when a competitive advantage in the operating environment has been achieved (Weiser, et al 2020). However, the definition of the targeted level of fitness is subjective, contextual and may vary from firm to firm based on experience and context. The contingency theory is applicable in explaining why the interaction of the structural and control mechanisms between various organisational levels directly influences strategy implementation effectiveness (Weiser et al., 2020).

2.6.2 Competence-based theories of a firm.

As part of the competence-based theory of the firm, the competencies of various management levels, including their knowledge, skills, and abilities to influence and drive strategic implementation effectiveness, will give the organisation competitiveness (Tawse & Tabesh, 2021). Having managerial and operational competence is essential for achieving strategy implementation effectiveness (Weiser et al., 2020). The role of various levels of management in the implementation of strategy must be viewed in the context of the competences possessed by these managers, which in turn empowers the organisation to master or deliver competitive contingencies (Oliveira et al, 2019; Huber, 2011).

2.6.3 Workplace Commitment Theory

Managers must commit to the successful implementation of a strategy for them to be change drivers in strategic implementation effectiveness (Tawse & Tabesh, 2021). The workplace commitment theory posits that when an employee has committed to achieving a certain task in the workplace, the commitment will drive them towards successfully implementing the task (Rêgo et al., 2022). Based on this theory, it follows that when managers commit to achieving strategic implementation effectiveness, they will make concerted efforts to understand the organisation's strategic goals and will go out of their way to translate the goals into action and objectives as well as to follow the strategic objectives through to the achievement of strategic implementation effectiveness (Tawse & Tabesh, 2021).

2.6.4 Coordination theory

The alignment of managerial actions brings together related tasks and would work together to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021). According to the coordination theory, when management focuses on achieving large-scale organisational efficiency, they become accountable and willingly begin to harness resources toward a common goal with all those in their sphere of influence (Tawse & Tabesh, 2021). The clarification of roles for various levels of management makes the coordination of efforts towards achieving strategy implementation effectiveness easier and more effective (Tawse & Tabesh, 2021).

2.6.5 Decision Comprehensiveness Theory

The decision comprehensiveness theory which describes the extent to which management make quality decisions under periods of uncertainty applies to the extent to which organisations differentiate themselves for survival and competitiveness during periods of disruption (Nauhaus et al., 2021). The decision comprehensive theory posits that when the strategic objectives communicated to managers are not clear, managers' cognitive limitations are triggered, resulting in the managers making poor decisions (Nauhaus et al., 2021). Organisations whose managers have the cognitive ability to make quality and comprehensive decisions during periods of uncertainty have higher chances of achieving strategy implementation effectiveness than those whose managers lack the dynamic ability to make quality decisions (Tawse & Tabesh, 2021).

2.6.6 Dynamic capability theory.

According to Tawse & Tabesh (2021), this is the most critical theory supporting strategy implementation effectiveness as its definition and scope mirrors that of strategy implementation effectiveness. The relevance of the dynamic capability theory is that it explains the role of managers in bridging the gap between strategy implementation and strategy implementation effectiveness (Tawse & Tabesh, 2021). Through the dynamic capability theory, the actions of managers within an organisation are weighed against the organisation's strategic intent (Oliveira et al., 2019). Further to the internal checks against the strategy intent, the dynamic capability theory posits that an organisation with the most managerial cognition, high managerial social capital, and human managerial capital is the most competitive (Tawse & Tabesh, 2021). Therefore, having managers who contribute to these dynamic capabilities is vital to achieving strategy implementation effectiveness (Tawse & Tabesh, 2021).

Dynamic managerial capability theory explains an organisation's ability to harness its actions to achieve its planned outcome. According to Tawse & Tabesh (2021), this ability which must exist at all organisational levels informs the quality of management decision-making during strategy implementation processes and the extent to which conditions of strategy implementation are integrated into the process. Therefore, these inherent dynamic capabilities are the ultimate differentiator for strategy implementation success or failure among organisations implementing a strategy (Tawse & Tabesh, 2021).

2.7 Pattern matching the strategy implementation effectiveness theoretical framework against competing strategy implementation effectiveness theories.

An introductory theoretical framework's empirical testing is completed when the framework is compared against other developed theoretical frameworks (Pearse, 2019). This comparison known in literature as pattern matching is essential because it highlights the framework's shortcomings compared to other frameworks, leading to the frameworks' refinement towards maturity. In studies in which pattern matching was done, the internal validity of the empirical studies was increased (Riege, 2003; Pearse, 2019). The chosen alternate frameworks: the Yang et al (2008) framework and the Kaplan and Norton strategy implementation framework are fully comprehensive strategy implementation frameworks that can be deemed alternate frameworks to the Tawse & Tabesh (2021) framework. Any similarities between the framework would validate the framework, while the differences refute the theory. Additional findings would serve as an extension of the theory (Pearse, 2019; Hyde 2000).

2.7.1 The Yang et al. (2008) strategic implementation framework

The Yang et al (2008) strategic implementation framework which posits that strategy implementation effectiveness is driven by a triad of "hard factors", "soft factors", and "mixed factors" is anchored on some aggregates of the Noble (1999) framework. Considering that the Tawse & Tabesh framework is also anchored on some Noble (1999) aggregates, it is logical to compare the two strategy implementation frameworks. The three factors of the Yang et al. (2008) framework which is described in Figure 2, are influenced by four phases of strategy implementation namely, "the pre-implementation phase", "the organising implementation phase", "the managing implementation phase", and "the sustaining performance phase" (Yang et al., 2008). The integration of factors within the phases impacts strategy implementation effectiveness. Like many other strategic implementation frameworks, the Yang et al. (2008) model is very lean on the "how" of strategy implementation, particularly on how organisational levels affect the overall strategy implementation process.
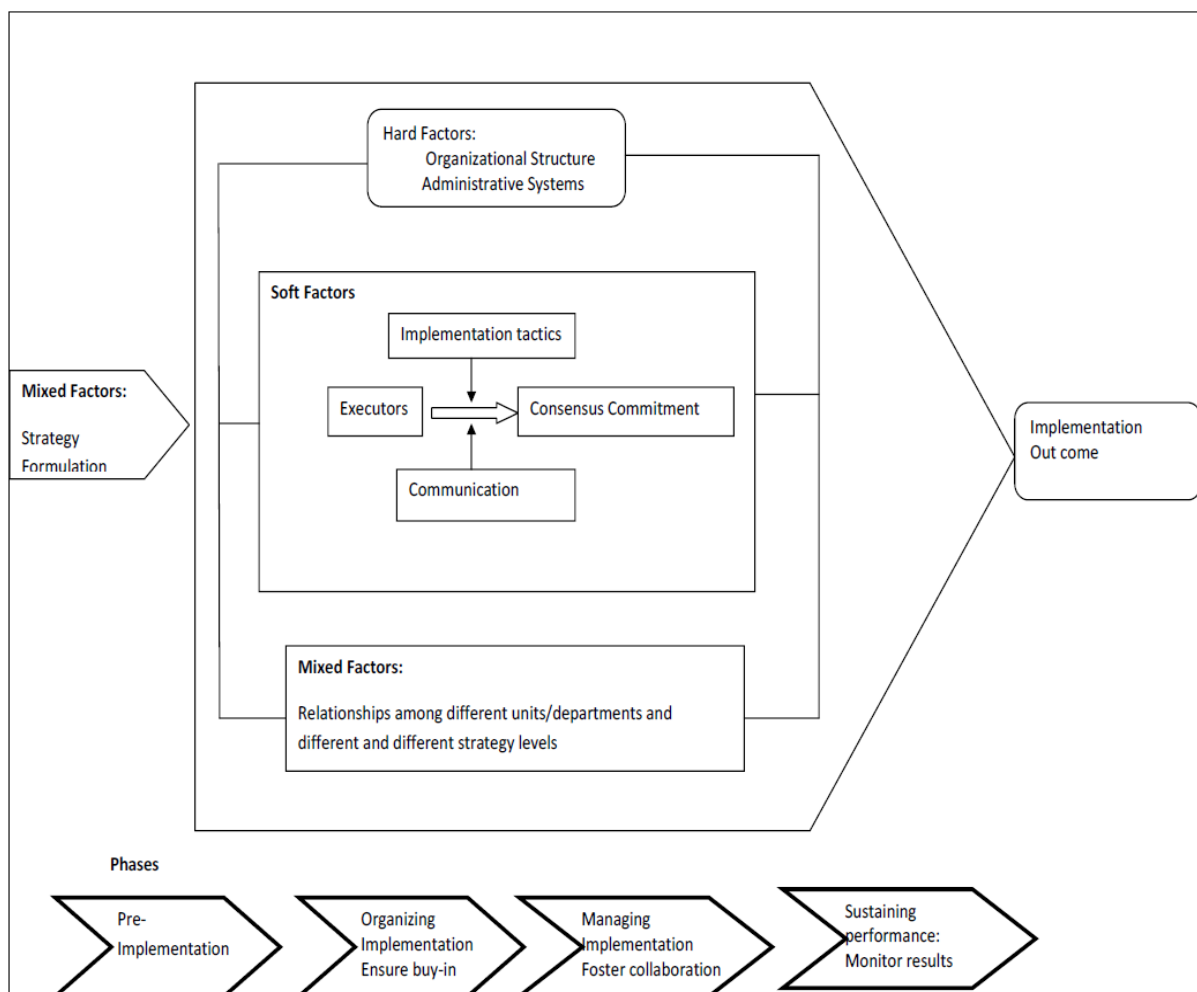
Figure 2: Yang et al strategic implementation framework (Adapted from Yang et al, 2008)

2.7.2 Kaplan and Norton Strategy Implementation Framework

Kaplan & Norton (2008) developed an integrative strategy management framework that links strategy formulation processes to strategy outcomes through a strategy implementation continuum of processes and initiatives. The framework has six stages as shown in Figure 3 "provides an integrated and comprehensive closed-loop system that links strategic planning with operational planning, execution, feedback and learning" (Kaplan & Norton, 2008, p.28.). While the framework adequately deals with the "how" part of strategy implementation, it does so more at a macro (organisational) level and less at departmental level. This presents alignment and coordination challenges in that the system is strongly backed by executive management, in the absence of whom the framework collapses. However, the framework is adaptive and integrative, making it a comprehensive tool for driving an organisation towards effective strategy implementation.
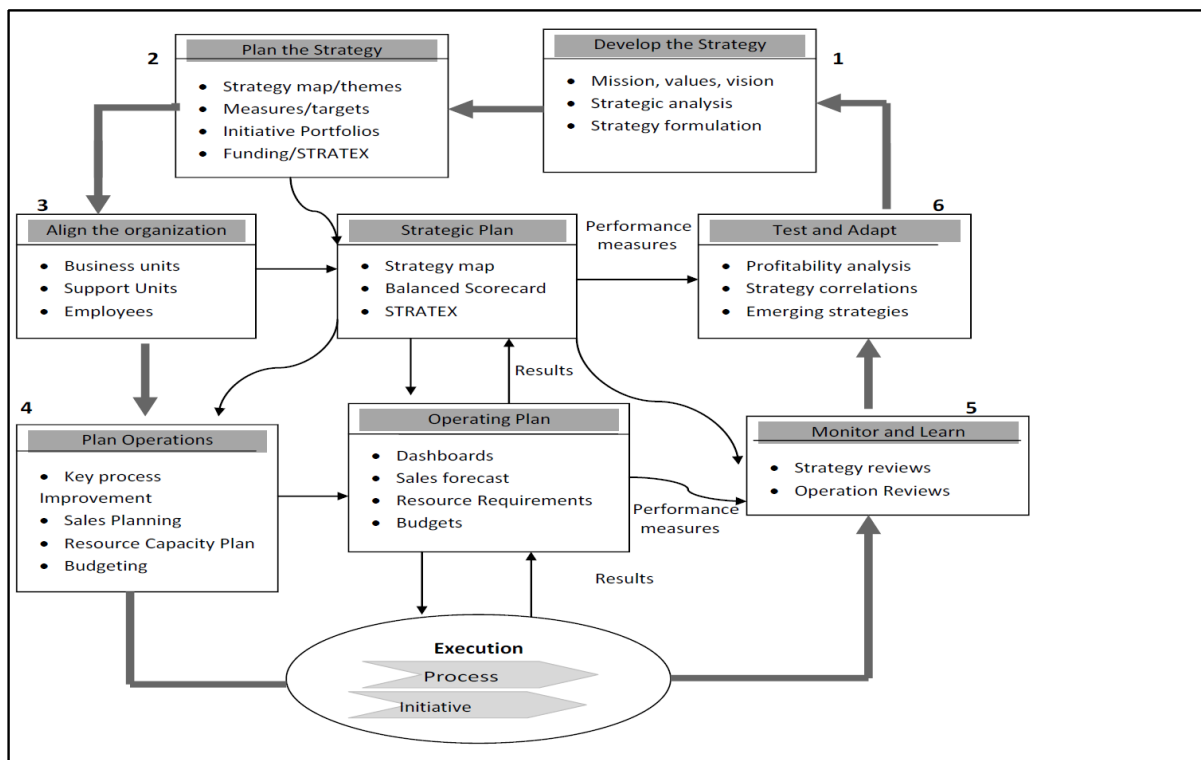
Figure 3: Kaplan and Norton strategy implementation framework (Adapted from Kaplan & Norton, 2008)

2.8 Conclusion

Although several authors have defined strategy implementation effectiveness, few have demonstrated in their definitions the relationship that exists between the formulated strategy, the process followed to implement the strategy and the link between the strategy and the strategy intent (Oliveira et al, 2019; Srivastava & Sushil, 2017; Hourani, 2017). It can be deduced from research that strategy implementation effectiveness is like a proverbial wholesome tree with its roots anchored in a formulated strategy, buoyed by the stem and a series of branches which after some time and process bear fruits. In the context of this proverbial tree, existing research spoke very little of whether the fruit borne of the tree (i.e., the strategy outcomes) was of the desired quality (i.e., the strategy intent). Fewer authors have defined strategy implementation effectiveness as the culmination of an organisation's strategy implementation process in which the intended objectives have been fully met (Lee & Puranam, 2016; Tawse &Tabesh 2021). According to Tawse and Tabesh (2021), the most appropriate definition of strategy implementation effectiveness is one that elaborately distinguishes strategy implementation (i.e., the process of converting strategy plans into reality) from strategy implementation effectiveness (i.e., an achieved status where the implemented strategy has fulfilled the strategy intent). Due to the gap in the achievement of strategy implementation effectiveness, it is noble that many authors (e.g. Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019) have called for future research in strategy implementation effectiveness.

3.0 Research objectives

The purpose of the research is to do an empirical evaluation of an introduced framework for achieving strategy implementation effectiveness. This empirical evaluation aims to provide concrete evidence and insights into how well the framework meets its intended goals and performs in practical scenarios. The objective is to aid the development and refinement of the framework to the maturity level, where researchers and businesses can use it to make informed decisions on strategy implementation (Tawse & Tabesh, 2021). The data collected would assist in objectively assessing the framework's performance, effectiveness, and suitability in addressing real-world strategy implementation challenges. The propositions were based on the eight framework categories related to attaining the strategy implementation effectiveness framework that Tawse & Tabesh (2021) posited. Since literature on strategy implementation processes is well developed, the study made propositions from literature as informed by all the propositions in the Tawse & Tabesh (2021) introductory framework. To this end, the study made the following propositions for testing:

3.1 Proposition 1: Structural managerial actions contribute to achieving strategy implementation effectiveness.

Structural managerial actions include organisational structure and associated formal controls, reward systems, and policies. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.2 Proposition 2: Interpersonal managerial actions contribute to achieving strategy implementation effectiveness.

Communication, leadership behaviour and management style are interpersonal managerial actions. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.3 Proposition 3: Competence contributes to the attainment of strategy implementation effectiveness.

Human capital resources, specialised competencies and strategy implementation experience are conditions of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.4 Proposition 4: Commitment contributes to the attainment of strategy implementation effectiveness.

Top management commitment, managerial commitment and commitment to strategy roles are conditions of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.5 Proposition 5: Coordination contributes to the attainment of strategy implementation effectiveness.

Common understanding of goals, inter-functional connectedness, and coordination and cooperation are conditions of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.6 Proposition 6: Managerial cognition contributes to the attainment of strategy implementation effectiveness.

Decision-making skills, managerial sense-making skills and awareness of socio-emotional identities are dynamic managerial capabilities of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.7 Proposition 7: Managerial social capital contributes to the attainment of strategy implementation effectiveness.

Top managers' support of middle managers, top managers' ability to motivate and reputational capital are dynamic managerial capabilities of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving

strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.8 Proposition 8: Managerial human capital contributes to the attainment of strategy implementation effectiveness.

The CEO's background, financial management skills and CEO's personality are dynamic managerial capabilities of strategy implementation. When linked to an organisation's strategy implementation process, they lead to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.9 Proposition 9: Strategy implementation effectiveness is achieved when the strategy implementation processes involve all organisational levels.

The participation of all organisational levels, i.e. executive management, senior management, middle management, and operational employees, is essential for effective strategy implementation. When roles are clearly defined and linked to an organisation's strategy implementation process, it leads to achieving strategy implementation effectiveness. Organisations whose managers understand and apply this principle have a high chance of achieving strategy implementation effectiveness.

3.10 Conclusion

Answering these propositions is a crucial step in the empirical evaluation of the framework. The answers to these propositions will provide concrete evidence and insights into how well the framework meets its intended goals and performs in practical scenarios. The data collected would assist in objectively assessing the framework's performance, effectiveness, and suitability in addressing real-world strategy implementation challenges. When all the propositions have been answered, a decision on the suitability of the framework to address the well-documented strategy implementation effectiveness challenges will be reached.

Chapter 4: Research Methodology

4.1 Introduction

This chapter presents the chosen research methodology that was used in this study. A qualitative data collection method was employed on a purposively sampled group of senior and middle managers in two selected South African manufacturing companies to empirically test the applicability of the emergent strategic implementation effectiveness framework. Data was collected using semi-structured interviews and transcribed for deductive thematic analysis in ATLAS.ti 23. The study's trustworthiness considerations were reported at the end of the chapter.

4.2 Choice of research methodology and design

Although qualitative research is often inductive, exploring emergent issues to develop a theory (Ritchie et al., 2013), this study took a qualitative deductive approach to test the emergent strategy implementation effectiveness theory. Even though the use of the deductive approach is not commonly associated with qualitative methodologies, the empirical analysis of a framework in this study adopted the deductive approach as supported by Hyde (2000), Creswell (2007), and Edu et al. (2022) who posited that whenever there is collected empirical data underpinned by a theory, the qualitative deducted approach is employed to confirm or reject the theory. In responding to the call by Tawse & Tabesh, (2021) to empirically test the theoretical framework they developed; it was important for this study to deductively examine and analyse the emergent strategy implementation effectiveness theoretical framework. The deductive approach allowed the study to systematically and objectively assess the framework's performance, effectiveness, and suitability to address real-world strategy implementation challenges (Pearse, 2019). This empirical evaluation aimed to provide concrete evidence and insights into how well the framework met its intended goals and performed in a practical scenario (Cresswell, 2014).

Given the qualitative non-numerical nature of the phenomenon of strategic implementation process, the context, user experiences, and subjective aspects of the framework's performance had to be tested using the qualitative methodology (Bonner et al, 2021; Tawse & Tabesh, 2021). The qualitative approach was valuable for exploring user perceptions, usability issues, and the overall user experiences while providing social and humanistic insights that quantitative measures could not easily capture (Edu et al, 2022). The usefulness of an emerging framework, prior to its maturity, can be mined better

through qualitative methodologies than with the quantitative methodology (Yin, 2014; Crick, 2020; Pearse, 2021). Through the lens of qualitative methodology, the research brought into focus a much broader and complex interrelationship between the role of management levels in strategy implementation and the achievement of successful strategy implementation. According to McCracken (1988, p4), a qualitative methodology's flexibility and "complexity-capturing ability" allow for information mining in research where the interview questions are likely to make respondents uncomfortable. Following McCracken's (1988) logic, a qualitative methodology was used to explore the role of middle and senior management in strategy implementation and to generate new insights into the subject matter.

In line with the qualitative deductive approach, a deductively oriented multiple-case study strategy compared the findings (patterns, common themes, and variations) between the two cases that constituted the study. Two company case studies were used to minimise the impact of homogeneous viewpoints that are usually synonymous with contacting interviews in one company, thereby improving the validity and trustworthiness of the collected data (Pearse, 2019; Pearse, 2022). Although the depth that comes through a single case study was lost (Yin, 1981; Yin, 2003; Hopper & Hoque 2006), a more structured and focused opportunity to confirm or call into question aggregates of the theoretical framework was gained by using more than one case (Kaarbo & Beasley, 1999; Pearse, 2022).

4.3 Population

The population for this research comprised senior and middle managers in two selected sectors of the South African manufacturing industry namely the automotive parts manufacturing industry and the industrial goods manufacturing industry. The factors affecting strategy implementation effectiveness were tested on purposively sampled senior and middle managers within the automotive parts manufacturing industry represented by Company XYZ (real name removed for confidentiality) and the industrial goods manufacturing industry represented by Company ABC (real name removed for confidentiality). The approach of focusing on managers from two different sectors was to avoid prematurely getting homogeneous data and reaching data saturation prematurely. The selected company's details are shown in Table 1.

Table 1: The selected company details (Adapted by the author from anonymised sources)

Company Name	XYZ	ABC
Manufacturing subsector	Automotive parts	Industrial goods
Number of employees	800	2000
Footprint	National and Sub-Saharan Africa	National and Sub-Saharan Africa
Yearly turn over	R1,5bn	R3bn
Exports	Yes	Yes
Value of capital assets	R6bn	R11Bn
Stock market published	No	Yes

4.4 Unit of analysis

The unit of analysis in this research was the sampled managers within the middle and senior management categories in Company ABC and Company XYZ, representing two different manufacturing sectors. By interviewing each category of middle and senior managers until saturation, the research conformed to the strategy of multiple cases. This approach was supported by McCracken (1988) who posited that the unit of analysis in a case study-based research can be individuals from different organisations. This approach aligned with Yin's (2014) multiple case study approaches in which the units of analysis were from different organisations. Targeting of a subset of a population that bears the data one wants to test or explore was supported in related research by Rachinger et al., (2018) and Rego et al., (2021).

4.5 Sampling method

To allow for the collection of representative data in a targeted population, the criterion sampling strategy within the purposive sampling method was used in this study. A criterion-based purposive sampling strategy was adopted to cover the levels of management required for this study. This was in line with Miles and Huberman (1994) who for the sake of maintaining respondent homogeneity and minimising externalities used the purposive sampling method in related research. The sampling aimed to obtain data saturation (Morse, 1995) and coding saturation simultaneously (Guest et al., 2006). This research interviewed multiple senior and middle managers in the two sampled companies to

achieve respondent triangulation at code data saturation (McCracken, 1988). A sample size of 8-20 interviewees was the target per the norm in qualitative research methodology (Onwuegbuzie & Collins, 2007). This norm exceeded deviated from the minimum number of interviewees between 3 & 5 suggested by Cresswell (2002) as standard for case studies. Theoretical triangulation was achieved through multiple theories to explain and interpret the data to develop a comprehensive understanding of strategy implementation effectiveness (Pearse, 2022).

4.6 Measurement instrument

To conduct semi-structured interviews, an interview guide was used as an instrument to collect data. The Tawse & Tabesh (2021) framework guided the development of the grand narrative questions of the interview guide. The instrument which comprised open-ended, theory-driven questions, probed each of the eight categories of the strategy implementation effectiveness framework. The study avoided closed and leading questions, leaving room for interviewees to express their knowledge and insights on their organisation's strategy implementation processes, shortcomings, and outcomes unhindered (McCracken, 1988). Even though the questions were watered down to everyday business language to accommodate the non-technical interviewees, the researcher used theory-driven questions to maintain a live link between the interviewees' submissions and the framework to reconcile the interviewee's insights and literature (Flick, 2014). Part of the instrument was a set of probing questions in the form of floating prompts to interrogate statements that were not fully addressing the specific themes as they existed in the propositions (McCracken, 1988). These floating prompts were put into the instrument as subtle guides linking to the study's propositions (McCracken, 1988).

4.7 Instrument pilot testing

A pilot test of the interview guide was done on three managers in a company within the industrial manufacturing sector in South Africa. This was done to check whether the questions were easily understood and whether all the propositions were covered (McCracken, 1988). Through the pilot interview, it was found that the instrument questions were too technical as they were derived directly from the framework by Tawse & Tabesh (2021). The feedback was incorporated into the revised instrument. The questions were then watered down to everyday business language for ease of understanding to managers unfamiliar with strategy implementation technical language (McCracken, 1988).

4.8 Data gathering process.

The research was anchored on primary data collected within the auspices of an emergent strategy implementation effectiveness framework by Tawse & Tabesh (2021). For an in-depth exploration of the subject matter, semi-structured interviews were used to gather data. This approach was supported by Myers, (2023) and Saunders & Lewis, (2018), who posited that semi-structured interviews were the best method to collect qualitative data in complex and sensitive research. Careful consideration was made to ensure that the questions in the interview instrument covered all the propositions of the study (McCracken, 1988). In line with the deductive approach of testing a theoretical framework, the questions in the semi-structured interview instrument were set out to test if the propositions applied to the strategy implementation effectiveness context (Pearse, 2019). Further to the applicability test, the research questions also probed the suitability to address the strategy implementation effectiveness challenge (Tawse & Tabesh, 2021).

Several interviewees within a case were interviewed to have a multiplicity of views and enhanced dependability of the research (McCracken, 1988). This provided an in-depth mine of perspectives on the aggregates of strategy implementation effectiveness. Further, multiple interviewees were interviewed across the case to allow for triangulation of perspectives between the cases (McCracken, 1988). The in-built transcription service within Microsoft Teams was employed to record interviewee responses. The semi-structured interview guide (**Appendix A**) was sent to the interviewees prior to the interview date to calm the nerves of the interviewees by giving them an idea of the trajectory the interview was going to take. To deal with the possibility of bias through predetermined responses, the researcher did not always follow the chronology of the questions in the interview guide. Guided by the submission of Weiser et al. (2020), who argued that semi-structured interviews in strategy implementation research revolved around the interviewees' cognitive point of view on the subject matter, the researcher used subtle yet inquisitive techniques like "tell me more about it" to unlock what seemed to the interviewer like a prepared answer (McCracken, 1988). The researcher was therefore comfortable that the objectivity of collecting the data and the consequent testing of the framework, was not compromised by sending the interview guide ahead of the interview.

During the interview, the interviewer maintained the flow by not interrupting the interviewee even when they digressed from the questions (McCracken, 1988). To extract as much information as possible, the interviewee was allowed to deviate from the interview guide

by adding as much information as possible (McCracken, 1988). By jotting down key points of interest, the interviewer kept track of follow-up questions that needed further interrogation to close any loop the interviewer wanted to be closed. In cases where the interviewee wanted validation for an answer or a particular direction of answering the questions, the interviewer always distanced himself from the process by pretending to be naive about the subject matter (McCracken, 1988).

4.9 Data analysis approach

The data analysis approach used in the empirical testing of the framework was deductive thematic analysis with pattern matching (Pearse, 2019). The pattern-matching approach was added to complement the deductive thematic analysis in empirically testing the framework (Hyde, 2000; Yin, 2014; Pearse, 2019). In the deductive thematic analysis with pattern-matching, the strategy implementation effectiveness theoretical framework was compared with two alternate theoretical frameworks also in strategy implementation effectiveness (Almutairi, 2014; Pearse, 2019), namely the Kaplan & Norton strategy implementation network framework (Kaplan & Norton, 2008) and the Yang et al. strategy implementation framework (Yang et al., 2008).

Since the approach was deductive thematic analysis, the themes were already known from the conceptual framework as indicated in the code book in Table 2. The research objective was to confirm if the data matched the recorded themes (Pearse, 2019). The collected data was sorted according to the transcript length to test for saturation. The most extended or most dense transcript was coded first.

4.9.1 Deductive thematic analysis

The deductive thematic analysis, preceded by an extensive reading of the transcripts to familiarise oneself with the collected data, followed a series of steps. Step one was applying the code book's developed coding scheme to the collected data (Pearse, 2019). This involved looking for evidence in the transcribed data to substantiate the strategy implementation effectiveness aggregate themes stated in the research propositions. By using the ATLAS.ti 23 software, the quotations from transcribed data were assigned codes from literature and later grouped into categories according to the pre-determined categories in the Tawse & Tabesh (2021) framework, as recorded in the code book in Table 2. All transcribed information was reviewed to test the applicability of the first and second-order categories and final themes to the aggregate dimensions of strategic implementation effectiveness (Boyatzis, 1998; Pearse, 2019). This step confirmed codes

that corresponded with the data, while those that did not conform to the code book were identified as additional codes.

Step two was to identify patterns of similarity in the codes identified in step one. Similar codes were connected to form themes as they appeared in the framework. This step aimed to match the transcribed data to a known theme to establish if the data confirmed, refuted, or extended the theory (Pearse, 2019). As such, the primary units of the data analysis in the ATLAS.ti 23 software were verbatim phrases or sentences that linked back to the contextual framework. In line with the research objective to confirm the framework's applicability and extend the framework to maturity, additional themes that arose were recorded, and existing themes were confirmed. At the same time, missed themes were recorded as applicable for refuting the propositions and possibilities of extending the theory. The outcome of the analysis was to either reject, or confirm with evidence from the transcribed data, the study's propositions as they are set out in Chapter 3.

Table 2: The strategy implementation effectiveness code book (Adapted from Tawse & Tabesh, 2021)

Aggregate Dimensions	Second order categories	First order categories
Managerial actions of strategy implementation	Structural managerial actions	Organisational structure and controls
		Joint rewards
		Clear structure, aligned systems and policies
	Interpersonal managerial actions	Communication, interaction & leadership behaviour
		Vertical communication
		Management style and communication
Conditions of Effective Strategy Implementation	The competence to implement strategy	Human capital resources
		Specialised marketing competencies
		Strategy implementation experience and capability
	The commitment to implement strategy	Top management commitment
		Managerial commitment to strategy implementation
		Role commitment and strategy commitment

	The coordination of strategy implementation activities	Common understanding of goals
		Inter-functional connectedness
		Coordination and cooperation
Dynamic managerial capability to implement strategy	Managerial cognition of strategy implementation	Decision making skills
		Managers must make sense and make choices
		Awareness of socio-emotional identities
	Managerial social capital to implement strategy	Top manager support of middle managers
		Top manager ability to motivate
		Reputational and informational social capital
	Managerial human capital to implement strategy	CEO background and strategy implementation decision-making
		Financial management skills
		CEO personality traits

4.9.2 Pattern matching

The study sought to increase the study's internal validity by adding pattern-matching to the deductive thematic analysis (Riege, 2003; Pearse, 2019) and to add credibility to the empirical testing of the framework (Hyde, 2000; Pearse, 2019). To complete the empirical testing of the strategy implementation effectiveness model developed by Tawse & Tabesh (2021), comparison was made between its aggregates and those of the alternative frameworks, i.e. the Kaplan & Norton (2008) framework and the Yang et al (2008) framework. Borrowing from Hyde (2000), the aggregates of the alternative theories were compared to the theoretical propositions of the Tawse & Tabesh (2021) framework indicated in Chapter 3. This process started with assigning literature-based codes from the alternative frameworks to the corresponding text in the transcribed data. These codes were then grouped into group categories as they appear in the alternative theoretical frameworks. Similarities and differences between the three frameworks were then determined, and recorded in a manner like what is illustrated in Table 3. As Pearse (2019) explained, the first columns of Table 3 recorded the similarities between the Tawse & Tabesh framework and the alternate theories. The third and fourth columns recorded any opposing and additional findings, respectively. The similarities confirmed the framework, and the differences refuted the theory, while the additional findings extended the theory (Pearse, 2019).

Table 3: Comparison of strategy implementation effectiveness frameworks (Adapted from Pearse, 2019)

Tawse & Tabesh (2021) aggregate dimension	Similarities with Kaplan & Norton (2008) framework	Similarities with Yang et al. (2008) framework	Differences	Additional themes
Managerial actions				
Conditions for strategy effectiveness				
Dynamic managerial capabilities				

Theoretical triangulation was checked to show how the theoretical frameworks complemented each other (Pearse, 2019; Hopper & Hoque, 2006). Further to this, determining which theory best fits the data was done by identifying which of the theories had the most conformations of the propositions (Pearse, 2019; Hyde, 2000). The resultant table looked like what is shown in Table 4.

Table 4: Analysis of similarities and differences between strategy implementation effectiveness competing frameworks (Adapted from Pearse, 2019)

Tawse & Tabesh (2021) aggregate dimension	Propositions							
	P1	P2	P3	P4	P5	P6	P7	P8
Managerial actions	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O
Conditions for strategy	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O

effectiveness								
Dynamic managerial capabilities	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O	Y/N/O
Noble framework (Total Y/N/O)								
Yang et al framework (Total Y/N/O)								
Integration of frameworks (Total Y/N/O)								
KEY: Y= confirmation of the proposition; N= proposition contradicted; O = incident had nothing related to the proposition								

4.10 Quality controls

Throughout the research process, the researcher remained conscious of their own biases on strategy implementation processes as a practising executive also involved in strategy implementation (McCracken, 1988). Thus, the researcher strived for transparency in the study by creating distance from the interviewees' livid experiences and responses by subtly refusing to validate any response and feigning ignorance whenever asked for an opinion on the correctness or adequateness of a response given by the interviewee (McCracken, 1988). The collection and interpretation of the data were thus firmly rooted in the interviewees' actual experiences rather than the researcher's perspectives and background. Keeping and maintaining an extensive record of the interview recorded data for ten years on a cloud for ease of future reference and data checks added to the confirmability of the research (Saunders & Lewis, 2018; Tawse & Tabesh, 2021 & Rego et al., 2021).

To enhance the credibility of the research, the researcher incorporated a wide range of perspectives and voices to substantiate themes during coding (Jones et al., 2017). This extensive insertion of supporting data extracts from the transcripts gave the results a high level of multivocality that increased the study's dependability (Jones et al., 2017). This approach helped to avoid bias and provided a more comprehensive and reliable basis for the identified themes (McCracken, 1988). With an existing framework (deductive

approach) being the backbone of the coding framework, coding quality was high, resulting in the study's credibility also being high.

Overall, the trustworthiness of the research findings was strengthened through respondent and theoretical triangulation (McCracken, 1988). Respondent triangulation involved using purposive sampling and generating data from different organisational level managers (senior and middle managers) working in different organisations. A purposive sampling lifted the trustworthiness and measure of confidence in the quality of the data because the interviewees who were selected based on their knowledge and experience in strategy implementation had relevant experience on the topic being interviewed on (Tawse & Tabesh, 2021 and Rego et al., 2021). Data collection across different sectors emphasised transferability of the results within the industry and mitigated against single source bias (McCracken, 1988). Theoretical triangulation was made possible by leveraging data analysis and interpretation of multiple theories (Pearse, 2019). This allowed the study to confirm the hits and misses of the emergent framework compared to existing theories as part of its empirical testing (Pearse, 2019). All the trustworthiness techniques employed in this study enhanced the robustness, consistency, and depth of the framework analysis, contributing to the overall reliability of the research outcomes (Pearse, 2019). Ultimately, the approaches positively contributed to the rigour and reliability of the research outcomes.

4.11 Limitations

This study has a sample-related limitation as well as a research design related limitation, both of which may present challenges on the findings' generalisability beyond the manufacturing context. This is because the research focused on selected decision-making managers in selected companies, within the manufacturing sector, without taking into consideration any science of sampling intensity and representativity matrices. However, while the companies represented only two out of the many other manufacturing sectors, the information gathered in this research was sufficient to serve the purpose of the study, which was to test the applicability and adequateness of an introductory framework in addressing the strategy implementation challenges. While the study adequately brought an understanding of the social and humanistic role of management in strategic implementation effectiveness within the manufacturing space, a larger sample being supported by a quantitative research design would have increased the generalisability of results beyond the manufacturing context.

4.12 Conclusion

Primary data was collected using semi-structured interviews. The data was collected using an instrument prepared within the auspices of an emergent strategy implementation effectiveness framework by Tawse & Tabesh (2021). 19 interviewees were purposively sampled in two purposively sampled companies in different manufacturing sectors. A deductive thematic analysis with pattern matching (Pearse, 2019) was done on the data, specifically focusing on how the eight framework categories related to achieving strategy implementation effectiveness. This empirical evaluation aimed to provide concrete evidence and insights into how well the framework met its intended goals and performed in practical scenarios. The study was anchored on testing the applicability of the strategy implementation effectiveness framework on the strategy implementation processes of organisations within the manufacturing industry in South Africa.

Chapter 5

The research aimed to empirically evaluate the performance of an introduced framework in addressing strategy implementation effectiveness challenges within the South African manufacturing context. Semi-structured interviews were conducted, and the transcribed data was subjected to a qualitative deductive thematic analysis in ATLAS.ti 23. In line with the requirements of a thematic qualitative analysis, selected verbatim excerpts from the transcribed data are presented as primary evidence of how well the framework meets its intended goals and performs in practical scenarios. Results are presented to supply evidence for each of the eight categories of the strategy implementation effectiveness framework posited by Tawse and Tabesh (2021). The evidence supplied against each of the eight categories answers each of the eight propositions of this study.

5.1 Research data in ATLAS.ti 23.

As shown in the excerpt from ATLAS.ti 23 in Figure 4, 19 documents were analysed. This analysis resulted in the creation of 111 codes supported by 653 quotations. The thematic analysis also resulted in the creation of 42 networks. Due to the limitations in content presentation, only a sample of the results is presented in this write-up.
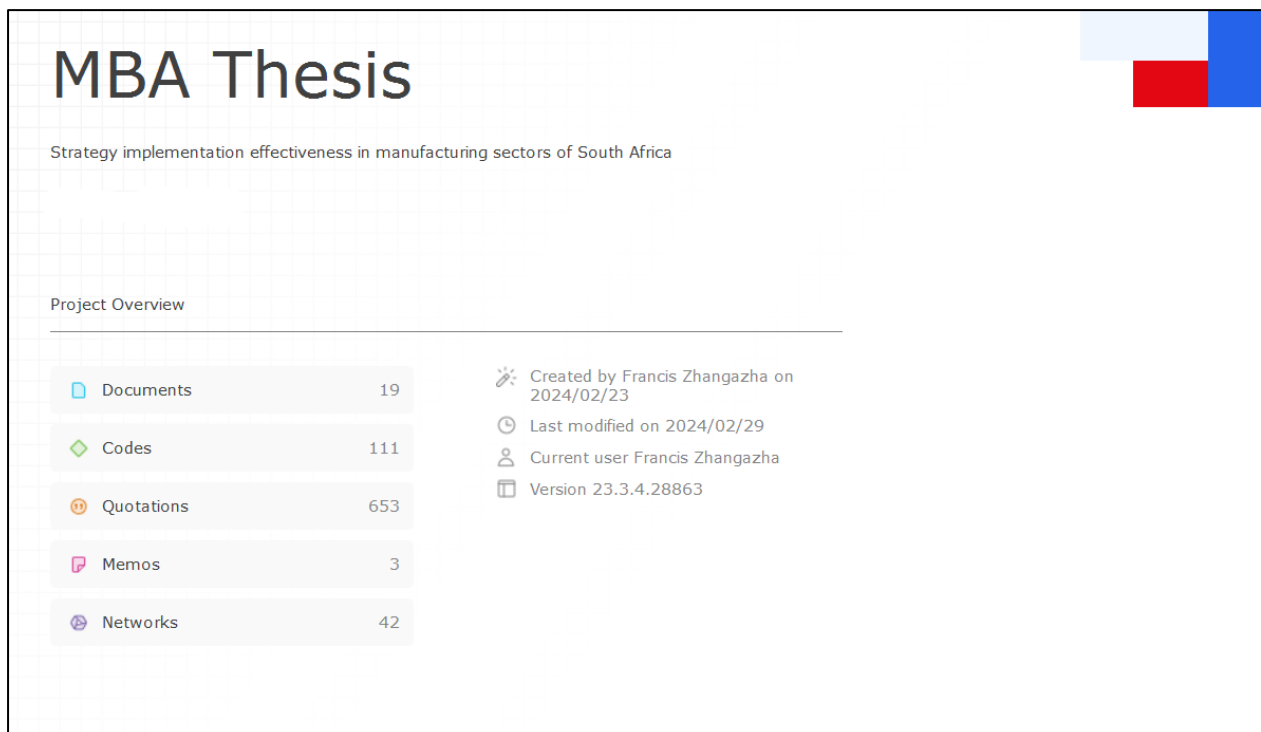
Figure 4, Excerpt from ATLAS.ti 23.

The 19 documents are transcripts collected from 19 interviewees whose details are summarised in Table 5. The number of quotations from each interviewee is shown in Table 5. Of the 19 interviewees, eight were from company ABC, while 11 were from company XYZ. By organisational level, 9 were middle managers, while 10 were senior managers.

Table 5: Distribution of the 653 quotations per interviewee

ID	Document	Media Type	Document Groups	Quotation Count
1	Interviewee 1. ABC. Middle Mgr. DMO	Text	Middle managers Company ABC	52
2	Interviewee 10. XYZ. Senior Mgr.docx	Text	Senior managers Company XYZ	45
3	Interviewee 11. XYZ. Senior Mgr.docx	Text	Senior managers Company XYZ	32
4	Interviewee 12. XYZ. Middle Mgr.docx	Text	Middle managers Company XYZ	22
5	Interviewee 13. XYZ. Senior Mgr	Text	Senior managers Company XYZ	46
6	Interviewee 14. XYZ. Middle Mgr.docx	Text	Middle managers Company XYZ	25
7	Interviewee 15. XYZ. Senior Mgr	Text	Senior managers Company XYZ	26
8	Interviewee 16. XYZ. Middle Mgr.docx	Text	Middle managers Company XYZ	31
9	Interviewee 17. XYZ. Senior Mgr.docx	Text	Senior managers Company XYZ	31
10	Interviewee 18. XYZ. Senior Mgr.docx	Text	Senior managers Company XYZ	36
11	Interviewee 19. XYZ. Middle Mgr.docx	Text	Middle managers Company XYZ	25
12	Interviewee 2. ABC. Senior Mgr. FLO	Text	Senior managers Company ABC	40
13	Interviewee 3. ABC. Senior Mgr	Text	Senior managers Company ABC	29

14	Interviewee 4. ABC. Middle Mgr	Text	Middle managers Company ABC	25
15	Interviewee 5. ABC. Senior Mgr	Text	Senior managers Company ABC	49
16	Interviewee 6. ABC. Middle Mgr	Text	Middle managers Company ABC	43
17	Interviewee 7. ABC. Middle Mgr	Text	Middle managers Company ABC	32
18	Interviewee 8. ABC. Senior Mgr	Text	Senior managers Company ABC	33
19	Interviewee 9. XYZ. Middle Mgr	Text	Middle managers Company XYZ	31

All the 19 documents were coded. The distribution of codes per document is indicated in Figure 5. Figure 5 demonstrates that codes were taken from all documents, although some yielded more codes than others depending on each interviewee's response to the semi-structured questions. The colour intensity and pattern show the popularity of specific codes over others. Figure 5 also shows the commonality of the codes collected, which has a bearing on the conclusions of the practicality of the framework, which will be done in Chapter 5. In Figure 5, Yang et al. codes are purple, Kaplan & Norton's codes are black, with the rest of the colours being different codes of the Tawse & Tabesh framework.
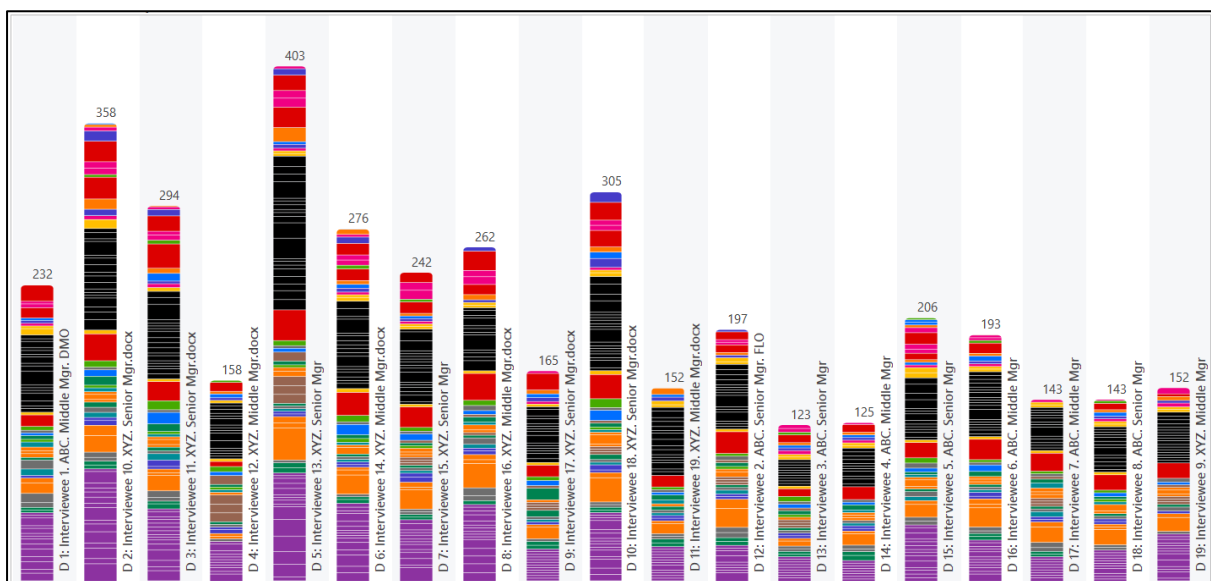
Figure 5: Code distribution by document.

5.2 Proposition 1: Structural managerial actions contribute to achieving strategy implementation effectiveness.

The first code in Proposition 1 extracted from literature as one of the first-order categories of structural managerial actions that drive strategy implementation effectiveness was "strategy translation and communication". The code "strategy translation and communication" was deductively assigned to applicable quotations in the transcript. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was confirmed with 22 quotations that were deductively found to support the managerial action code "strategy translation and communication". A random selection of the supporting quotations is shown in Figure 6 to form a network created in ATLAS.ti 23. demonstrating what the interviewees said about the effectiveness of the structural managerial actions affecting strategy implementation.

The code "strategy translation and communication" is part of the code group structural managerial actions category that affects strategy implementation. A verbatim quotation such as: "*Yes. I think translation of strategy helps because it gives everyone a clear indication of what's expected of them, and I think in, especially in manufacturing where we deal with a lot of technical people, technical people like to have a clear understanding of what's required of them and what they need to do* 19:14 ¶ 53 in Interviewee 9. XYZ. Middle Mgr" is an acknowledgement by the interviewee that correct strategy translation is crucial to achieving strategy implementation effectiveness. Another verbatim quote, "*Incorrectly interpreted strategy leads to poor communications of strategy* 16:27 ¶ 114 in Interviewee 6. ABC. Middle Mgr" also confirms that the interviewee is aware that structural managerial action, "strategy translation and communication," impacts the attainment of strategy implementation effectiveness.

Managers are aware of the role of the correct translation of strategy in effecting strategy implementation effectiveness, as demonstrated by this quotation: *"The communication includes, laying bare the strategy objectives. What are we doing and when? Where is our strategy? Why are we doing what we are doing?* 17:28 ¶ 58 in Interviewee 7. ABC. Middle Mgr". Another interviewee expressed their appreciation when the organisation's strategy is translated for the understanding of all employees: "*But what I also appreciate is having a clearly defined strategy given to you means that you only actually responsible for now* 10:5 ¶ 27 in Interviewee 18. XYZ. Senior Mgr.docx"

Translation must be done down to the shop floor according to another submission: "*The communication of strategy is important for commitment to be there, for instance talk about a person from the shop floor, that person is doing a certain unit of job, managers must make him understand that the strategy and vision of the organization is to make quality products, and therefore this worker must be passionate about it.* 5:39 ¶ 145 in Interviewee 13. XYZ. Senior Mgr"

The 19 interviewees all agreed that strategy translation is important. The quotations in Figure 6 show how the interviewees agreed on the matter showing that managers know the managerial actions that impact strategy implementation effectiveness.
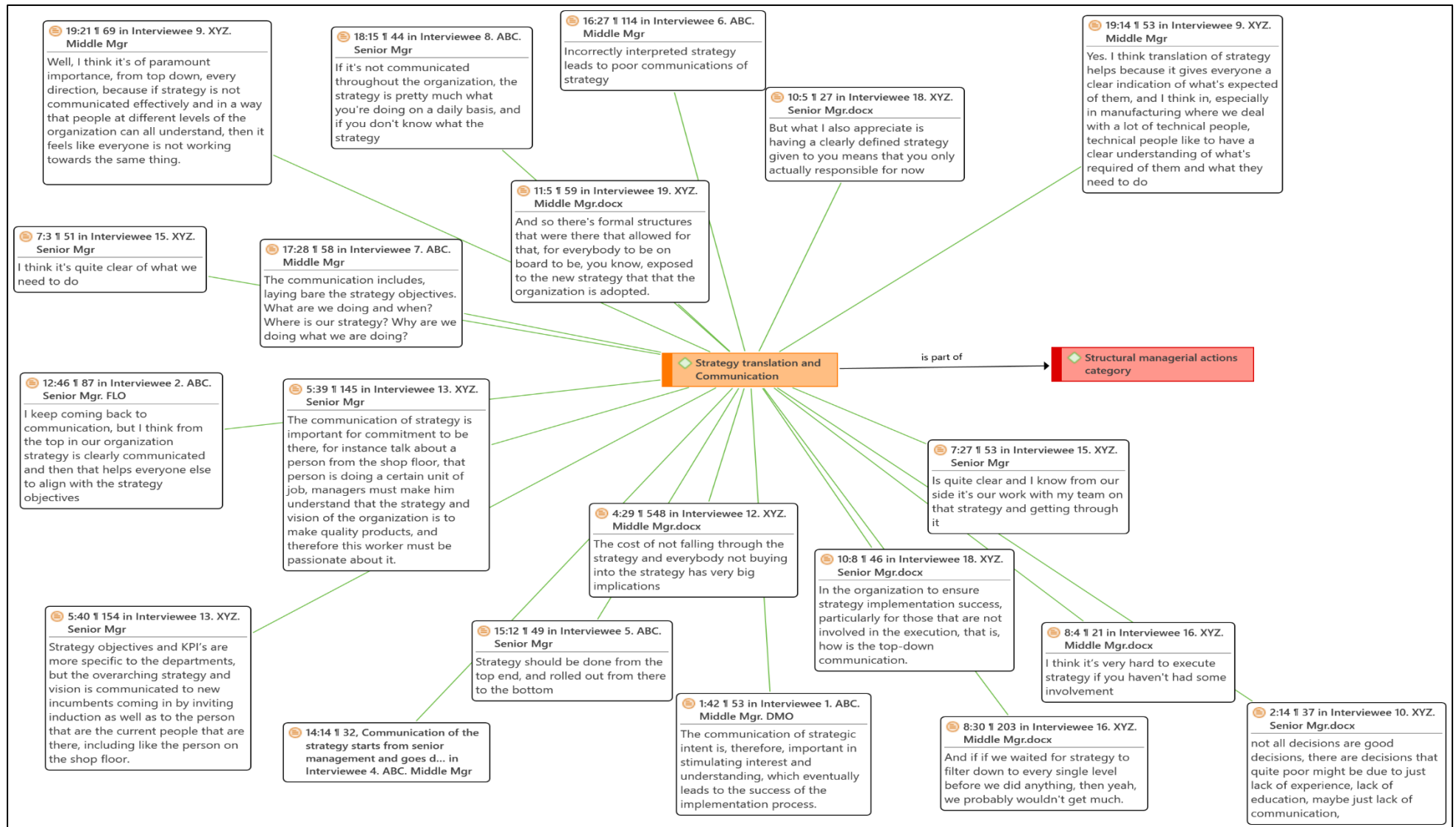
Figure 6: Selected quotations on code "strategy translation and communication"

The second code in Proposition 1 extracted from the literature as one of the first-order categories of structural managerial actions that drive strategy implementation effectiveness was "clear structures, aligned systems, policies and procedures." This first-order category was deductively assigned to randomly sampled quotations as a code and formed a network shown in Figure 7. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was confirmed with 14 quotations that were deductively found to support the managerial action code "clear structures, aligned systems, policies and procedures". The quotations aligning to the code demonstrate that clear structures, aligned systems, policies and procedures apply to structural managerial actions affecting strategy implementation effectiveness.

From Figure 7, a quotation such as: "*I think policies and procedures must be there, and I think anyone who implements strategy will need to be aware of them that.* 16:15 ¶ 80 in Interviewee 6. ABC. Middle Mgr" is an acknowledgement by the interviewee that organisations must have systems, policies, and procedures in place during the strategy implementation process to achieve strategy implementation effectiveness. All the quotations in Figure 7 represent the submission of interviewees who all agree that structures and systems influence the attainment of strategy implementation effectiveness. Organisations whose managers understand and apply them have high structural managerial actions leading to effective strategy implementation. The findings in Figure 7 support the propositions in the strategy implementation effectiveness framework.

The interviewees acknowledged that the managerial actions that drive strategy implementation exist in the organisations: "*We have quite a well-defined policies and procedures, but as management and even at other levels, there's always an openness to change procedures* 19:10 ¶ 39 in Interviewee 9. XYZ. Middle Mgr". When asked how strategy implementation effectiveness must be achieved, they suggested the use of managerial actions to enforce strategy implementation effectiveness: "*use the structures, especially in terms of enforcing strategy implementation deadlines.* 12:36 ¶ 62 in Interviewee 2. ABC. Senior Mgr. FLO. These submissions and others shown in Figure 7 demonstrate that managerial actions are not scarce to organisations. Evidence also demonstrates that in these sampled organisations they are used.
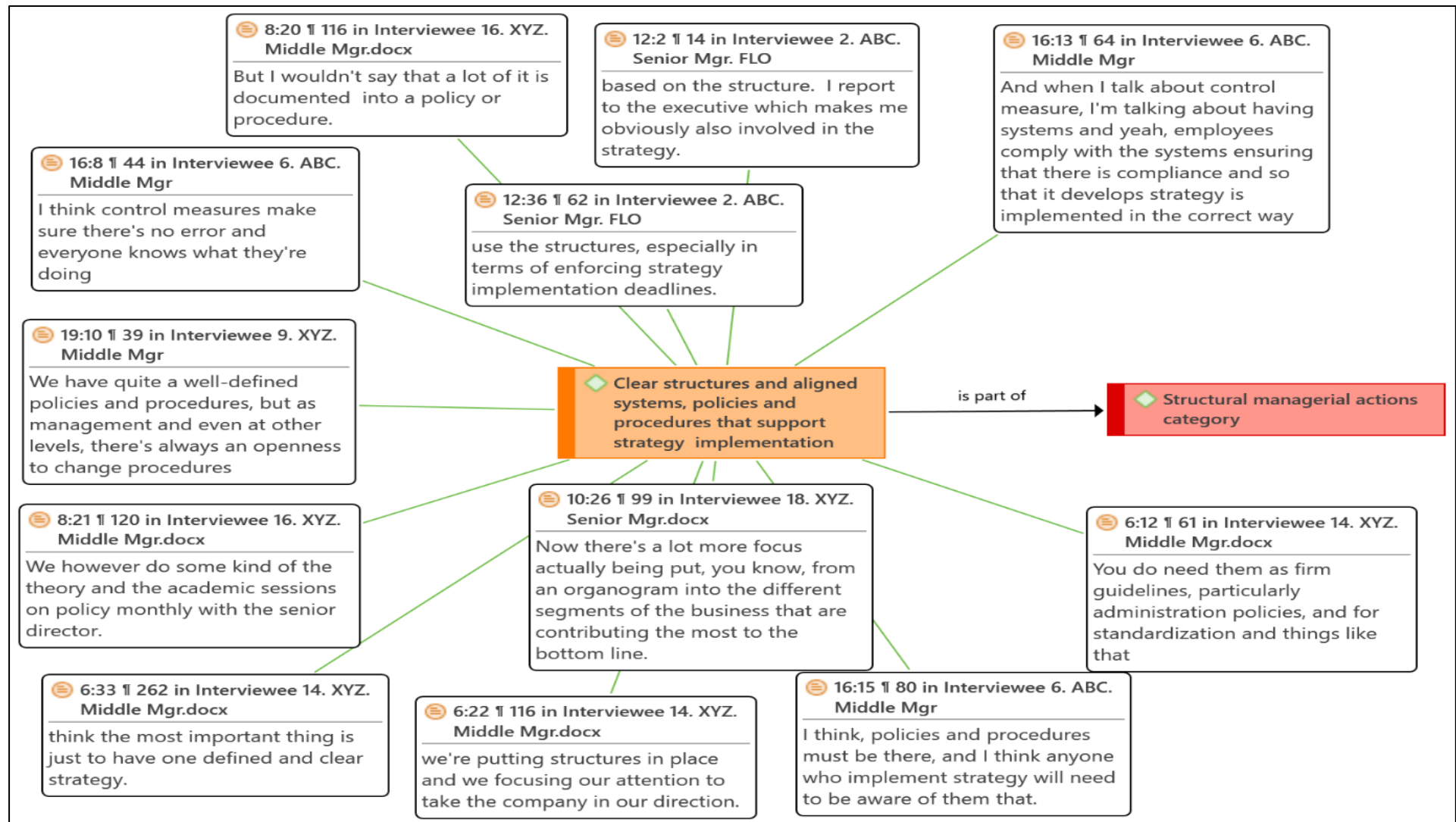
Figure 7: Selected quotations on code "clear structures, aligned systems, policies, and procedures"

5.3 Proposition 2: Interpersonal managerial actions contribute to achieving strategy implementation effectiveness.

Interpersonal managerial actions were confirmed to be causally linked to the attainment of strategy implementation effectiveness. The first code in Proposition 2 extracted from literature as one of the first-order categories of interpersonal managerial actions that drive strategy implementation effectiveness was "interaction between organisation levels and departments". Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was confirmed with 16 quotations that were deductively found to support the managerial action code "interaction between organisation levels and departments". This code was deductively assigned to randomly sampled quotations shown in Figure 8 to form a network showing what the interviewees said about the effectiveness of the interpersonal and managerial actions affecting strategy implementation.

An example of a quotation from Figure 8: "*I firmly believe there should be teamwork and communication across all departments to achieve strategy implementation effectiveness*" is an acknowledgment by the interviewee that the achievement of strategy implementation effectiveness is linked to interaction between individuals and departments in an organisation. Interviewee 5 is quoted in Figure 8 saying, "*At senior management, they drive whatever comes out to them from the executive, but then somewhere in the middle management, and in the operational levels below that, that's where the strategy implementation fails*" which also confirms that the interpersonal managerial action "interaction between organisation levels and departments" influences the attainment of strategy implementation effectiveness. All the quotations in Figure 8 speak on either the presence of interaction positively contributing to implementation effectiveness or the absence of interaction negatively influencing the attainment of strategy implementation effectiveness.
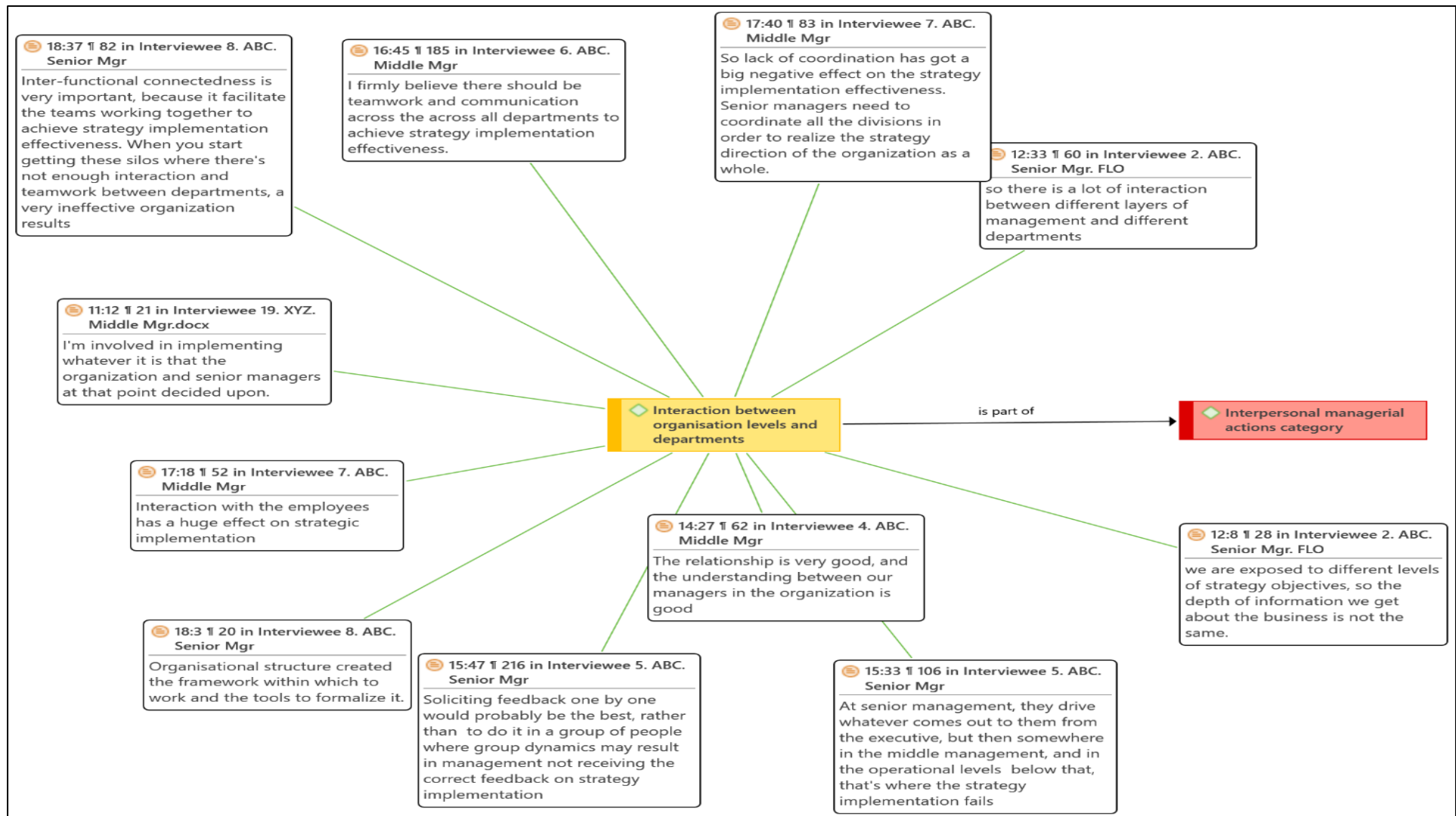
Figure 8: Selected quotations from code: "Interaction between organisation levels and departments"

The second code in Proposition 2 extracted from the literature as one of the first-order categories of interpersonal managerial actions that drive strategy implementation effectiveness was "management style and communication." This first-order category was deductively assigned to randomly sampled quotations as a code and formed a network shown in Figure 9. The quotations aligning with the code demonstrate that management style and communication are interpersonal managerial actions affecting strategy implementation effectiveness. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was confirmed with 12 quotations that were deductively found to support the managerial action code "management style and communication."

From Figure 9, a quotation such as: "*For any strategy to be 100% effective organisational levels need to have a strong communication, a lateral communication and down and up.* 17:26 ¶ 56 in Interviewee 7. ABC. Middle Mgr" is an acknowledgement by the interviewee that must make use of good management style and communicate extensively during the strategy implementation process to achieve strategy implementation effectiveness.

The style of management and how a manager disseminates information of strategy implementation has a bearing on how strategy process is carried out in an organisation. This was submitted as "*having some sessions across teams where you have all members from different teams so that when you're communicating the way forward in strategy implementation, you're not only communicating to one section but to all departments the same. This way the different departments become one focus group with one objective of achieving strategy implementation effectiveness.* 12:48 ¶ 92 in Interviewee 2. ABC. Senior Mgr. FLO".

All the quotations in Figure 9 represent the submission of interviewees who all agree that management style and communication influence the attainment of strategy implementation effectiveness. Organisations whose managers understand and apply them have high interpersonal managerial actions leading to effective strategy implementation.
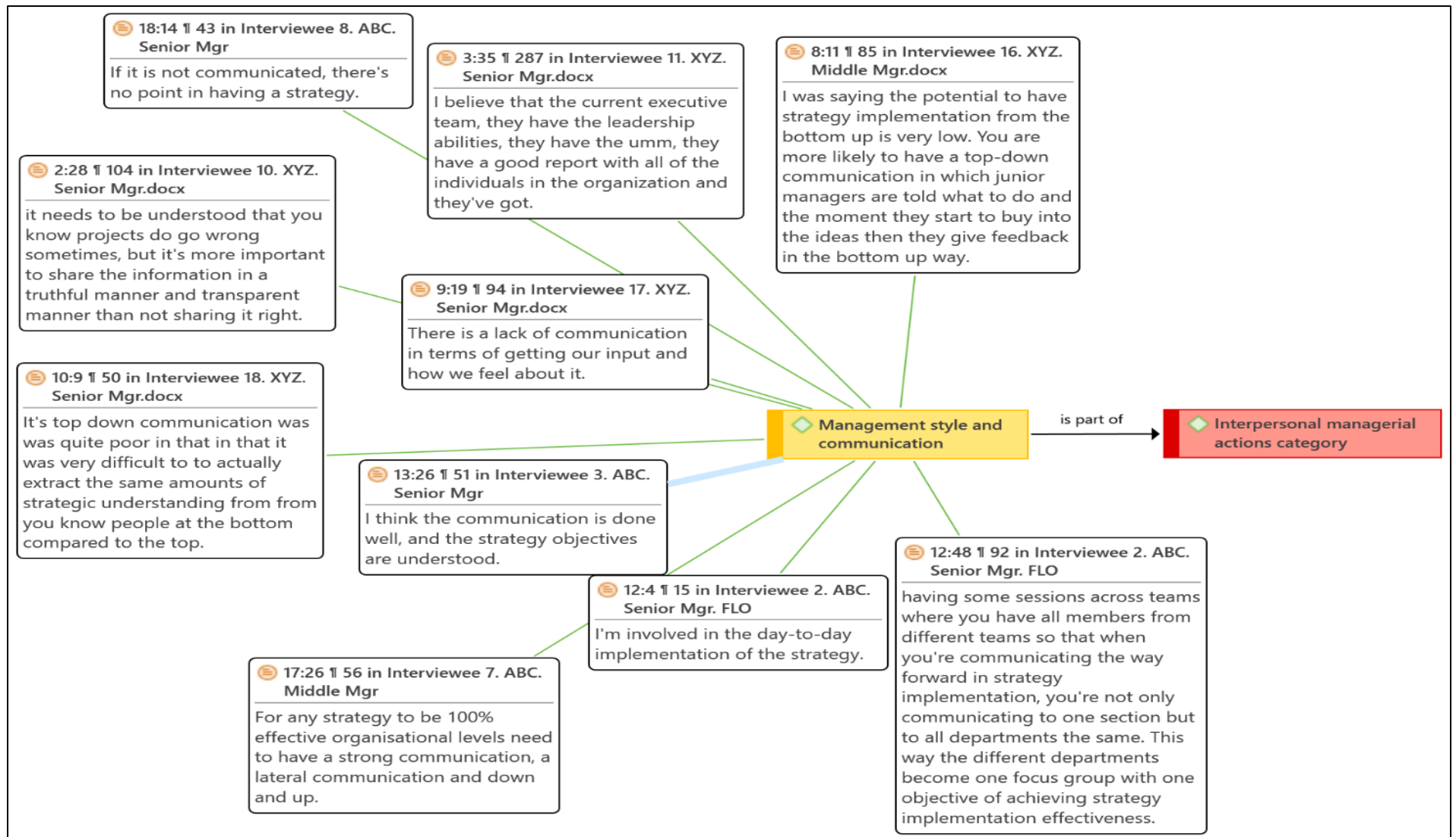
Figure 9: Selected quotations from code: "management style and communication."

5.4 Proposition 3: Competence contributes to the attainment of strategy implementation effectiveness.

Specialised competencies and strategy implementation experience are confirmed in this section as competencies causally linked to the attainment of strategy implementation effectiveness. As shown in Figure 10, the code "specialised competencies" is part of the code group "the competence to implement a strategy," one of the three conditions that lead to the attainment of strategy implementation effectiveness. The code "specialised competencies" is supported by the 13 quotations, a sample of which is shown in Figure 10. A quotation such as: "*managerial team need to have the knowledge and the skills to rally people together to work, work towards a goal and to achieve those goals as well*" demonstrates an acknowledgement by the interviewee that they are aware that specialised competencies such as knowledge and skills are necessary for the achievement of strategy implementation effectiveness. Another verbatim quote, "*The more competent people you have, I think the faster and more efficiently you're going to implement those strategies and achieve those strategy objectives*" also confirms that the condition "specialised competencies" influences the attainment of strategy implementation effectiveness.

The managerial action competence is crucial in driving strategy implementation effectiveness, as submitted herein: "*Competence is the best driver of strategy implementation effectiveness, but one cannot really separate competence from experience and skills as the three always go together.* 16:35 ¶ 128 in Interviewee 6. ABC. Middle Mgr". Organisations are aware of this to the extent that if such competence is not available in-house, management outsource it: "*There are several instances where external skills were brought in to assist in the implementation of strategy, meaning that the organisation believe in the power of skills, knowledge, and experience in driving strategy implementation processes.* 13:30 ¶ 60 in Interviewee 3. ABC. Senior Mgr"

All the quotations in Figure 10 represent the submission of interviewees who all agree that specialised competencies influence the attainment of strategy implementation effectiveness. Organisations whose managers understand and apply them have high conditions conducive to effective strategy implementation.
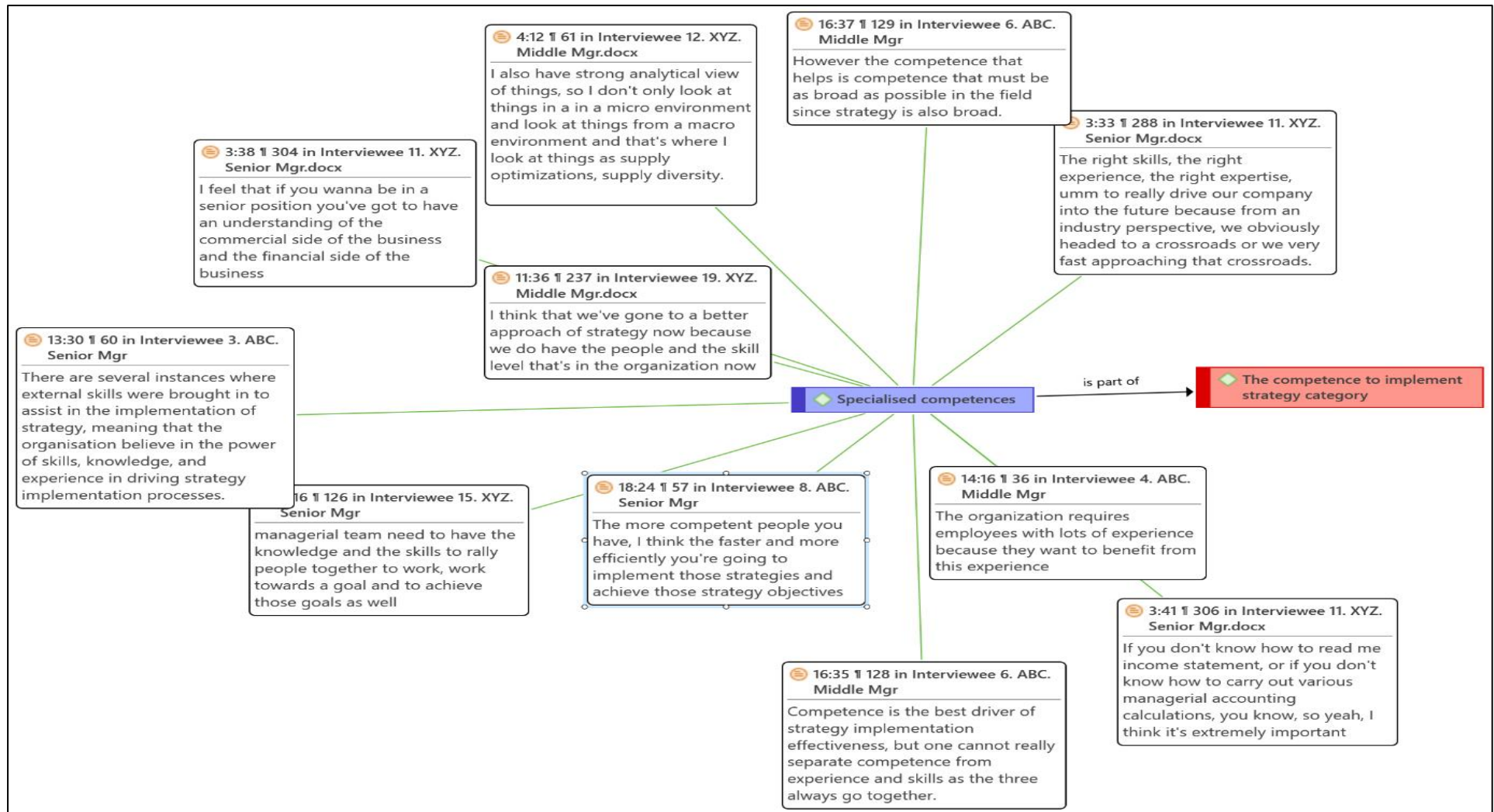
Figure 10: Selected quotations from code: "specialised competencies"

The second code in Proposition 3 extracted from the literature as one of the first-order categories of the competencies required to drive strategy implementation effectiveness was "strategy implementation experience and capability." In support of the proposition that strategy implementation experience and capability have an impact on strategy implementation effectiveness, the quotations in Figure 11 were sampled. A quotation such as: "*And I think there's a correlation between, the more experienced or more knowledgeable a person with influence has over an area is, the less likely it is for things to it reduces the risk of whatever work is being done of wasting resources and time,* 2:29 ¶ 113 in Interviewee 10. XYZ. Senior Mgr.docx" is an acknowledgement by the interviewee that experience is a factor in achieving strategy implementation effectiveness.

It is observed by some interviewees that organisations do not fully utilise the experience they have inhouse to benefit their strategy implementation processes to strategy implementation effectiveness: "*I don't think that we fully utilizing everybody's experience* 11:29 ¶ 168 in Interviewee 19. XYZ. Middle Mgr.docx". A solution suggested by one of the interviewees is for managers to use all skills available to enhance the chances of achieving strategy implementation effectiveness. *"Senior managers must develop the skills to incorporate all their employees' skills in strategy implementation.* 1:81 ¶ 89 in Interviewee 1. ABC. Middle Mgr. DMO". All the quotations in Figure 11 represent the submission of interviewees who all agree that strategy implementation experience influences the attainment of strategy implementation effectiveness.
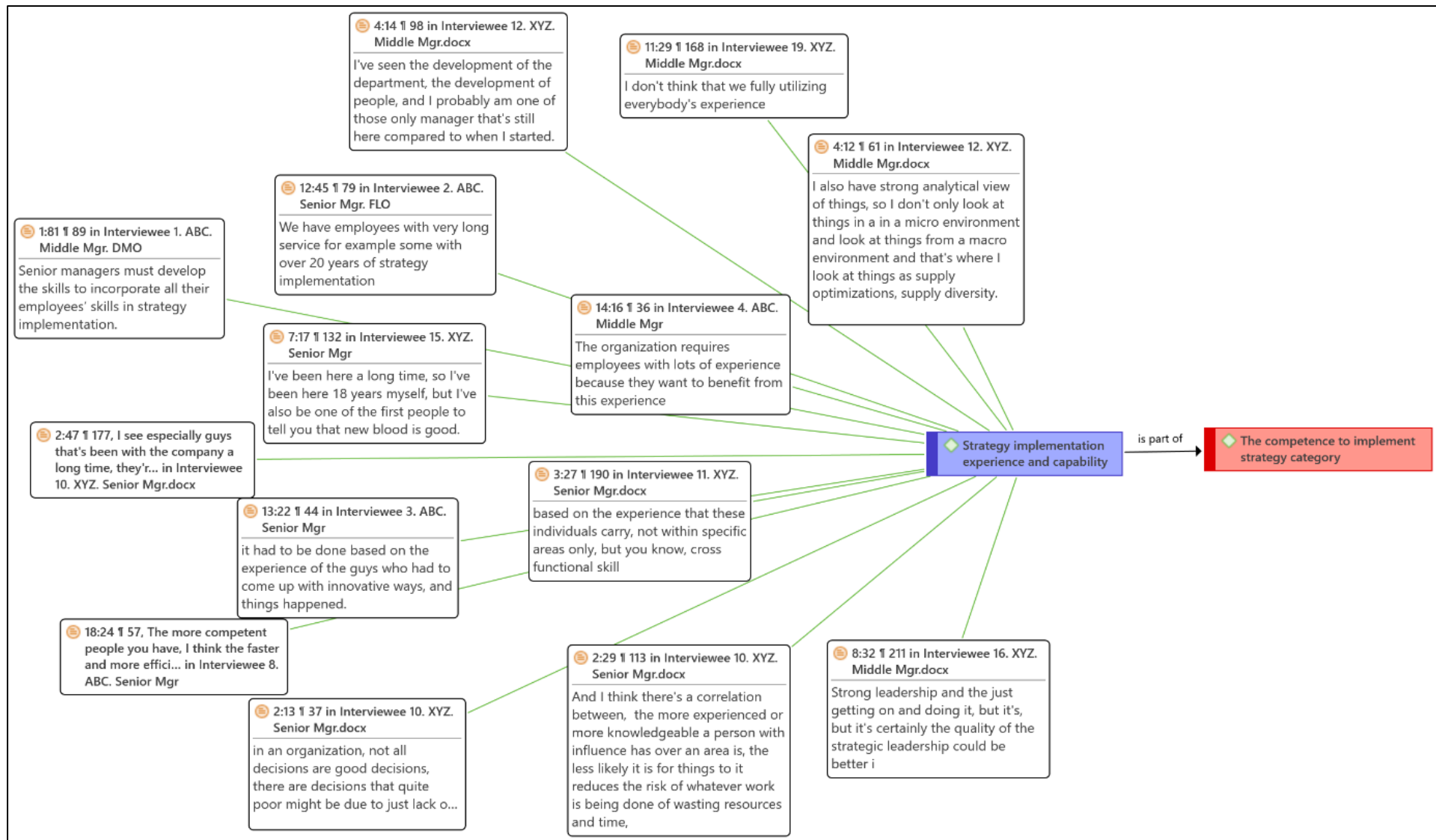
Figure 11: Selected quotations from code: "Strategy implementation experience and capability."

The third code in Proposition 3 extracted from the literature as one of the first-order categories of the competencies required to drive strategy implementation effectiveness was "human capital resources." In support of the proposition that strategy implementation experience and capability impact strategy implementation effectiveness, the quotations in Figure 12 were sampled. A quotation such as: "*Successful organizations have the right human capital. If you recycle the same people all the time, complacency to follow through on strategy objectives creeps in, resulting in poor strategy implementation results. It's important to strengthen teams with people from other companies with different perspectives to uplift the benchmark.* 1:69 ¶ 78 in Interviewee 1. ABC. Middle Mgr. DMO" is an acknowledgment by the interviewee that human capital is a factor in achieving strategy implementation effectiveness.

Another quotation: "*There has been some consideration of these skills, but more could be done. Leveraging skills, experience, and knowledge can add value to strategy implementation, but it is not always considered, hence the failure of some strategies.* 1:48 ¶ 57 in Interviewee 1. ABC. Middle Mgr. DMO." Demonstrates the value of having the right human capital that is competent enough to drive the organisation's strategy to effectiveness. All the quotations in Figure 12 represent the submission of interviewees who all agree that human capital resources influence the attainment of strategy implementation effectiveness.
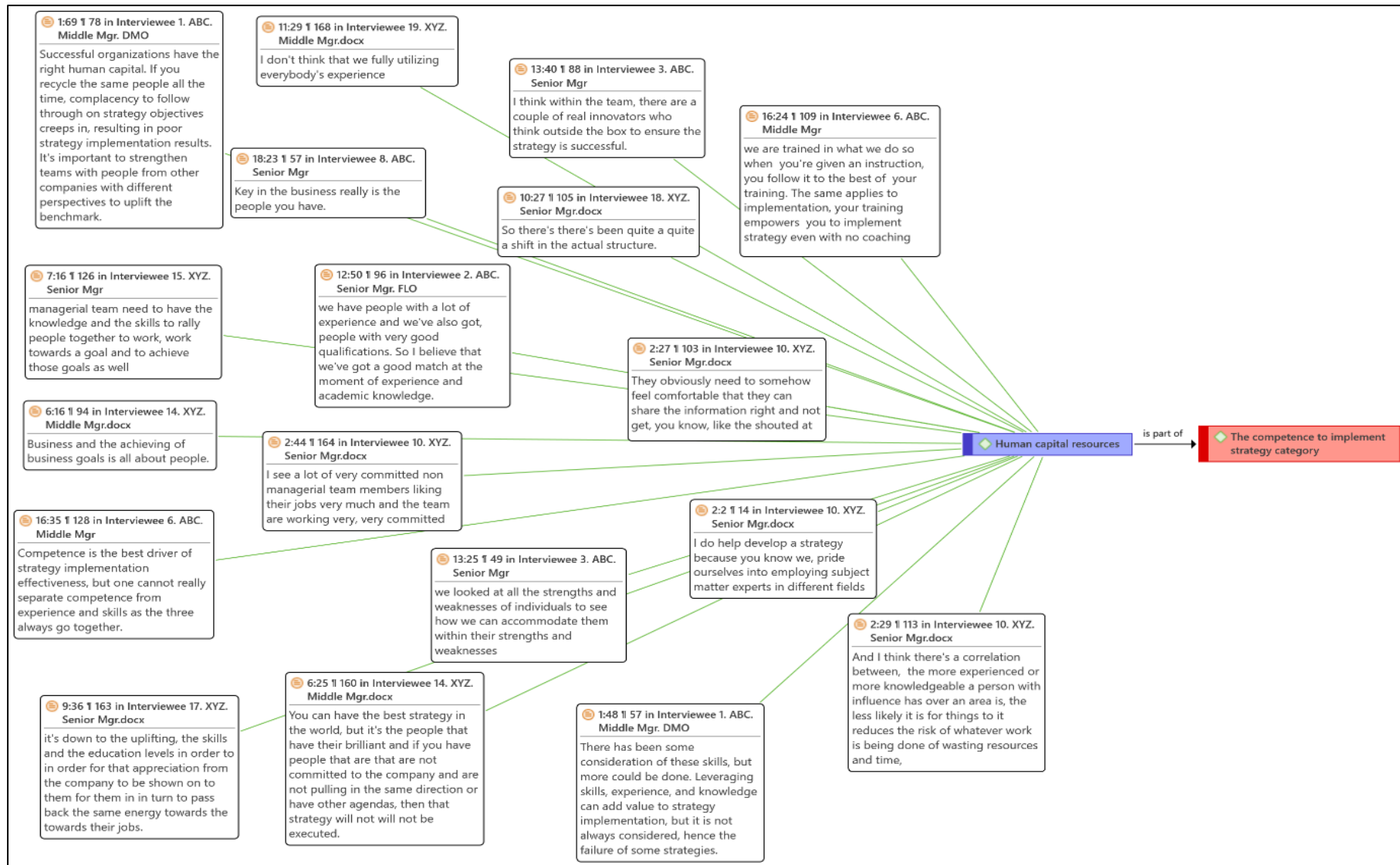
Figure 12: Selected quotations from code: "human capital resources."

5.5 Proposition 4: Commitment contributes to the attainment of strategy implementation effectiveness.

The three types of commitment that drive an organisation to strategy effectiveness are top management commitment, managerial commitment, and commitment to strategy roles. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was obtained using three codes. The first code in Proposition 4 extracted from the literature as one of the first-order categories of the commitment that drives strategy implementation effectiveness was "managerial commitment to strategy implementation". This was supported by the quotations shown in Figure 13. An example of one such quotation is: "*Decisive leadership is important to ease the implementation process. In most cases, senior management is not that visible, which leads to the structures responsible for strategy implementation being weakened. Leadership is something that needs constant focus, and it's imperative for leadership to be strong and focused on the strategy objectives, without allowing anything to derail the program for strategy implementation effectiveness to be achieved*". This quotation demonstrates an acknowledgement by the interviewee that having managers fully committed to strategy implementation processes reduces the chances of missing strategy implementation effectiveness.

The levels of commitment that drive strategy implementation to its effectiveness come when there is a commitment to that strategy. This is acknowledged here: "*So everyone in the organization knows their input into, strategic implementation and the strategy for different strategies of the organization as a whole.* 19:4 ¶ 29 in Interviewee 9. XYZ. Middle Mgr." Figure 13 shows a sample of quotations from various interviewees who acknowledged the importance of the code managerial commitment in driving strategy implementation effectiveness.
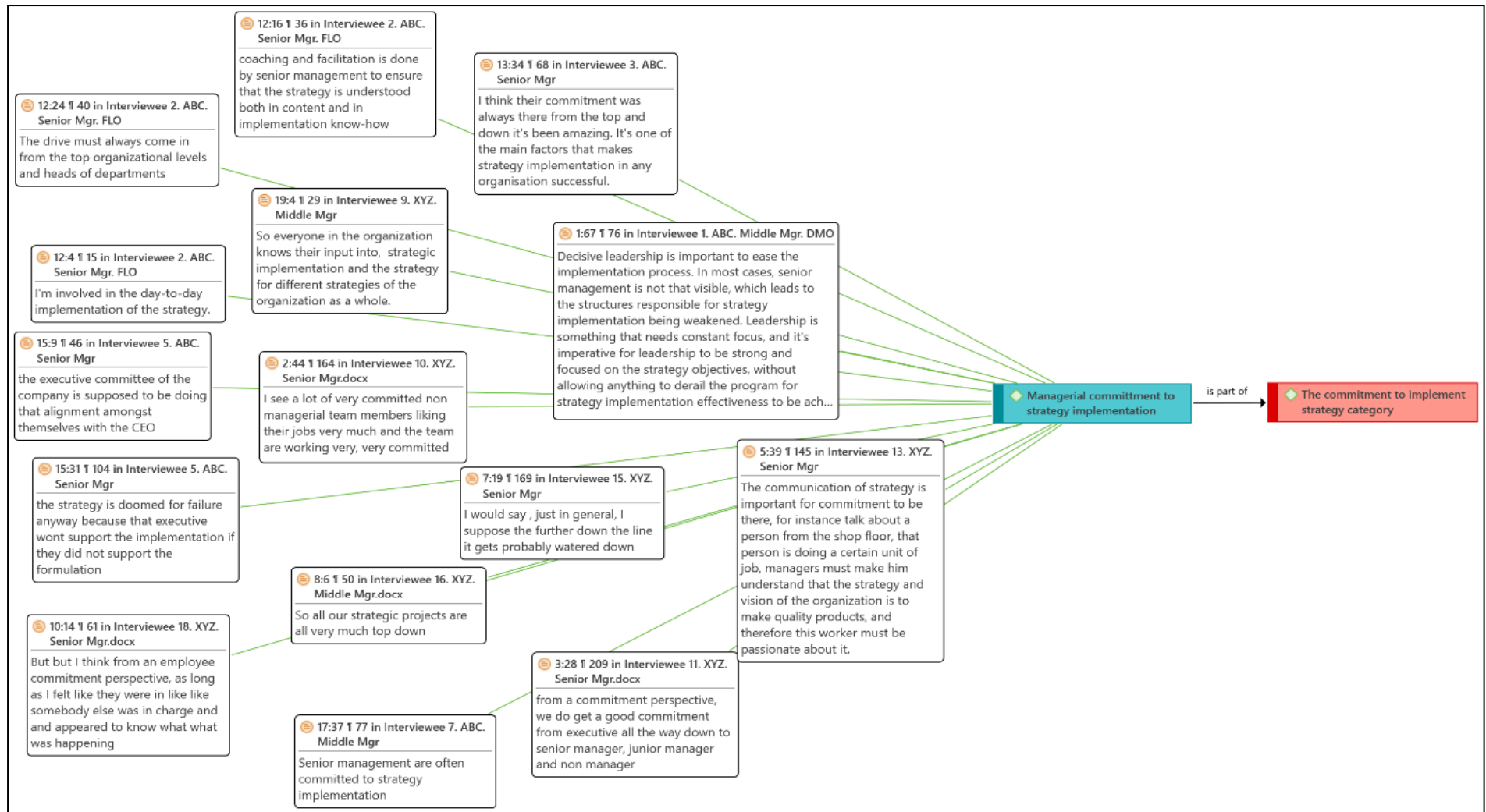
Figure 13: Selected quotations from code: "managerial commitment to strategy implementation"

The second code in Proposition 4 "role commitment and strategy commitment" is also part of the code group commitment to implement strategy that affects strategy implementation. A quotation such as: "*all people who have a role in the day-to-day management of the business also have an important role to play in strategy implementation*" is a confirmation that strategy implementation effectiveness is a factor of how everyone in the business becomes as committed to strategy as they are to the day jobs. Organisations whose managers understand and apply them have a high chance of achieving strategy implementation effectiveness.

Another quotation confirming that management acknowledging commitment as a factor driving strategy implementation effectiveness is "*I'm at the forefront of making sure it's executed.* 4:15 ¶ 115 in Interviewee 12. XYZ. Middle Mgr.docx" This quotation is coming from a middle manager who confirms the code "Role commitment and strategy commitment". This confirms knowledge that every manager must commit to lead the successful execution of strategy from the front irrespective of managerial level.

A quotation like this: "*because I have seen from experience that the further one moves from senior management downwards, the less the commitment to strategy effectiveness. There is still the notion at lower levels of management that strategy implementation effectiveness is for senior management.* 17:35 ¶ 75 in Interviewee 7. ABC. Middle Mgr" equally confirms the importance of role commitment although the interviewee is exposing the weakness in the system in that, there are some lower management roles that are not as committed as senior management role. This absence of role commitment leads to failure to achieve strategy implementation effectiveness. All the quotations shown in Figure 14 show how interviewees agree with the proposition that the organisation must have role commitment and strategy commitment from all employees to achieve strategy implementation effectiveness.
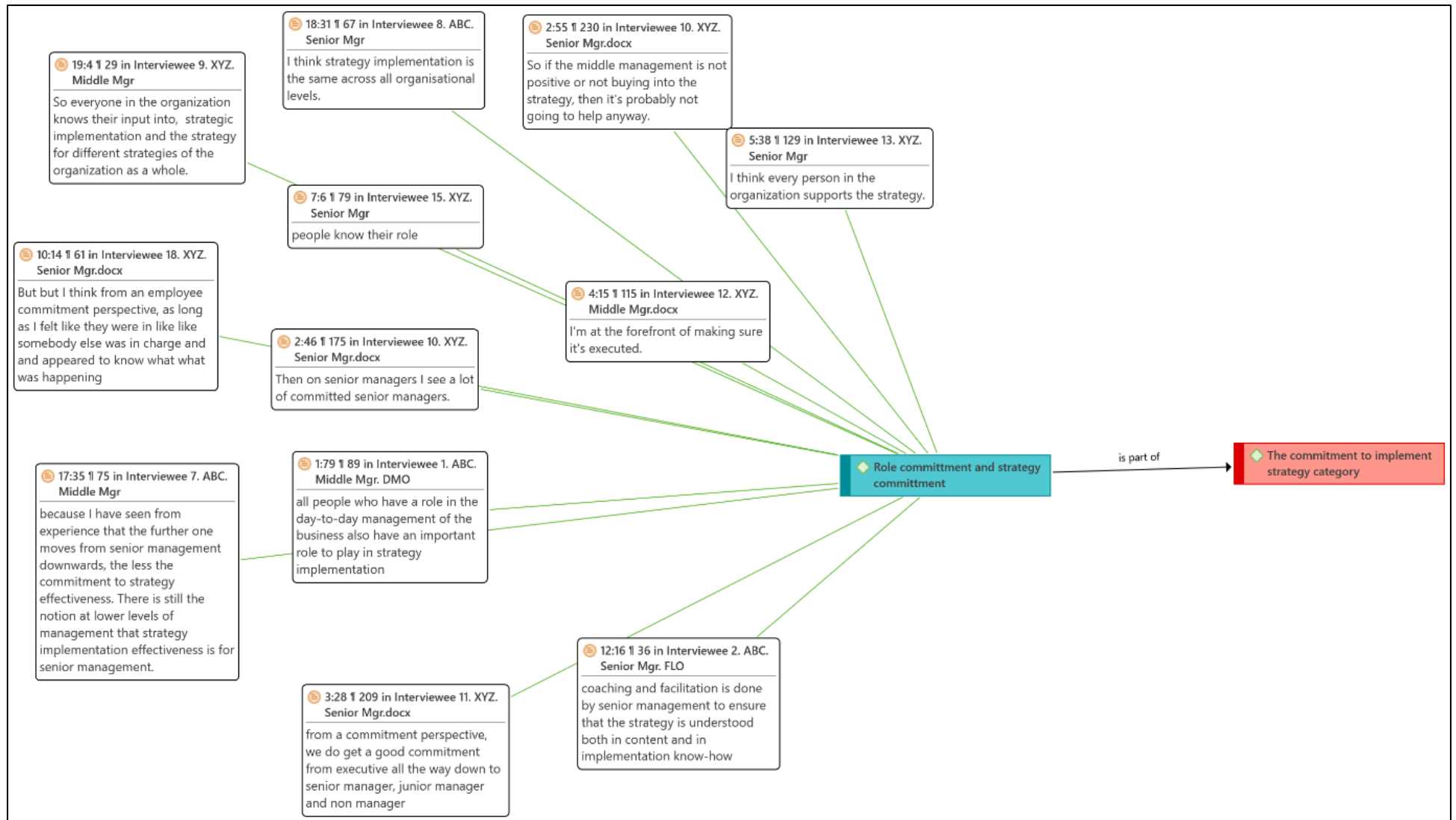
Figure 14: Selected quotations from code: "role commitment and strategy commitment"

The third code in Proposition 4, "top management commitment," is part of the code group "the commitment" that affects strategy implementation. A quotation such as: "*The drive must always come in from the top organizational levels and heads of departments*" is an acknowledgment by the interviewee that senior managers and executives' commitment to a strategy discourse is central to achieving strategy implementation effectiveness. Another verbatim quote, "*coaching and facilitation is done by senior management to ensure that the strategy is understood both in content and in implementation know-how*" also confirms that the condition "top management commitment" has an influence on the attainment of strategy implementation effectiveness.

Organisations whose managers understand their roles and apply them diligently have a high chance of achieving strategy implementation effectiveness. Therefore, it is an advantage for any organisation if all employees understand their roles. "*So everyone in the organization knows their input into, strategic implementation and the strategy for different strategies of the organization as a whole.* 19:4 ¶ 29 in Interviewee 9. XYZ. Middle Mgr". It is important if the commitment is also visible at senior management level because that encourages junior level employees "*Then on senior managers I see a lot of committed senior managers.* 2:46 ¶ 175 in Interviewee 10. XYZ. Senior Mgr.docx. However, the greatest benefit for strategy implementation is if everyone is committed. "*So everyone in the organization knows their input into, strategic implementation and the strategy for different strategies of the organization as a whole.* 19:4 ¶ 29 in Interviewee 9. XYZ. Middle Mgr". All the quotations shown in Figure 15 show how interviewees agree with the proposition that there must be top management commitment for the organisation to achieve strategy implementation effectiveness.
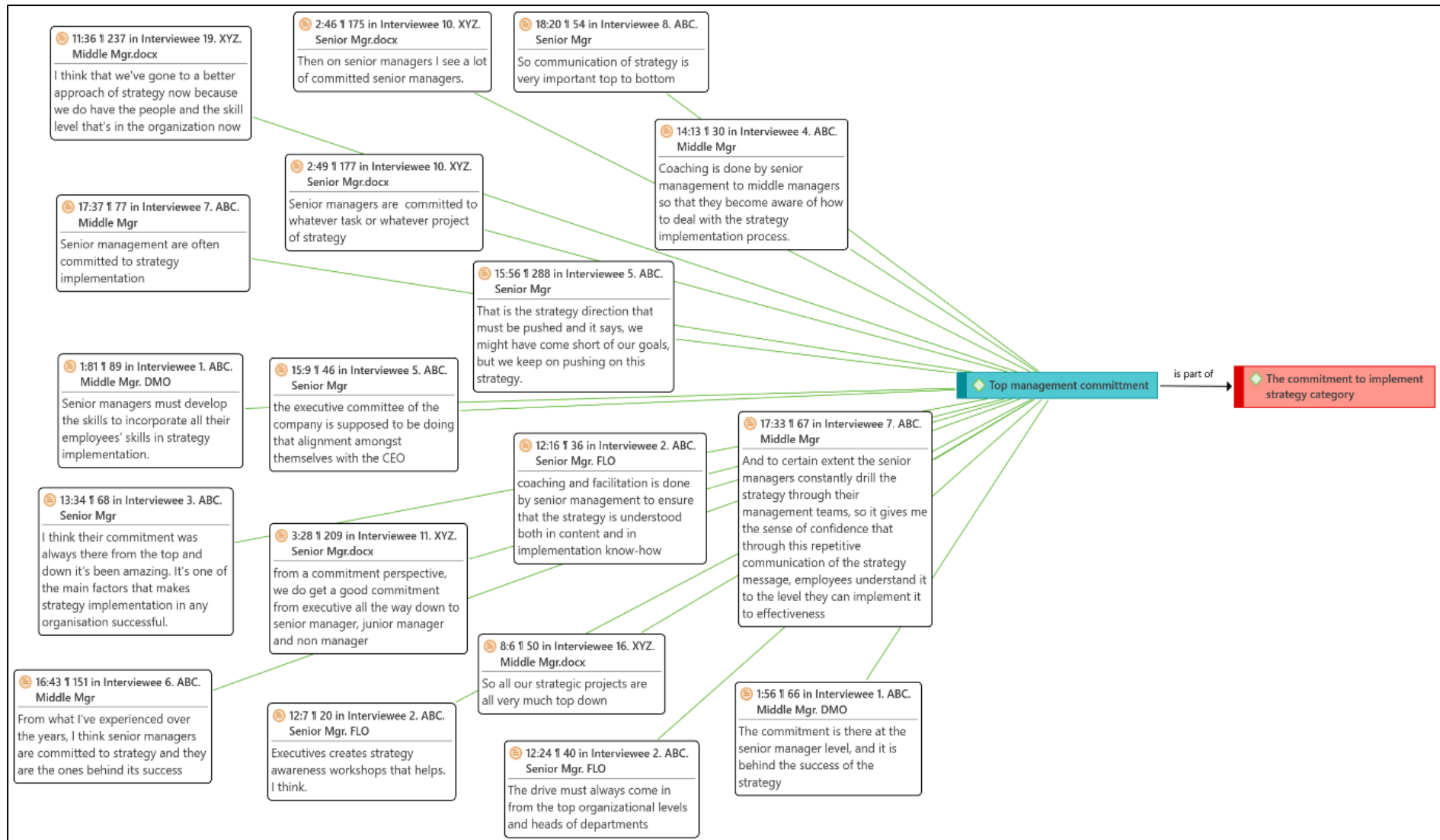
Figure 15: Selected quotations from "top management commitment"

5.6 Proposition 5: Coordination contributes to the attainment of strategy implementation effectiveness.

Evidence of the role of common understanding of goals, inter-functional connectedness, and coordination and cooperation as conditions of strategy implementation that are causally linked to the attainment of strategy implementation effectiveness is presented herein. The code "common understanding of goals" is part of the code group "coordination of strategy implementation activities" which impacts strategy implementation effectiveness. A quotation such as: "I *think that creates a sense of ownership at different levels which is important for creating strategy implementation effectiveness. When people feel included they buy in and they own the process and drive strategy to effectiveness.* 19:36 ¶ 88 in Interviewee 9. XYZ. Middle Mgr" is an acknowledgement by the interviewee that in an environment where a common understanding of goals is achieved, employees work together to achieve strategy implementation effectiveness.

A quotation such as this "*Every department is focused on its role and responsibility within departments. Most middle managers think that the organization's success and alignment of strategy is the role of the executive management teams. The coordination of the strategy across silos is difficult.* 1:61 ¶ 70 in Interviewee 1. ABC. Middle Mgr. DMO" confirms that in that organisation there is a common understanding of goals which is a strong foundation of strategy implementation effectiveness. The applicability of a common understanding of goals in influencing strategy implementation effectiveness is thus confirmed.

Figure 16 shows quotations from interviewees who agree with each other that a common understanding of goals is a condition that must prevail for strategy implementation effectiveness to be achieved.
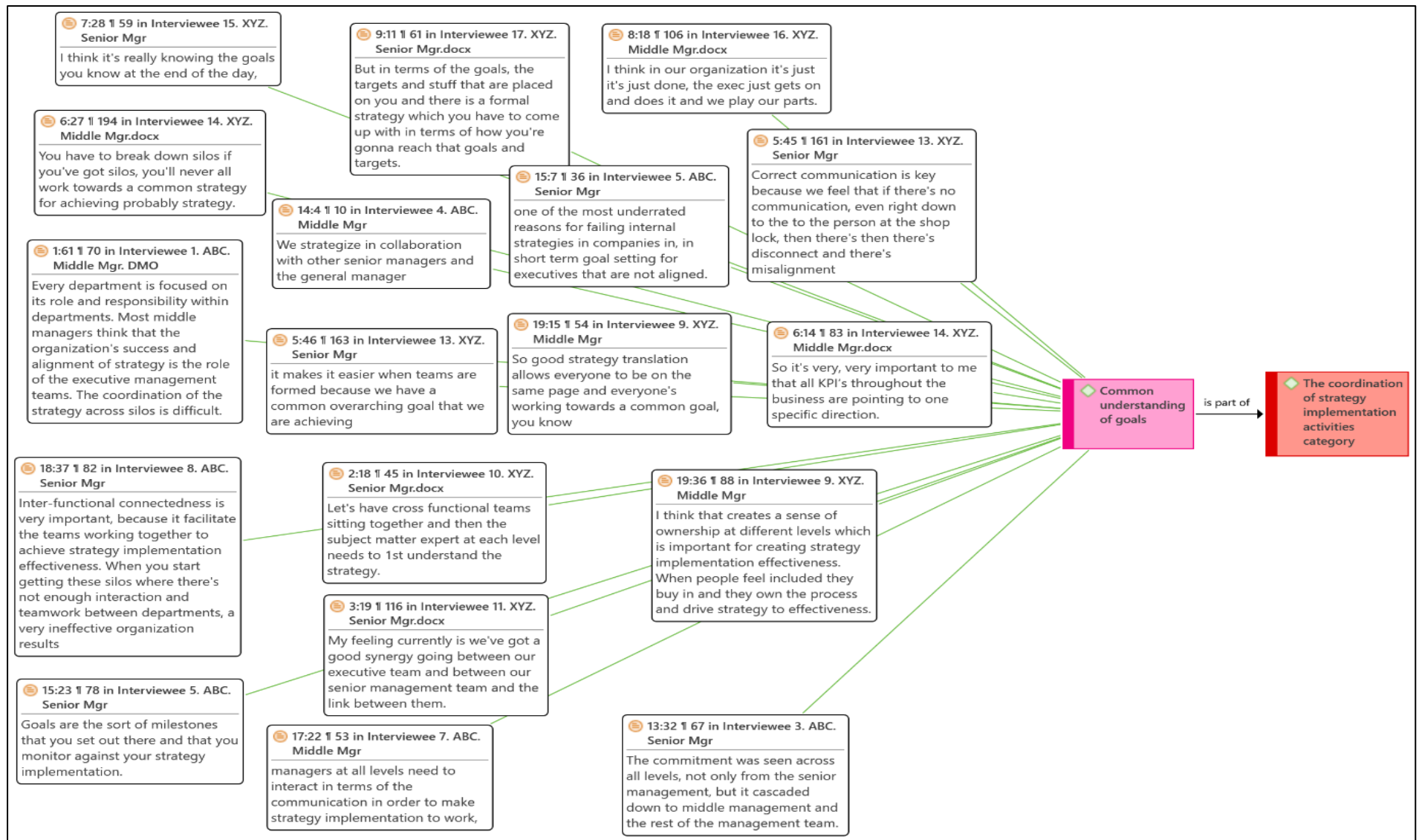
Figure 16: Selected quotations from code: "common understanding of goals"

The second code in Proposition 5, "inter-functional connectedness" is part of the code group coordination of strategy implementation activities, a category that affects strategy implementation. A quotation such as: "*Let's have cross-functional teams sitting together and then the subject matter expert at each level needs to 1st understand the strategy.* 2:18 ¶ 45 in Interviewee 10. XYZ. Senior Mgr.docx" is an acknowledgement by the interviewee of the coordination and working together of cross-functional teams is a condition to achieve strategy implementation effectiveness. This is supported by this quote: "*Departments work in conjunction with each other, so even if one director leaves of another one department, the other departments know what the commitments of that department is to move forward, and they and they depend on that department.* 5:34 ¶ 112 in Interviewee 13. XYZ. Senior Mgr

While all interviewees in Figure 17 agree on the importance of inter-functional connectedness, a verbatim quote such as "*Every department is focused on its role and responsibility within departments. Most middle managers think that the organization's success and alignment of strategy is the role of the executive management teams. The coordination of the strategy across silos is difficult.* 1:61 ¶ 70 in Interviewee 1. ABC. Middle Mgr. DMO" highlights the impact in a negative sense. This is similarly the case in this organisation "*It was constantly one team trying to outshine the other or prove that the other was wrong.* 10:32 ¶ 156 in Interviewee 18. XYZ. Senior Mgr.docx. Figure 17 shows quotations from interviewees who agree with each other that inter-functional connectedness is a condition that must prevail for strategy implementation effectiveness to be achieved.
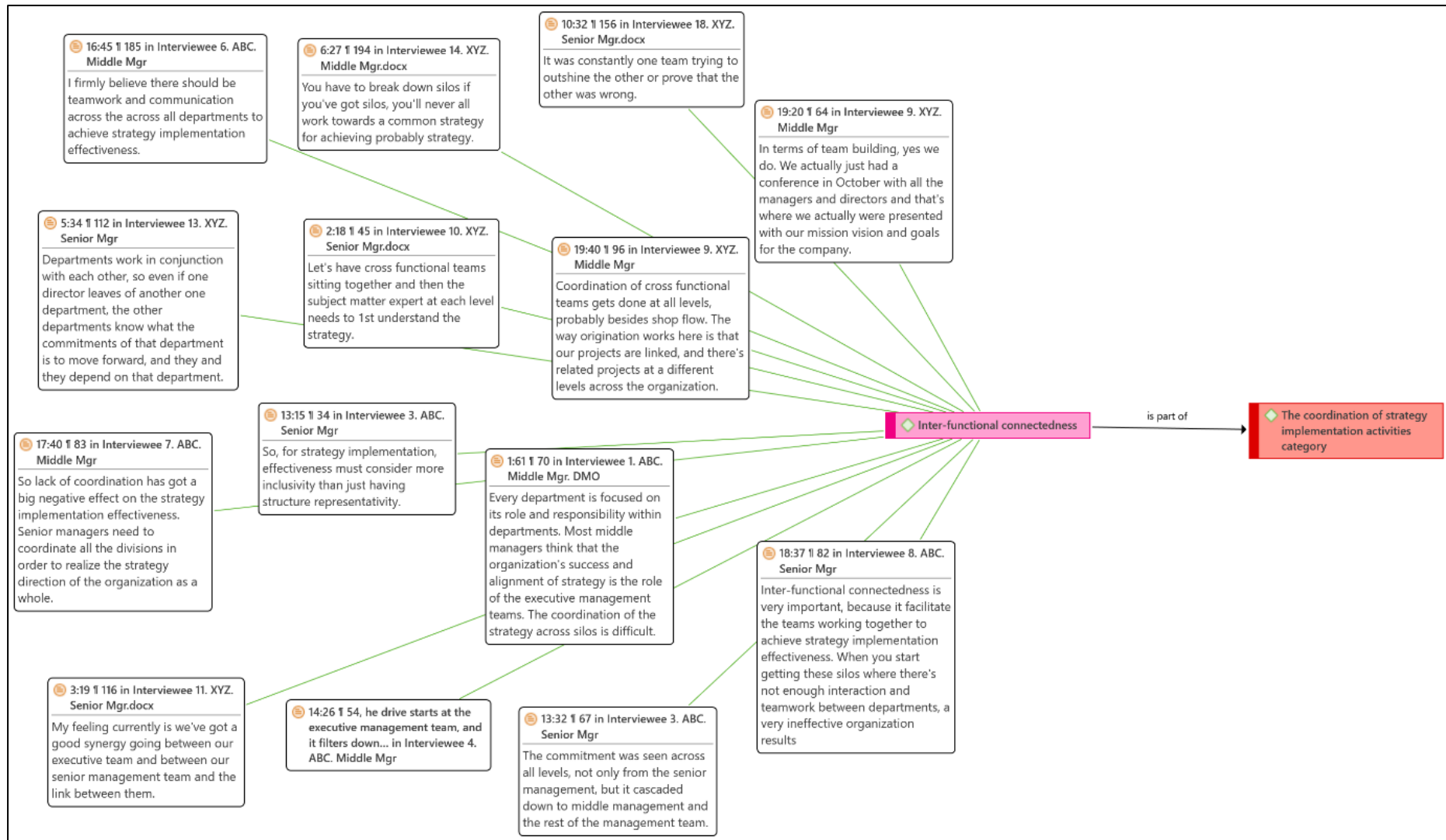
Figure 17: Selected quotations from code: "inter-functional connectedness"

The third code, "coordination and cooperation," is part of the code group coordination of strategy that affects strategy implementation. A quotation such as: "*I'm not a big fan of specialization because specialization results in the creation of silos effect that hamper the process of strategy implementation, so I try and encourage broad experience*", conforms, the position that managers in organisations must work together to achieve strategy implementation effectiveness.

Another verbatim quote, "*So I'd say there's room for improvement in terms of bottom-up strategy*" confirms that coordination and cooperation have an influence on the attainment of strategy implementation effectiveness. Organisations whose managers understand and apply the quotations in Figure 18 have high chance of achieving strategy implementation effectiveness.

A verbatim quotation like, "*mechanisms are there to get the feedback from the lower levels of management upwards.* 7:13 ¶ 109 in Interviewee 15. XYZ. Senior Mgr." is confirmation by the interviewee that there is coordination and cooperation that is setting the stage for employees to give feedback on implementation effectiveness. This coordination is a condition that when present in an organisation, it sets the organisation in a position to use the conditions for strategy implementation effectiveness.
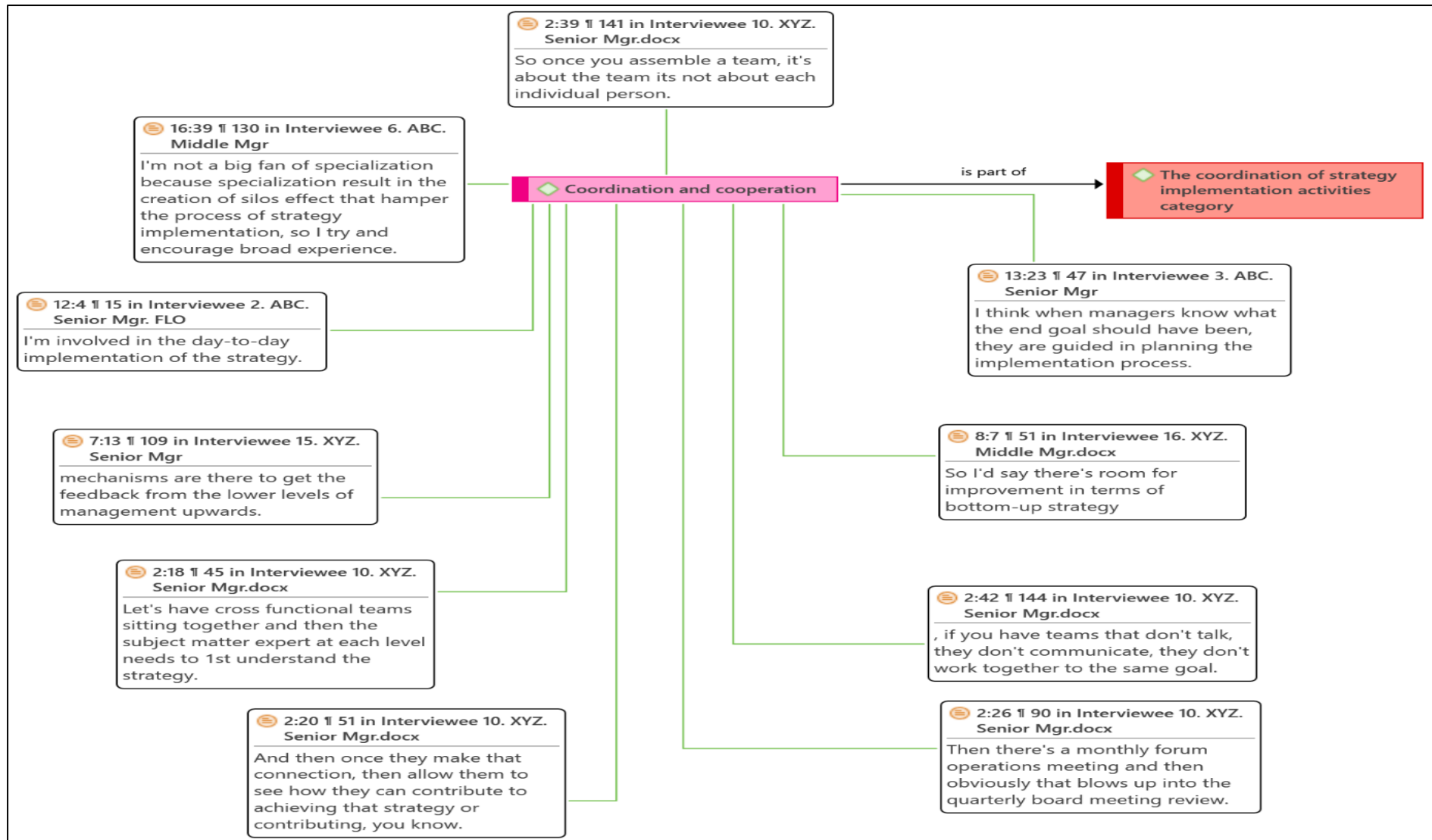
Figure 18: Selected quotations from code "coordination and cooperation"

5.7 Proposition 6: Managerial cognition contributes to the attainment of strategy implementation effectiveness.

Decision-making skills, managerial sense-making skills, and awareness of socio-emotional identities are confirmed dynamic managerial capabilities of strategy implementation that are causally linked to achieving strategy implementation effectiveness. Evidence to test the applicability of the three aggregates of dynamic managerial capability in contributing to strategy implementation effectiveness was deductively obtained using three codes.

The first code extracted from literature as one of the first-order categories of structural managerial actions that drive strategy implementation effectiveness was "awareness of socio-economic identities". Some selected quotations support the applicability of this code in the network to attainment of strategy implementation effectiveness. One of the quotation such as: "*It's so true that even in the workplace, we are social beings, so we cannot ignore that the relationships people make in the workplace are important*" confirms how being aware of the socio-emotional identities within the organisation promotes the managerial cognition that drives strategy implementation effectiveness. Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness. The quotations in Figure 19 emphasise the importance of being aware of awareness of socio-emotional identities.
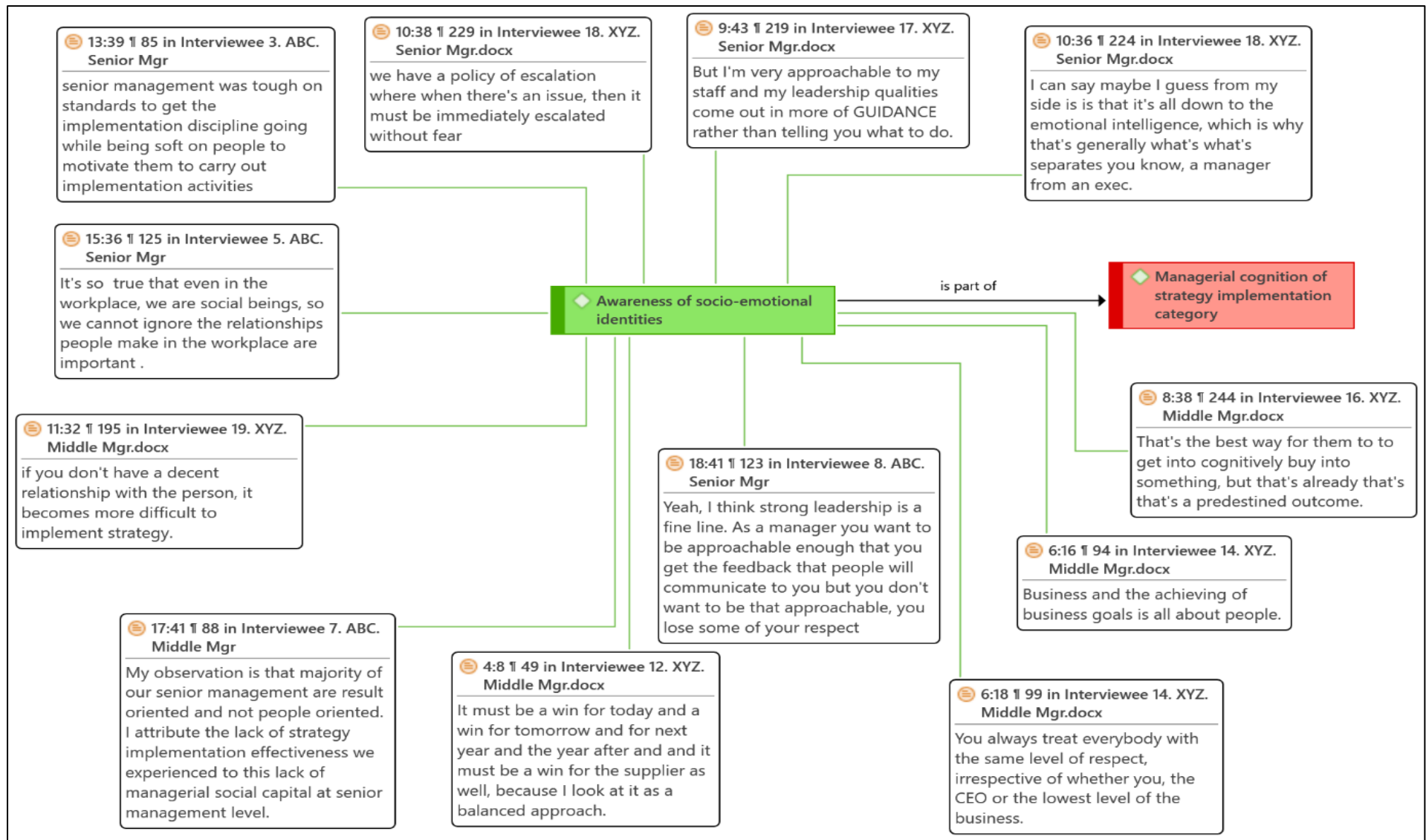
Figure 19: Selected quotations from code "awareness of socio-economic identities"

The code "decision-making skills" is part of the code group managerial cognition that affects strategy implementation. A quotation such as: "*not all decisions are good decisions, there are decisions that are quite poor, they might be due to just lack of experience, lack of education, maybe just lack of communication,* 2:14 ¶ 37 in Interviewee 10. XYZ. Senior Mgr.docx" is an acknowledgment by the interviewee that an important process like strategy implementation requires managers to make good decisions. To further report on the importance of decision-making skills, an interviewee said, "*only to find out later that the data we based the strategy on was wrong.* 13:12 ¶ 31 in Interviewee 3. ABC. Senior Mgr." Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness. The quotations in Figure 20 emphasize the importance of being able to make decisions that support strategy implementation effectiveness.
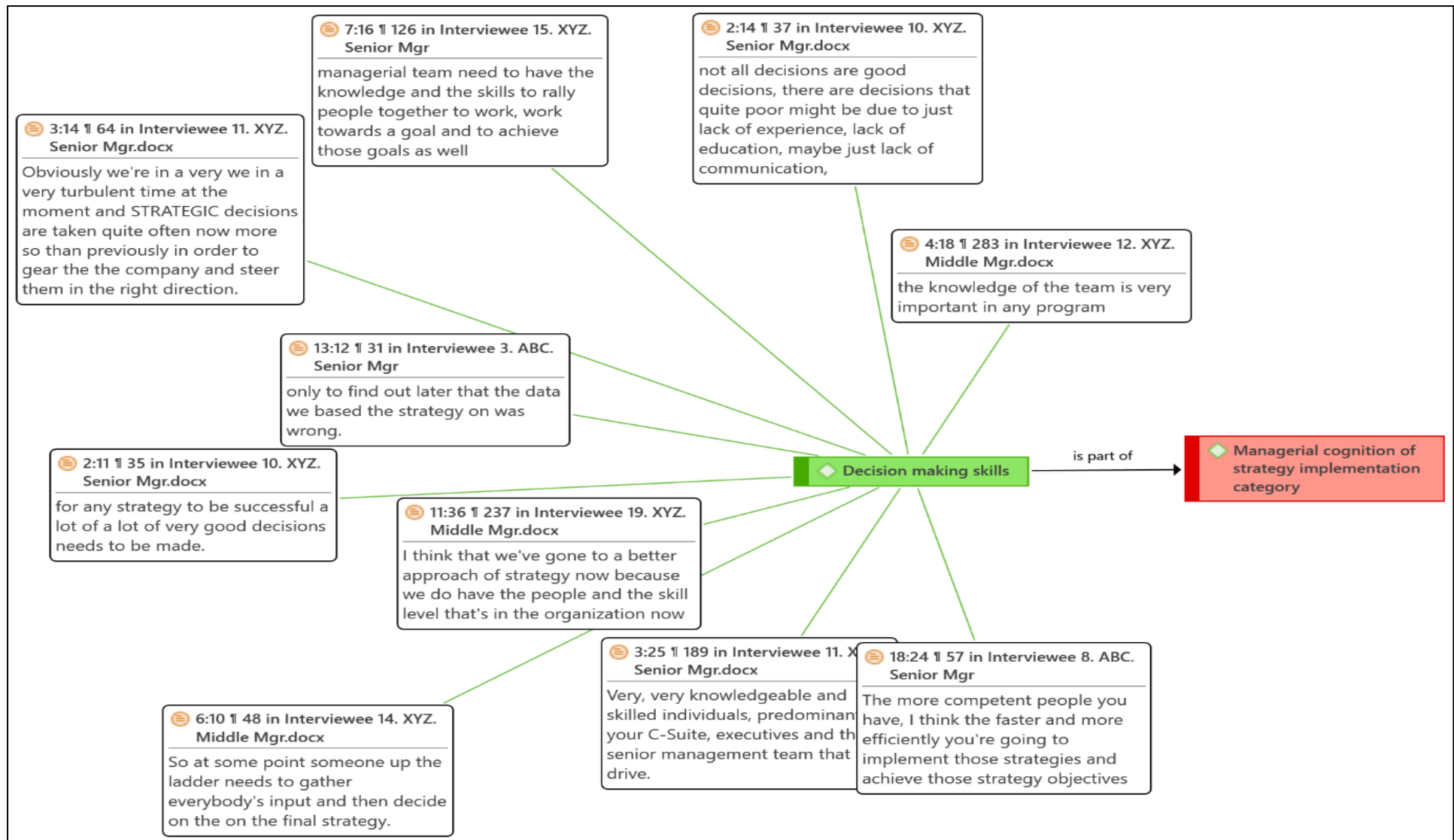
Figure 20: Selected quotation from code"decision-making skills"

The second code in the managerial cognition code group is "managers must make sense and make choices". An example of a quotation supporting the code is: "*the ability to recognize when a strategy is not being implemented and then being open to change things and/or amend and correct self.* 2:37 ¶ 131 in Interviewee 10. XYZ. Senior Mgr.docx". A second quotation from the pool in Figure 21 says: "*Look, I think the middle management does not always get the full picture of what the organization's strategy is working towards, especially on the roles they must play in the bigger picture.* 1:6 ¶ 29 in Interviewee 1. ABC. Middle Mgr. DMO". This quote demonstrates a dire situation in which management sense making abilities are low resulting in poor decision making.

Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness.

Figure 21: Selected quotations from code "managers must make sense and make choices"

5.8 Proposition 7: Managerial social capital contributes to the attainment of strategy implementation effectiveness.

Top managers' support of middle managers, top managers' ability to motivate, and reputational capital are confirmed dynamic managerial capabilities of strategy implementation causally linked to the attainment of strategy implementation effectiveness. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was obtained using three codes.

The code extracted from literature as one of the first-order categories of managerial social capital that drives strategy implementation effectiveness was "reputational and informational social capital". A quotation such as: " *Absolutely if as a manager you're all for the vision in the strategy (meeting) and you walk the talk but then on the social side you're saying to your colleagues and I just told you is not achievable, dressing down the same strategy, then it's not going to work.* 18:39 ¶ 120 in Interviewee 8. ABC. Senior Mgr" is demonstrating the power of reputational and informational social capital to build strategy effectiveness. Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness. Figure 22 contains the sampled quotation that demonstrates that having reputational and informational social capital is a dynamic capability that drives strategy effectiveness.
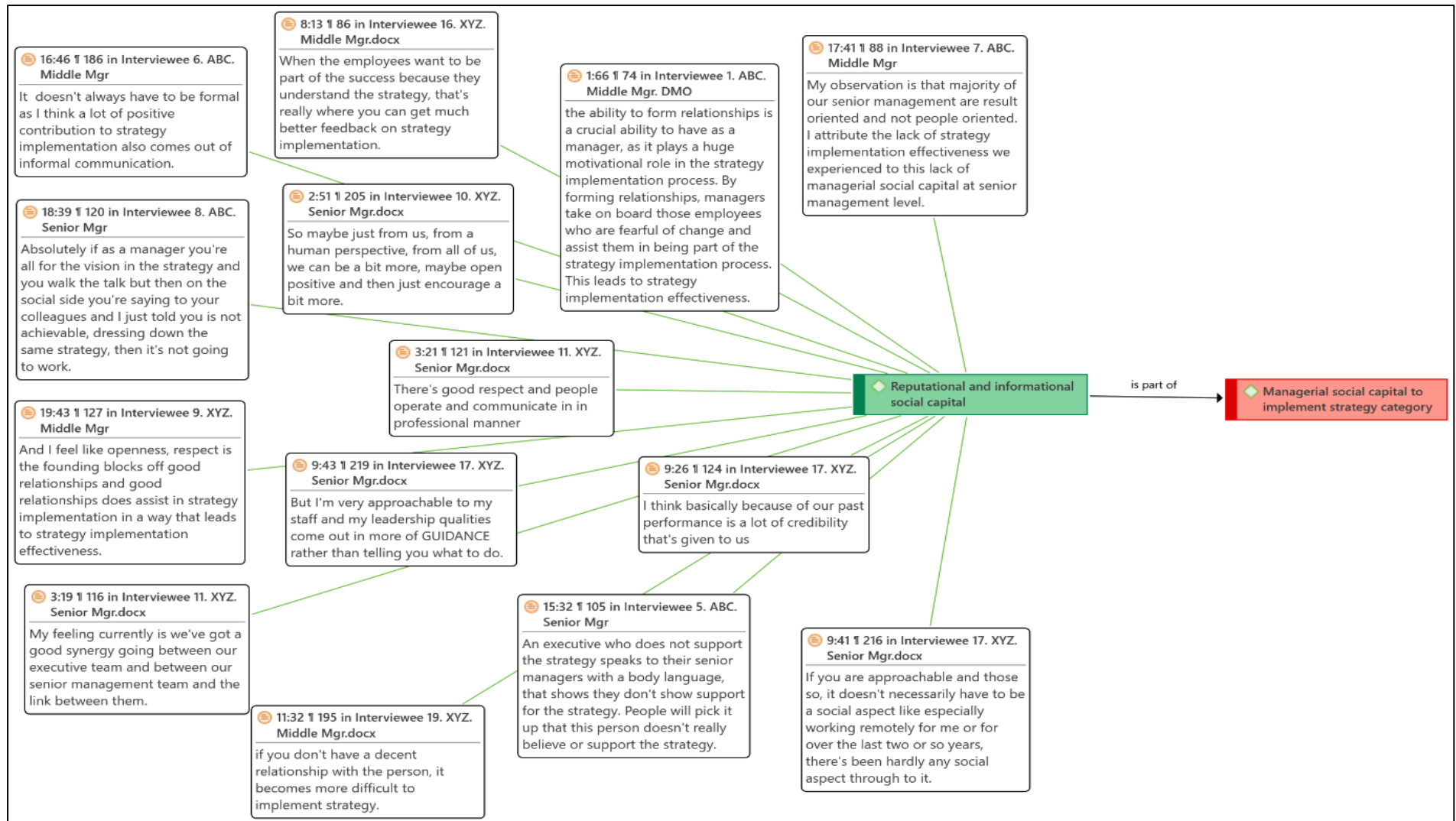
Figure 22: Selected quotations from code "reputational and informational social capital"

The code "top manager ability to motivate" is the second part of the code group managerial social capital that affects strategy implementation. To middle and senior managers, motivation to achieve strategy objectives has an impact on their resolve to achieve goals. This position was articulated by a middle manager who said: "*Managers must motivate employees to implement the strategy and implement it effectively,* 16:20 ¶ 96 in Interviewee 6. ABC. Middle Mgr. The same position was repeated by another middle manager who put it across as if the motivation must be a continuous intervention: "*the senior management that keeps motivating and aligning middle and junior managers to reach the organization's strategic outcomes,* 14:23 ¶ 48 in Interviewee 4. ABC. Middle Mgr."

Another quotation such as: " *if the CEO and the senior management can inspire the rest of the team at why we are and following a certain strategy and then these are the goals to get to that strategy or these are the support structures to get to that strategy, I think that's quite important and it's very much more on the soft side.* 7:24 ¶ 286 in Interviewee 15. XYZ. Senior Mgr" is an acknowledgment by the interviewee that the leadership at the top of organisations has a responsibility to motivate junior employees to drive strategy implementation processes to strategy implementation effectiveness. However, sometimes because of structure, there are some employees who may feel unmotivated and they get disengaged from the strategy implementation trajectory: "*However, when it comes to middle management, there is no motivational alignment with what senior managers are doing.* 1:55 ¶ 66 in Interviewee 1. ABC. Middle Mgr. DMO." Senior management must keep track of these employees and keep them on board. The quotations in Figure 23 show that organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness.
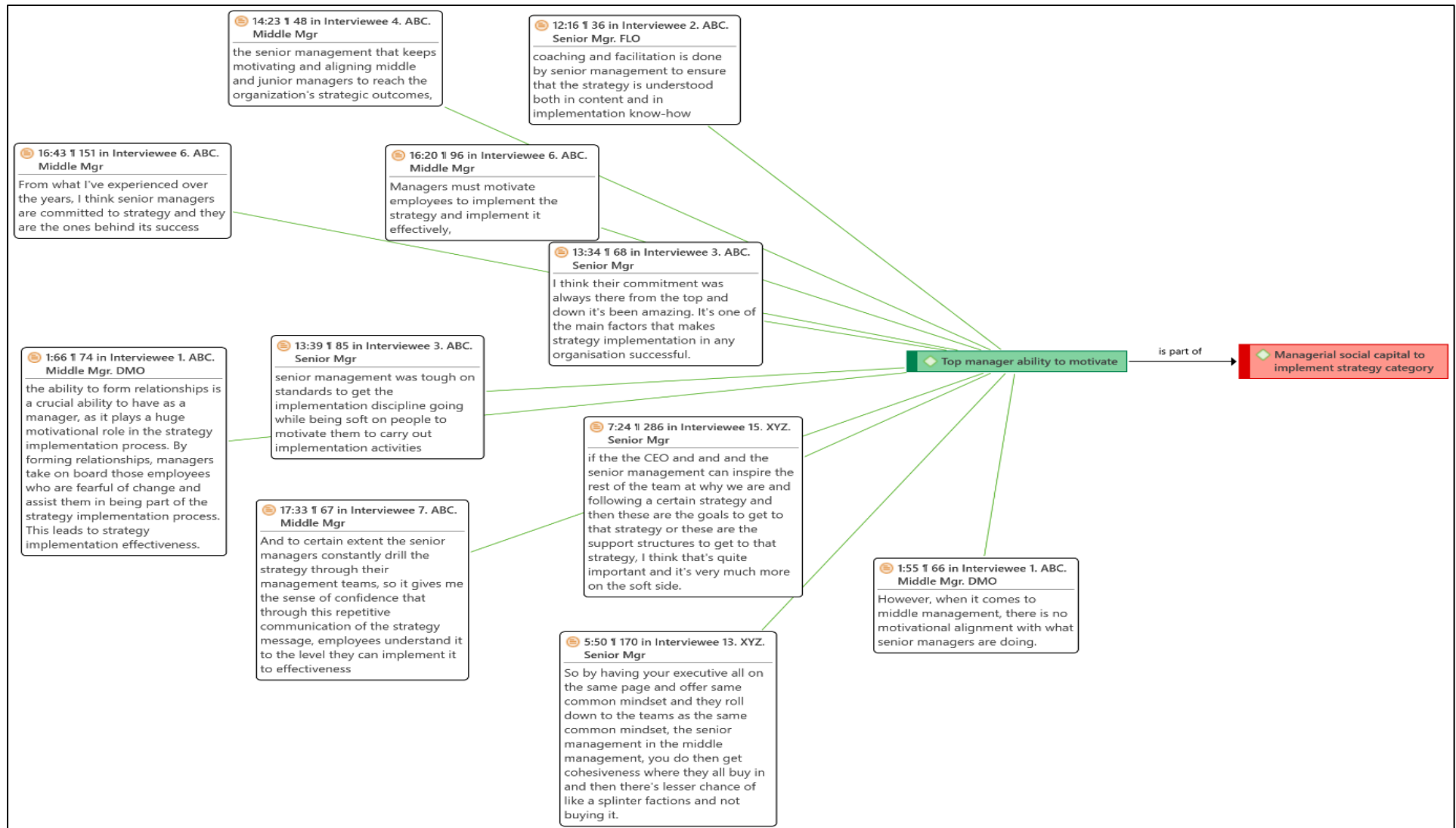
Figure 23: Selected quotations from code "top manager ability to motivate"

The code "top managers' support of lower managers" is part of the code group managerial social capital which is part of a network of categories that affects strategy implementation processes. Middle and senior managers submitted their observations on top management's support of lower managers and how they think it affects strategy implementation effectiveness.

A quotation such as: "*The executives do listen to us when we talk* 6:8 ¶ 36 in Interviewee 14. XYZ. Middle Mgr.docx " has profound depth on how the middle manager felt about their executives listening to their input on strategy implementation effectiveness. It is an acknowledgment by the interviewee that when senior managers support middle managers with strategy implementation decisions, organisations achieve strategy implementation effectiveness. Junior managers appreciate being supported by senior management. The quotation: "*So by having your executive all on the same page and offer same common mindset and they roll down to the teams as the same common mindset, the senior management in the middle management, you do then get cohesiveness where they all buy in and then there's lesser chance of like a splinter factions and not buying it.* 5:50 ¶ 170 in Interviewee 13. XYZ. Senior Mgr, demonstrates how much the support and solidarity of senior managers mean to junior managers.

Another verbatim quote, "*And to a certain extent the senior managers constantly drill the strategy through their management teams, so it gives me the sense of confidence that through this repetitive communication of the strategy message, employees understand it to the level they can implement it to effectiveness* 17:33 ¶ 67 in Interviewee 7. ABC. Middle Mgr" also confirms that the managerial social capital category "top manager's support of lower managers" has an influence on the attainment of strategy implementation effectiveness. The role of senior manager in the strategy translation phase is emphasised here: "*So by having your executive all on the same page and offer same common mindset and they roll down to the teams as the same common mindset, the senior management in the middle management, you do then get cohesiveness where they all buy in and then there's lesser chance of like a splinter factions and not buying it.* 5:50 ¶ 170 in Interviewee 13. XYZ. Senior Mgr. Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness. The quotations in Figure 24 show that organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness.

Figure 24: Selected quotations from code "top managers' support of lower managers"

5.9 Proposition 8: Managerial human capital contributes to the attainment of strategy implementation effectiveness.

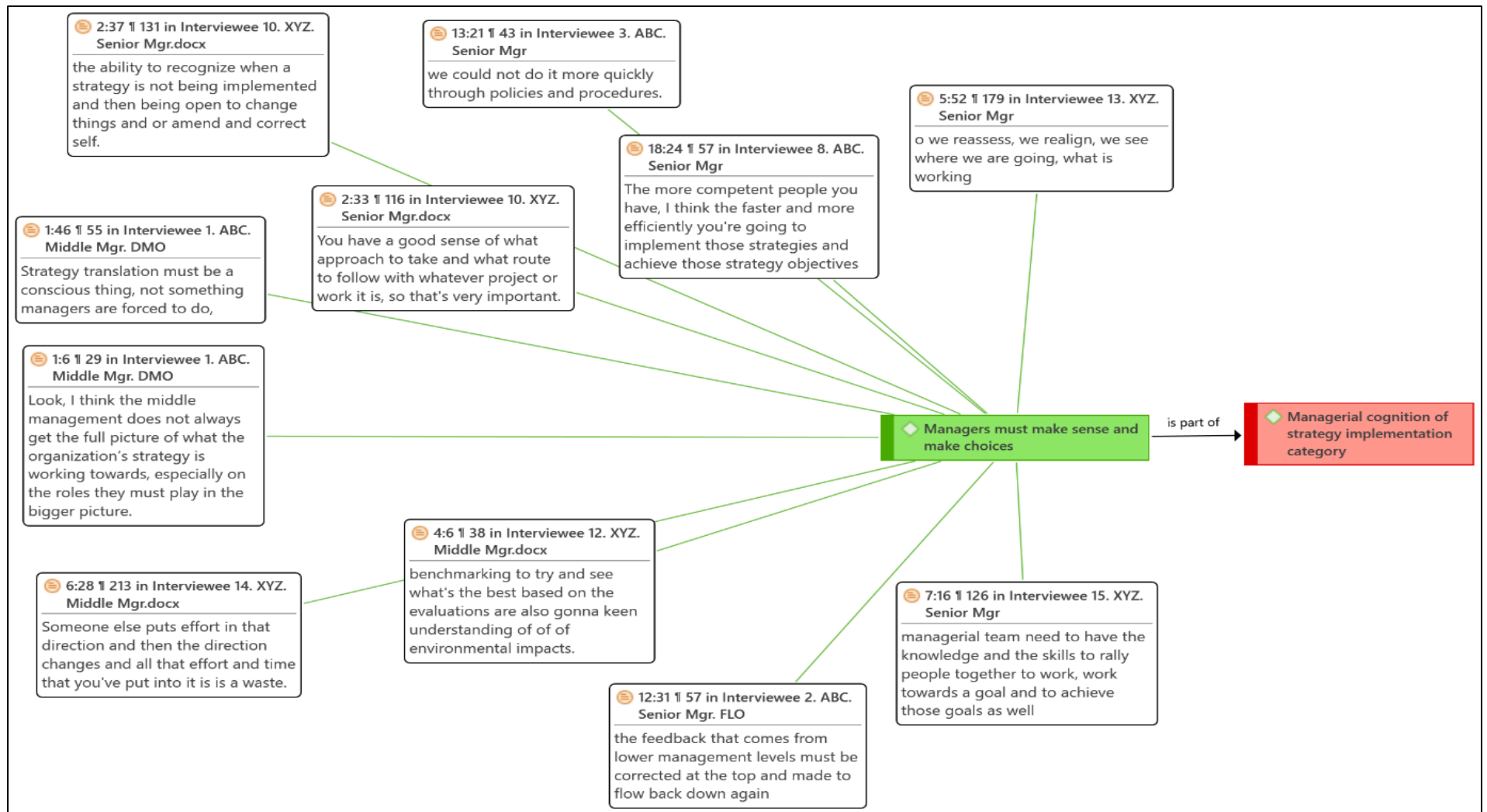The CEO's background, financial management skills and personality are dynamic managerial capabilities of strategy implementation that have been causally linked to the attainment of strategy implementation effectiveness during the interviews. The interviewees all agreed that organisations whose managers understand and apply them have a high chance of achieving effective strategy implementation. Evidence to test the applicability of this category in contributing to strategy implementation effectiveness was obtained using three codes.

The first code extracted from literature as one of the first-order categories of structural managerial actions that drive strategy implementation effectiveness was "CEO background and strategy implementation decision making". The code was assigned to randomly sampled quotations shown in Figure 25 to form a network created in ATLAS.ti 23 showing what the interviewees said about the structural managerial actions affecting strategy implementation effectiveness. A quotation such as: "*senior management especially the CEO need to have an understanding background of accounting or financial skills to understand the monetary aspect of their strategy implementation decisions.* 16:53 ¶ 231 in Interviewee 6. ABC. Middle Mgr " is an acknowledgment by the interviewee that the CEO's background has a bearing on the human capital related decisions he/ she makes in driving the strategy implementation processes that lead to strategy implementation effectiveness.

The context in which the CEO's background is being referred to is linked to the knowledge and understanding of the business that the CEO leads. An interviewee put this very explicitly: *in my company we've got really strong managers, probably stronger people that can execute because they know the business so well* 10:41 ¶ 283 in Interviewee 18. XYZ. Senior Mgr.docx". This submission can be said of the CEO and his executive team as well. Having a background that understands the business gives confidence in decision making: "*the ability to recognize when a strategy is not being implemented and then being open to change things and or amend and correct self.* 2:37 ¶ 131 in Interviewee 10. XYZ. Senior Mgr.docx". The quotations in Figure 25 all agree that the decisions made by the CEO of an organisation based on his or her background impact the achievement of strategy implementation effectiveness.
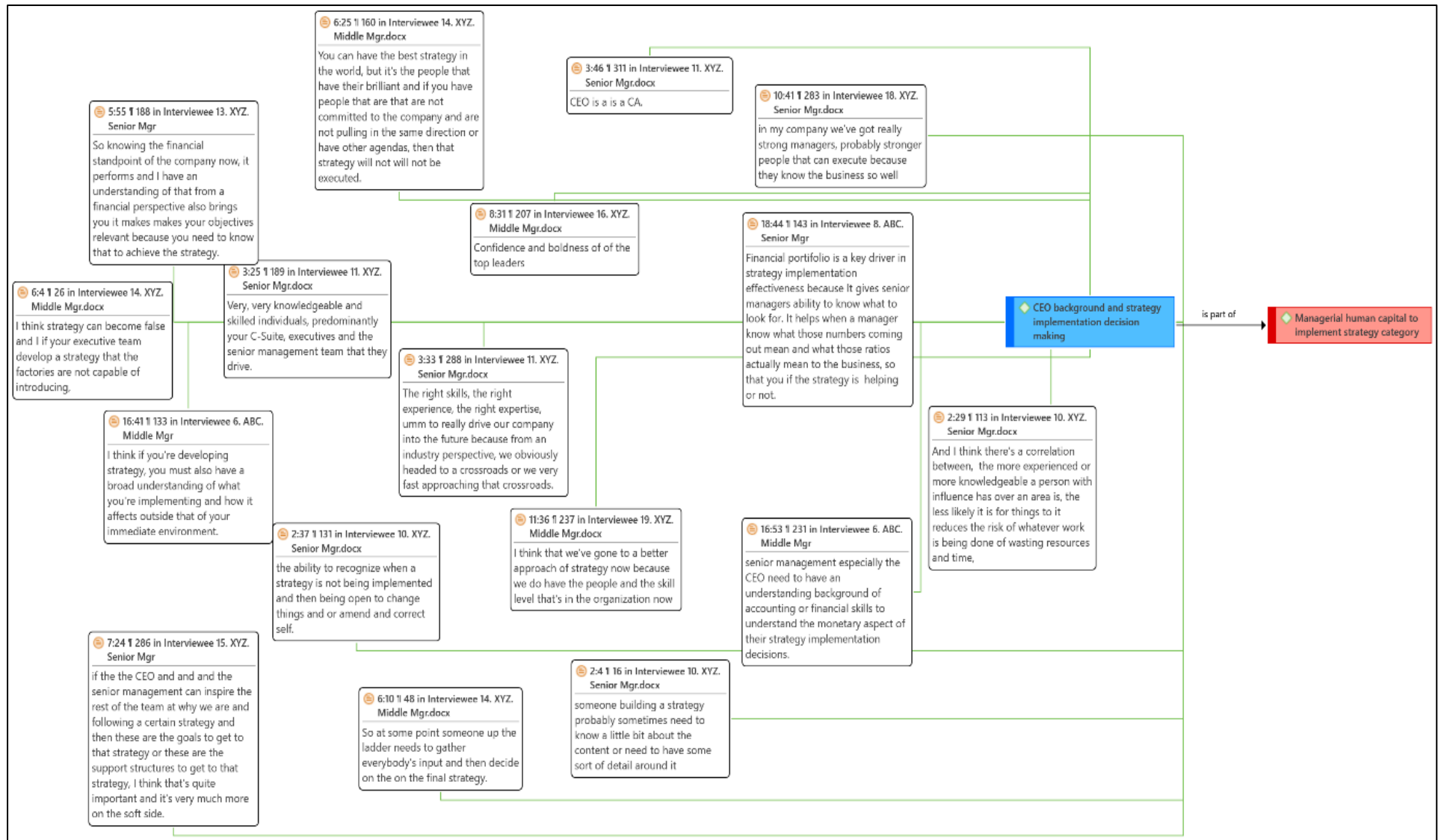
Figure 25 25: Selected quotations from code "CEO background and strategy implementation decision making"

The second code "CEO or top management personality traits" is part of the code group "managerial human capital factors" that affects strategy implementation. The interviewees have an agreement that the CEO or the top management personality is important in strategy implementation progress. A quotation such as: "*And I feel like openness, respect is the founding blocks of good relationships and good relationships does assist in strategy implementation in a way that leads to strategy implementation effectiveness.* 19:43 ¶ 127 in Interviewee 9. XYZ. Middle Mgr" is an acknowledgment by the interviewee that in the business environment where the need for feedback is crucial in shaping strategy, the personality of senior management determines the amount and quality of the feedback received. This was said by a middle manager who in the organogram has both the CEO and senior manager above them.

Another verbatim quote further corroborates this, "*I, however, think because of the openness of the management structure, everyone is always aware of the strategy's progress.* 13:27 ¶ 53 in Interviewee 3. ABC. Senior Mgr.". The quotations in Figure 26 confirm that "CEO or top management personality traits" is part of the managerial human capital factors that gives an organisation the dynamic capability to attain strategy implementation effectiveness.

Some quotations are just positive submissions in which a middle manager acknowledges the positive personality of their senior management: "*The executive do listen to us when we talk* 6:8 ¶ 36 in Interviewee 14. XYZ. Middle Mgr.docx", while others are expectations from middle managers: "*You always treat everybody with the same level of respect, irrespective of whether you, the CEO or the lowest level of the business.* 6:18 ¶ 99 in Interviewee 14. XYZ. Middle Mgr.docx. The common sentiment however is that both senior and middle managers are sensitive to personalities in the workplace whether they are positive or they are negative: "*It's so true that even in the workplace, we are social beings, so we cannot ignore the relationships people make in the workplace are important.* 15:36 ¶ 125 in Interviewee 5. ABC. Senior Mgr". Figure 26 show the rest of the sampled quotations on how middle and senior management think who is the anchor of strategy implementation.
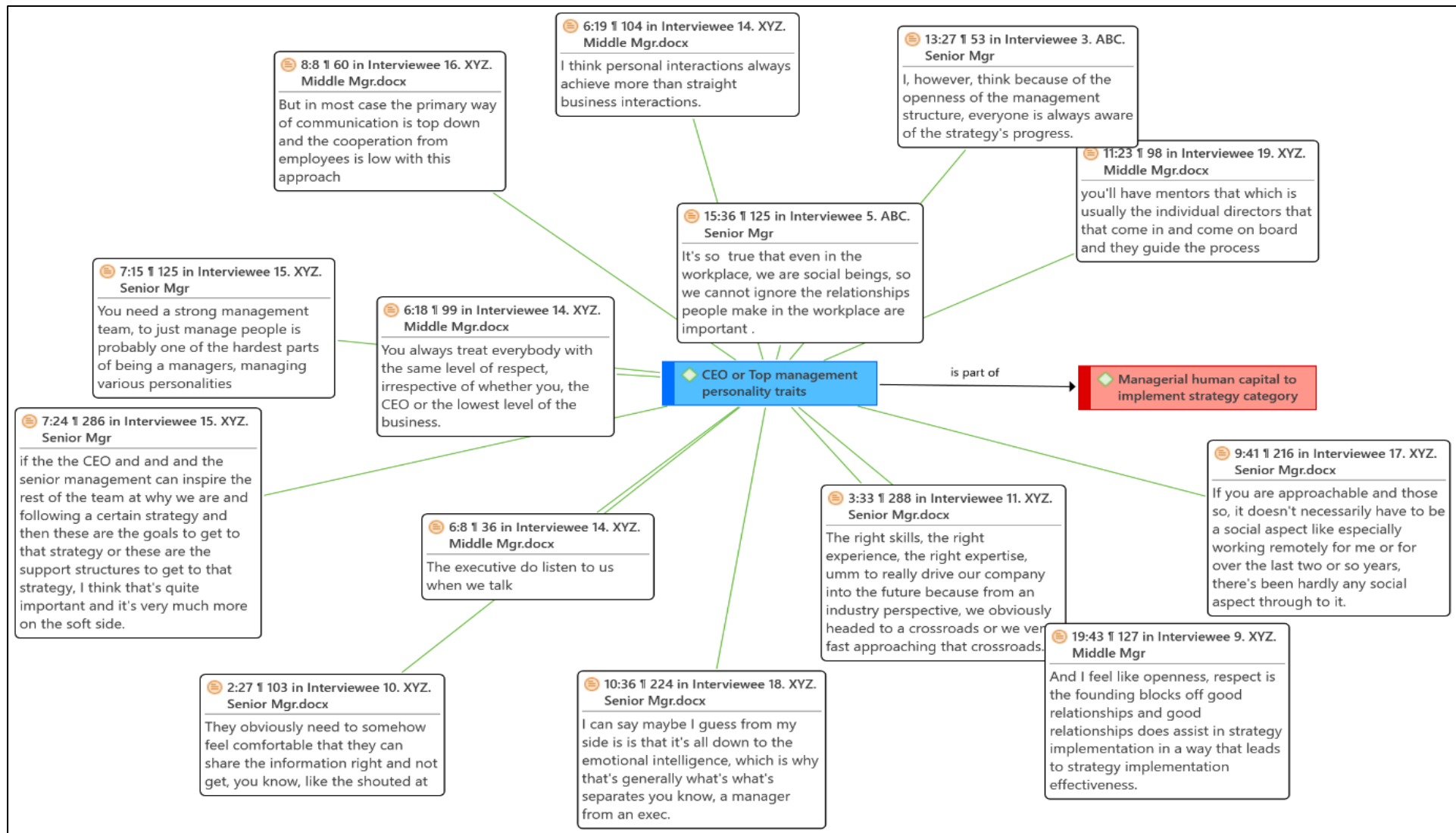
Figure 26: Selected quotations from code "CEO or top management personality traits"

The third code "financial management skills" is part of the code group "managerial human capital" that affects strategy implementation. Both middle and senior managers could clearly articulate how important they think financial management skills are in driving strategy implementation effectiveness, although one senior managers put it more eloquently: "*Financial portifolio is a key driver in strategy implementation effectiveness because It gives senior managers ability to know what to look for. It helps when a manager know what those numbers coming out mean and what those ratios actually mean to the business, so that you if the strategy is helping or not.* 18:44 ¶ 143 in Interviewee 8. ABC. Senior Mgr". All submissions agreed that financial management skills are crucial for understanding the strategy implementation process to the extent that a manager can influence strategy implementation effectiveness.

A verbatim quotation such as: "*I feel that if you wanna (want to) be in a senior position you've got to have an understanding of the commercial side of the business and the financial side of the business* 3:38 ¶ 304 in Interviewee 11. XYZ. Senior Mgr.docx" is an acknowledgment by the interviewee that a strong understanding of financials is a lever for achieving strategy implementation effectiveness.   Another verbatim quote, "*Managers who have financial skills can adapt their understanding of financial management to the implementation of strategy. Senior managers with financial management skills are able to tell whether the implemented strategy is contributing or is just distracting from strategy implementation effectiveness?* 18:42 ¶ 141 in Interviewee 8. ABC. Senior Mgr" also confirms the role of financial management skills as a dynamic managerial capability that influences the attainment of strategy implementation effectiveness.

One interview put across an assertive submission that while everyone in business must have financial literacy, it is important that: "*senior management especially the CEO need to have an understanding background of accounting or financial skills to understand the monetary aspect of their strategy implementation decisions.* 16:53 ¶ 231 in Interviewee 6. ABC. Middle Mgr". The quotations in Figure 27 confirm that "financial management skills" is part of the managerial human capita factors that give an organisation the dynamic capability to implement effective strategy. Organisations whose managers understand and apply them have high chance of achieving strategy implementation effectiveness.
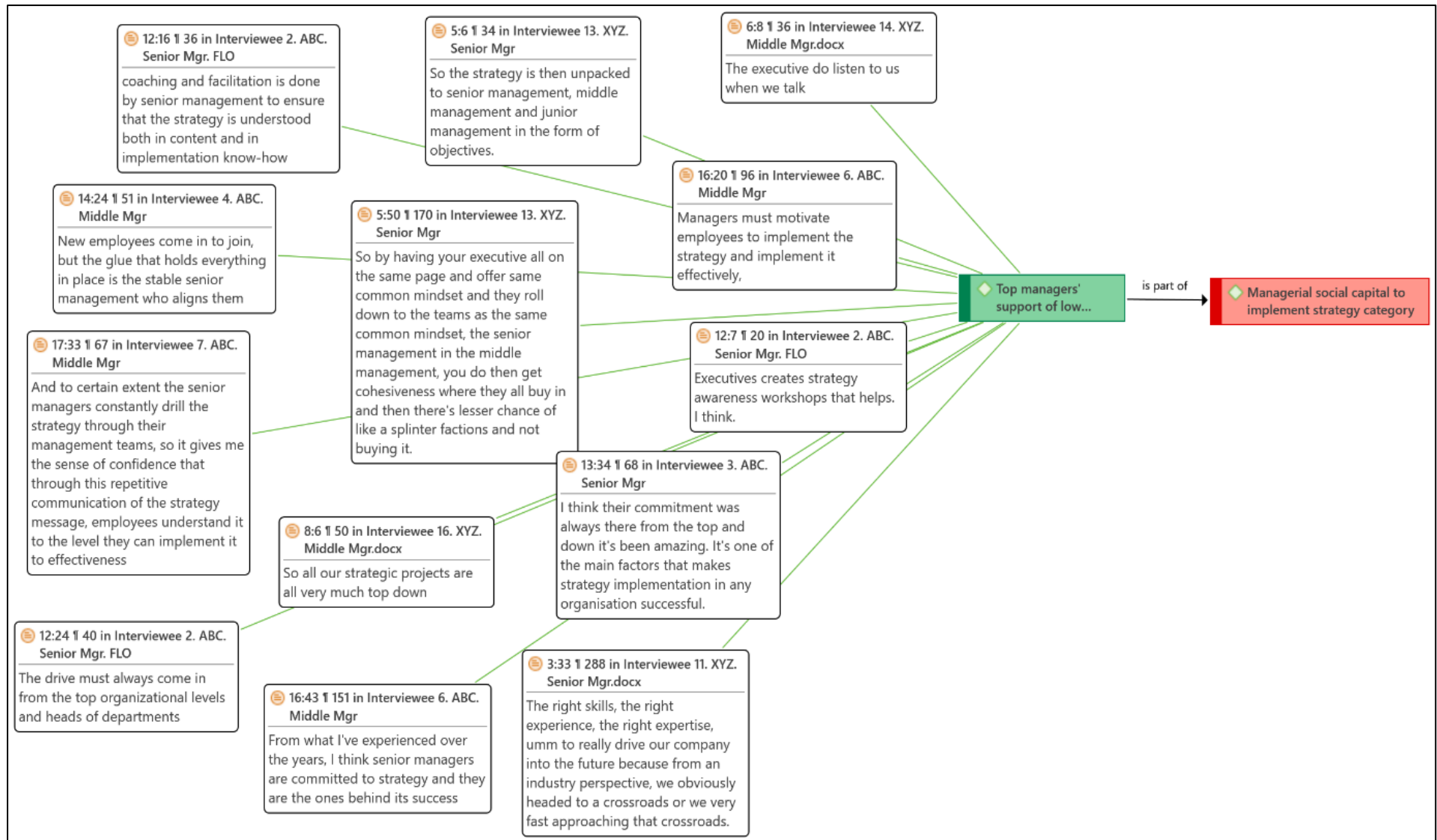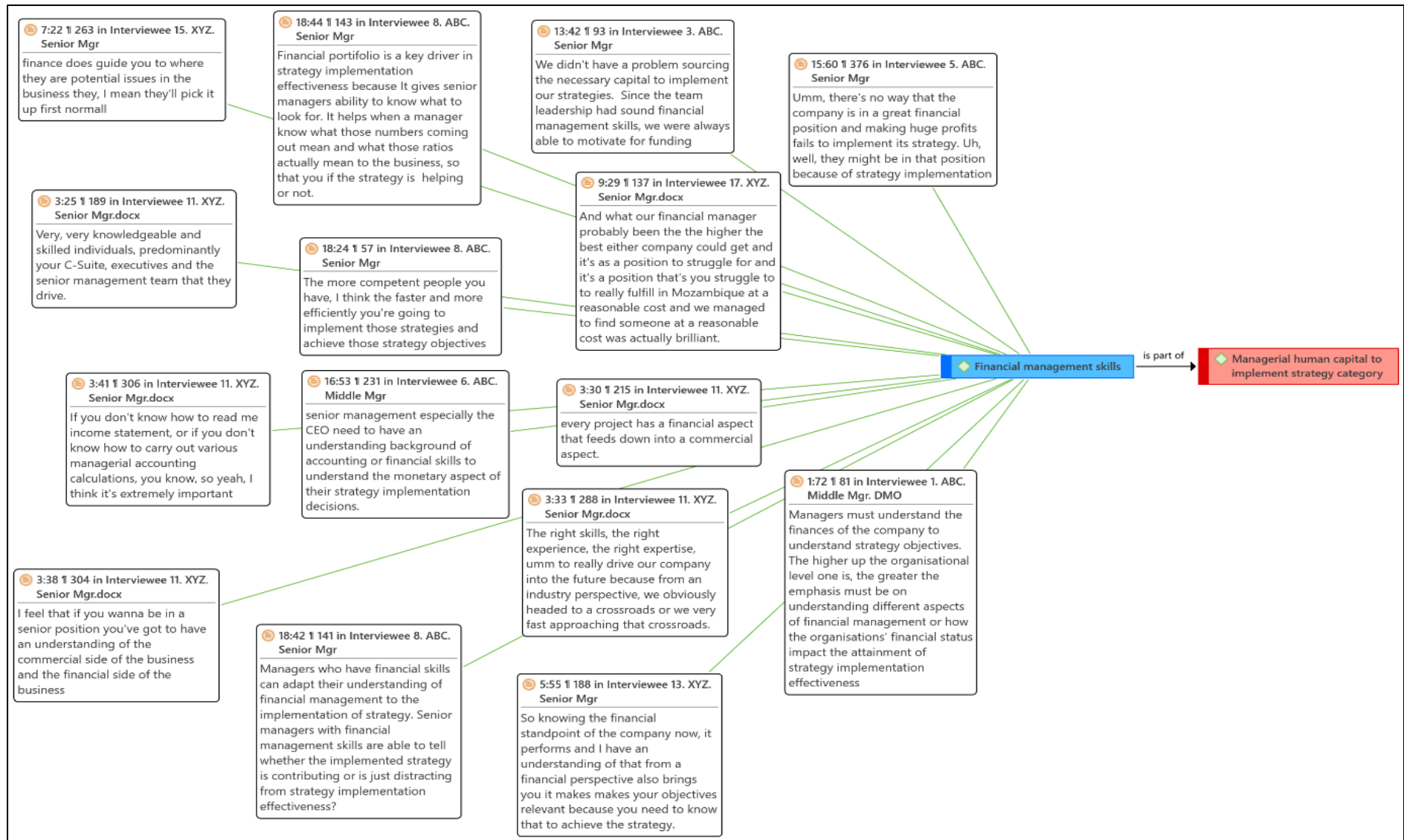
Figure 27: Selected quotations from code "financial management skills"

5.10 Managerial actions of strategy implementation

Group code structural managerial actions (Proposition One in Section 5.2) and group code interpersonal managerial actions (Proposition Two in Section 5.3) were grouped into a group theme known as managerial actions affecting strategy implementation. This relationship came out as a network in ATLAS.ti 23 as shown in Figure 28 below.
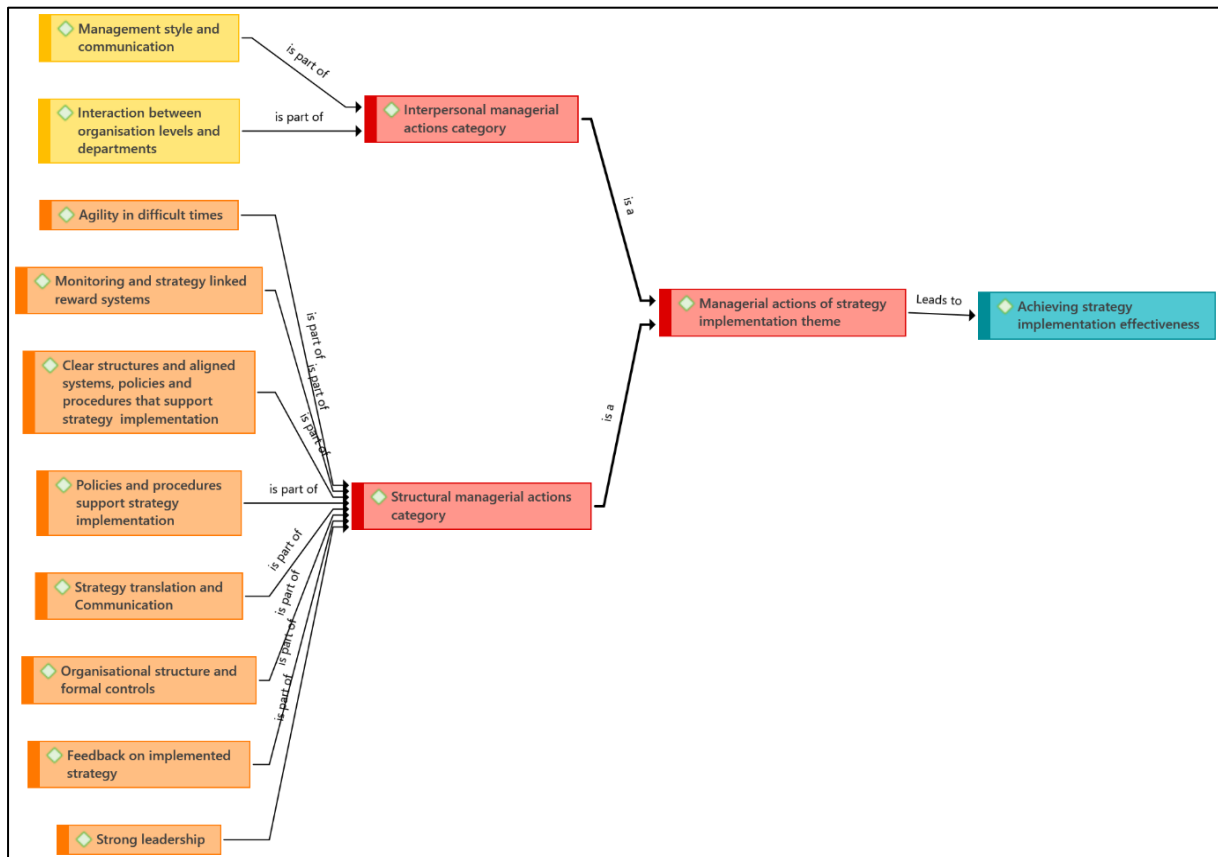
Figure 28: Network development for theme "managerial actions of strategy implementation"

Based on the evidence of quotes presented in Sections 5.2 and 5.3, the codes on the extreme left side of the schematic diagram in Figure 28 are part of the two code groups "interpersonal managerial actions" and "structural managerial actions". The two code groups are the managerial actions that lead to achieving strategy implementation effectiveness. The schematic presentation in Figure 28 proves that propositions one and two have been answered in the affirmative as being the managerial actions through which managers inspire the achievement of strategy implementation effectiveness. The synthesised position by Tawse & Tabesh (2021) now has evidence to corroborate it coming from the empirical testing results presented in sections 5.2 and 5.3.

5.11 Pattern matching the managerial actions of strategy implementation.

In line with the requirements of empirically testing an introductory theoretical framework, the managerial action's theme was compared against the Yang et al (2008) framework as well as the Kaplan & Norton strategy implementation framework. As shown in Figure 29, the use of soft factors and the use of hard factors in the Yang et al. (2008) framework are at a category level higher than the structural and interpersonal managerial levels but related to the managerial actions of strategy implementation. Equally, Kaplan & Norton's monitoring and learning category, planning strategy category, pre-implementation category and planning operations category are related to the managerial actions of strategy implementation. Figure 29 shows how the relevant sections of the three frameworks would combine to contribute to the attainment of strategy implementation effectiveness.
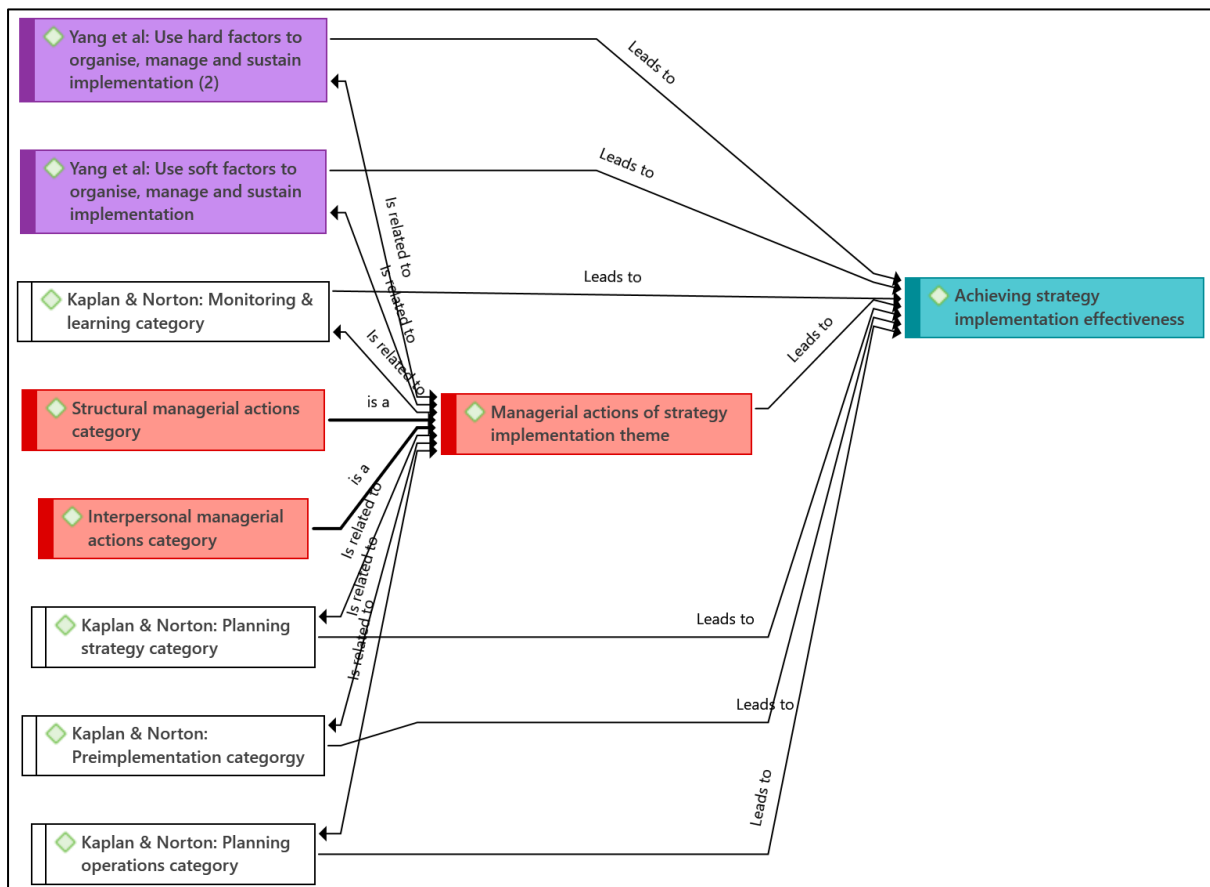
Figure 29: Network development for theme "managerial actions of strategy implementation" with pattern matching.

5.12 Conditions of effective strategy implementation effectiveness

Group code "commitment to implement strategy" (Proposition Three in Section 5.4), group code "the competence to implement strategy" (Proposition Four in Section 5.5) and group code "the coordination of strategy implementation activities" (Proposition Five in Section 5.6) were grouped into a group theme known as "the conditions that affect strategy implementation effectiveness". The schematic relationship that came out as a network in ATLAS.ti 23 is shown in Figure 30 below.
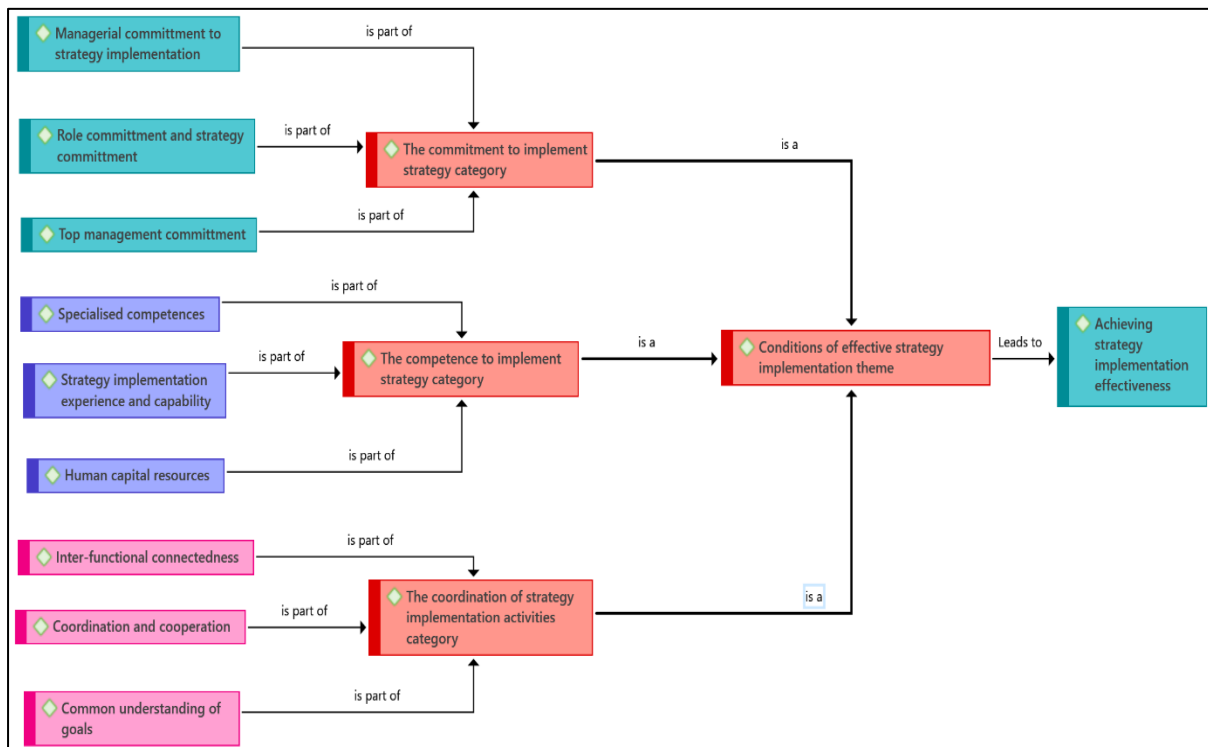
Figure 30: Network development for theme "Conditions of effective strategy implementation"

Based on the evidence of quotes presented in Sections 5.4, 5.5 and 5.6, the codes on the extreme left side of the schematic diagram in Figure 30 are part of the three code groups namely "commitment to implement strategy", "the competence to implement strategy" and "the coordination of strategy implementation activities". The evidence in Sections 5.4, 5.5 and 5.6 show that the three code groups are the conditions that lead to achieving strategy implementation effectiveness. The schematic presentation in Figure 30 proves that propositions three, four and five have been answered in the affirmative as being the conditions through which managers inspire the achievement of strategy implementation effectiveness. The synthesised position by Tawse & Tabesh (2021) now has evidence to

corroborate it coming from the empirical testing results presented in Sections 5.4, 5.5 and 5.6.

5.13 Pattern matching the conditions of strategy implementation effectiveness

In line with the requirements of empirically testing an introductory theoretical framework, the conditions of strategy implementation theme were compared against the Yang et al (2008) framework as well as the Kaplan & Norton strategy implementation framework. As shown in Figure 31, the use of mixed factors to organise, manage and sustain implementation and the phase of organising implementation to ensure the buy-in of employees in the Yang et al. (2008) framework is at a category level higher than the commitment, coordination and competence category levels but are related to the theme conditions of strategy implementation. Equally, the Kaplan & Norton's aligning the organisation category are related to the theme "conditions of strategy implementation" but also at a category level higher than the commitment, coordination, and competence category levels. Figure 31 shows how the relevant sections of the three frameworks would combine to contribute to the attainment of strategy implementation effectiveness.
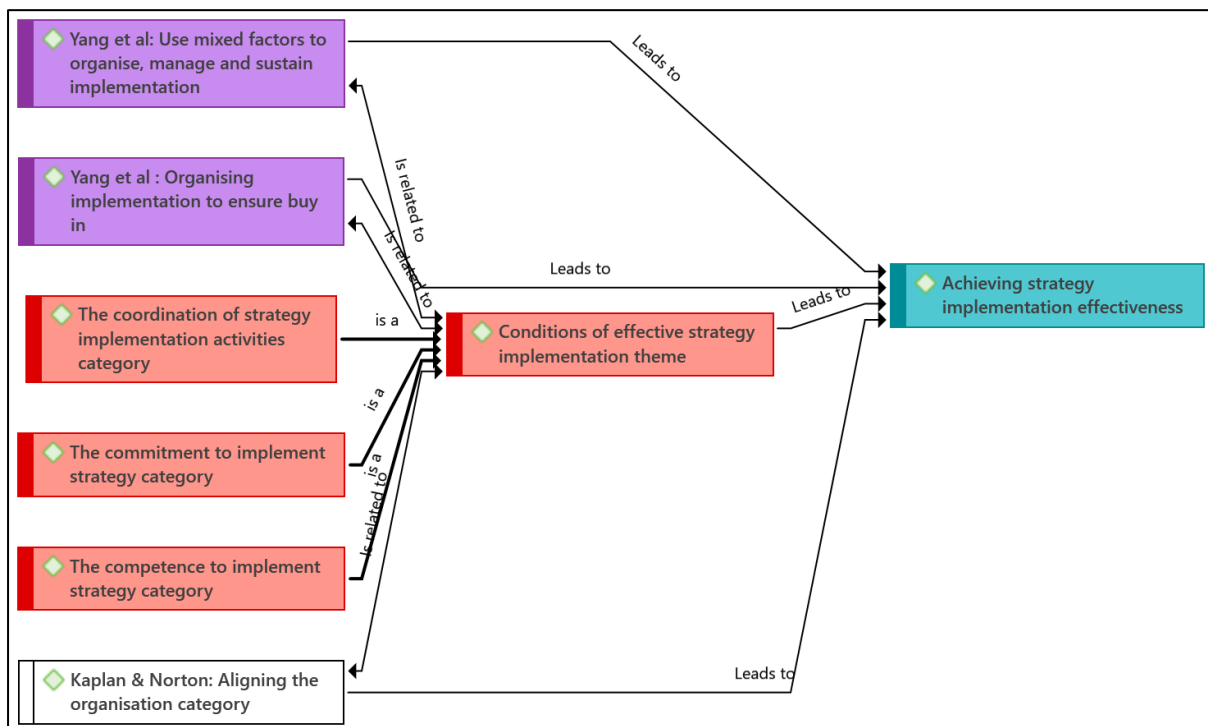
Figure 31: Network development for theme "Conditions of effective strategy implementation" with pattern matching.

5.14 Dynamic managerial capability

Group code "managerial human capital driving strategy implementation" (Proposition Six in Section 5.7), group code "managerial human capital driving strategy implementation" (Proposition Seven in Section5.8) and group code "managerial cognition driving strategy implementation" (Proposition Eight in Section 5.9) were grouped into a group theme known as "the dynamic managerial capabilities that drive strategy implementation effectiveness". The schematic relationship that came out as a network in ATLAS.ti 23 is shown in Figure 32.
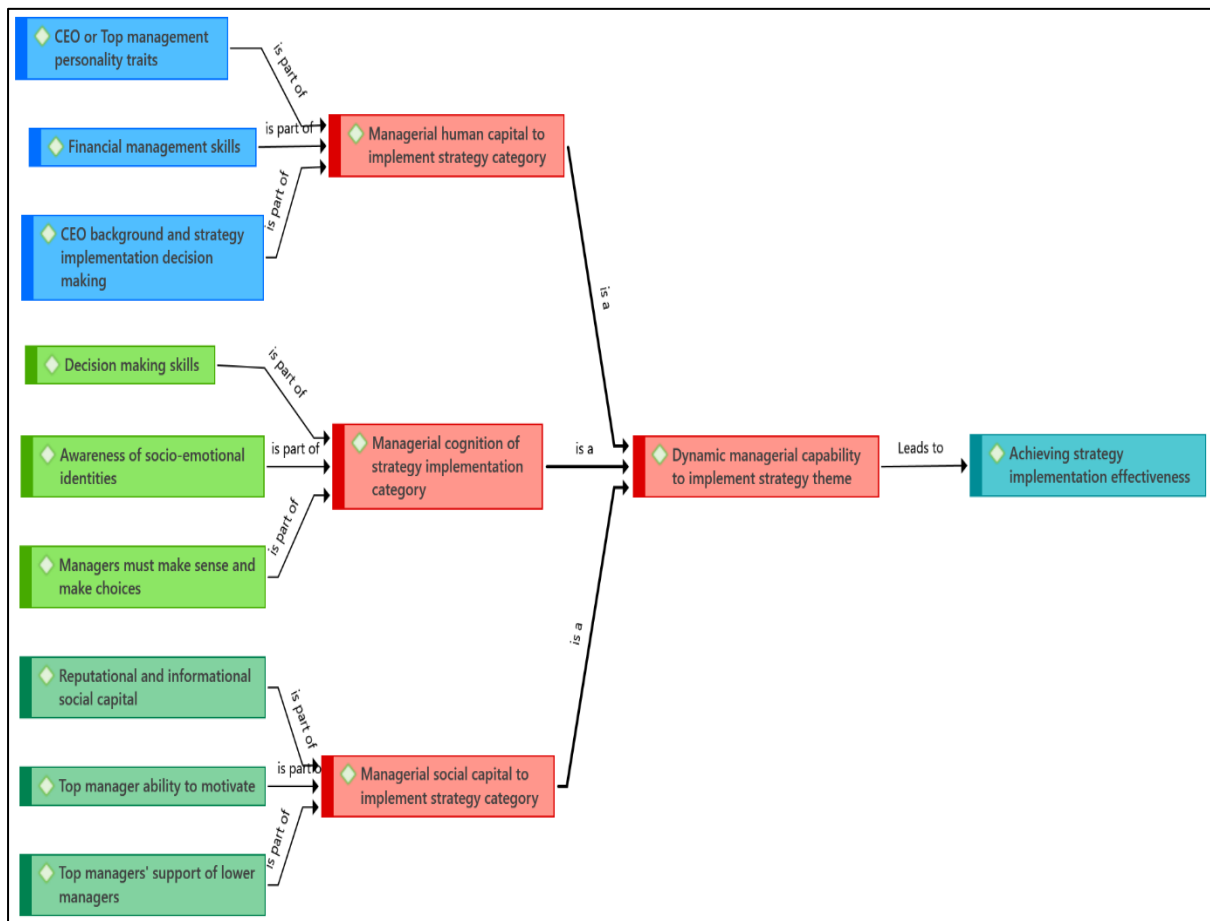
Figure 32: Network development for theme "Dynamic managerial capability to implement strategy".

Based on the evidence of quotes presented in Sections 5.7, 5.8, and 5.9, the codes on the left in the schematic diagram in Figure 32 are part of the three code groups namely "managerial human capital driving strategy implementation" ,"managerial human capital driving strategy implementation" and "managerial cognition driving strategy implementation". The evidence in Sections 5.7, 5.8, and 5.9 demonstrate that the three code groups are the dynamic managerial capabilities that drive the strategy implementation process to strategy implementation effectiveness. The schematic

presentation in Figure 32 proves that propositions six, seven and eight have been answered in the affirmative as being the dynamic managerial capabilities that organisations must have internally to drive the achievement of strategy implementation effectiveness. The synthesised position by Tawse & Tabesh (2021) now has evidence to corroborate it coming from the empirical testing results presented in Sections 5.7, 5.8, and 5.9.

5.15 Pattern matching the dynamic managerial capabilities of strategy implementation effectiveness.

In line with the requirements of empirically testing an introductory theoretical framework, the dynamic managerial capabilities of strategy implementation theme were compared against the Yang et al (2008) framework as well as the Kaplan & Norton strategy implementation framework. As shown in Figure 33, the use of soft factors, the use of hard factors and the use of mixed factors to organise, manage and sustain implementation as well as the phase of "organising implementation to ensure buy-in of employees" in the Yang et al.(2008) framework are at a category level higher than the categories "managerial human capital driving strategy implementation", "managerial human capital driving strategy implementation" and "managerial cognition driving strategy implementation" but are related to the dynamic managerial capabilities driving strategy implementation. Equally, the Kaplan & Norton's "testing and adopting category" are related to the theme dynamic managerial capabilities of strategy implementation but also at a category level higher than the "managerial human capital driving strategy implementation", "managerial human capital driving strategy implementation" and "managerial cognition driving strategy implementation" levels. Figure 33 show how the relevant sections of the three frameworks would combine to contribute to the attainment of strategy implementation effectiveness.
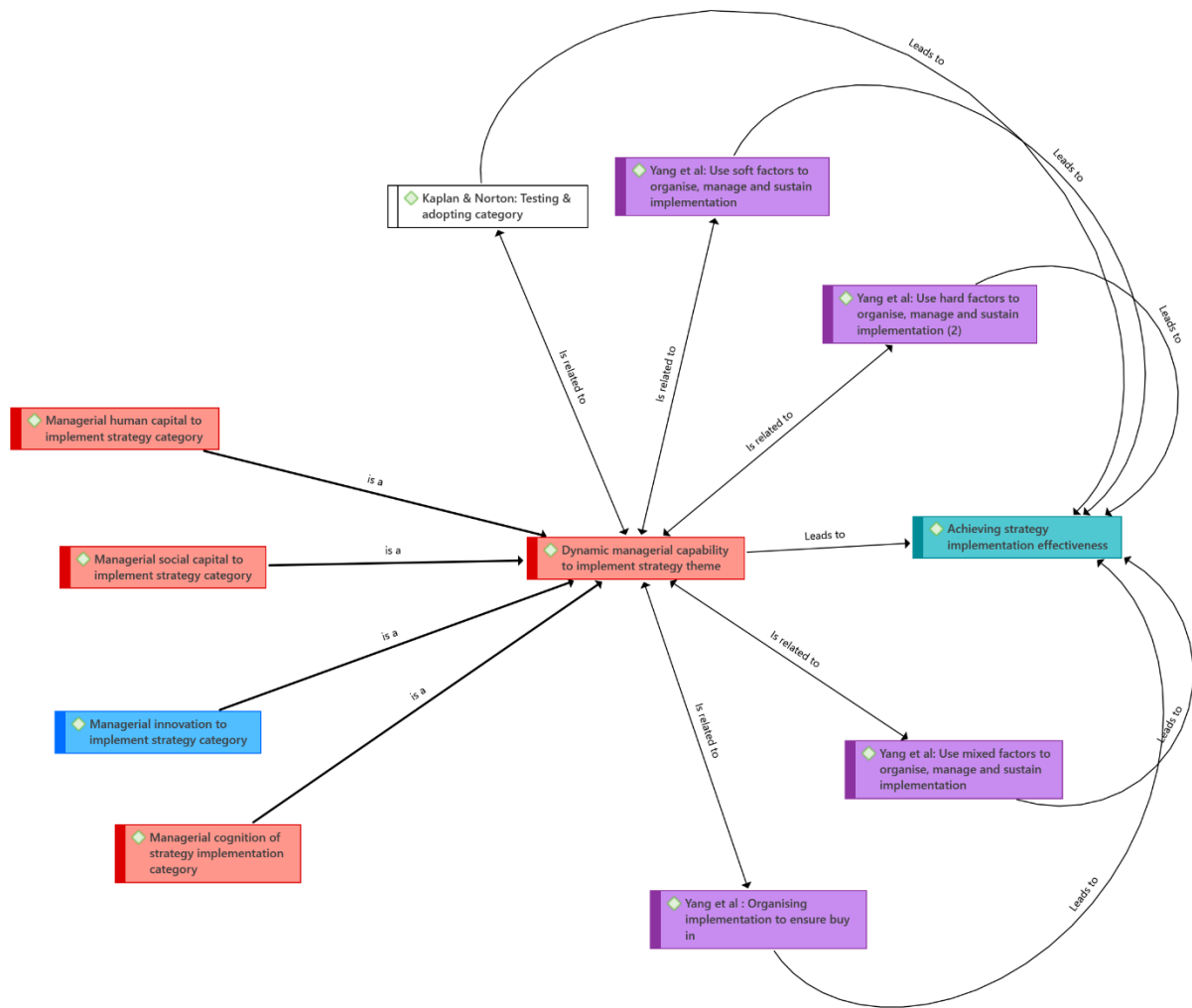
Figure 33: Network development for theme "Dynamic managerial capability to implement strategy" with pattern matching.

5.16 Proposition 9: Strategy implementation effectiveness is achieved when the strategy implementation processes involve all organisational levels.

The study empirically tested the role of organisation levels in driving strategy implementation effectiveness within the Tawse & Tabesh framework and confirms that organisational levels influence strategy implementation effectiveness. Although there is a general agreement that the organisational levels, namely executive, senior, middle, and operational management, influence strategy implementation effectiveness, there is no consensus on which organisational level is vital for which role of the strategy implementation process. Quotations from the interviewees therefore showing conflicting thoughts on the matter but there is a clear distinction on who are leaning more towards senior management and who are leaning more towards middle management.

The position of middle management as the crucial drivers of strategy implementation is well articulated by this quote which says: "*Middle management is probably the most important level in strategy implementation because it's the level in the business that, interface directly with the operational staff where strategy is either made successful or its lost there.* 18:35 ¶ 75 in Interviewee 8. ABC. Senior Mgr. This bold assertion is followed by another one which seeks to suggest that the role of middle management is so profound that they can make or break it: "*The best laid plans can be derailed by a middle manager that actually is either ones to undermine the plan or or try to use it to give them power.* 10:40 ¶ 274 in Interviewee 18. XYZ. Senior Mgr.docx" It is of high importance to note that senior managers from different companies said these two pro-middle management statements. Further to this, there is a middle manager who acknowledges that he has a role to play but only to the extent that they are asked to do so by a senior manager: "*I'm involved in implementing whatever it is that the organization and senior managers at that point decided upon.* 11:12 ¶ 21 in Interviewee 19. XYZ. Middle Mgr.docx"

The alternative position to the above says that senior managers are crucial to the achievement of strategy implementation effectiveness. A middle manager was bold enough to say 80% of the success of strategy implementation is attributable to senior managers: "*80% of that is a related to the expertise of senior management because they understood the business environment very well. Senior management also became the glue that held the teams together during the strategy implementation turmoil because a lot of middle managers left the company due to the change. Senior managers' expertise therefore was more important than middle managers expertise as far as strategy implementation effectiveness is concerned.* 17:42 ¶ 97 in Interviewee 7. ABC. Middle Mgr". Another middle manager added that "*So at some point someone up the ladder needs to gather everybody's input and then decide on the on the final strategy.* 6:10 ¶ 48 in Interviewee 14. XYZ. Middle Mgr.docx". Middle managers think that it is the role of senior managers to drive implementation to success: "*Senior managers must develop the skills to incorporate all their employees' skills in strategy implementation.* 1:81 ¶ 89 in Interviewee 1. ABC. Middle Mgr. DMO". Figure 34 show the rest of the sampled quotations on how middle and senior management think who is the anchor of strategy implementation.

18:35 ¶ 75 in Interviewee 8. ABC. Senior Mgr

Middle management is probably the most important level in strategy implementation because it's the level in the business that, interface directly with the operational staff where strategy is either made successful or its lost there.

13:13 ¶ 33 in Interviewee 3. ABC. Senior Mgr

that is where the strategy implementation was most challenging because not all the levels were involved in the strategy implementation process

17:34 ¶ 68 in Interviewee 7. ABC. Middle Mgr

Middle management also got their strategic level lateral engagement where they that engage as to where the strategy of the company is.

10:40 ¶ 274 in Interviewee 18. XYZ. Senior Mgr.docx

The best laid plans can be derailed by a middle manager that actually is either ones to undermine the the plan or or try to use it to give them power.

expands

1:14 ¶ 39 in Interviewee 1. ABC. Middle Mgr. DMO

They are not clear to middle management, which negatively affects the implementation process.

11:12 ¶ 21 in Interviewee 19. XYZ. Middle Mgr.docx

I'm involved in implementing whatever it is that the organization and senior managers at that point decided upon.

justifies

supports

contradicts

◇ **Middle manager role** — *is part of*

1:45 ¶ 54 in Interviewee 1. ABC. Middle Mgr. DMO

When senior managers communicate the strategy in detailed practical steps, middle managers can do the same to the operational employees.

explains

17:33 ¶ 67 in Interviewee 7. ABC. Middle Mgr

And to certain extent the senior managers constantly drill the strategy through their management teams, so it gives me the sense of confidence that through this repetitive communication of the strategy message, employees understand it to the level they can implement it to effectiveness

◇ **Senior management role** — *is part of*

■ **Organisational level effect on strategy implementation** — *is associated with* — ◇ **Strategy implementation effectiveness**

14:23 ¶ 48 in Interviewee 4. ABC. Middle Mgr

the senior management that keeps motivating and aligning middle and junior managers to reach the organization's strategic outcomes,

explains

15:12 ¶ 49 in Interviewee 5. ABC. Senior Mgr

Strategy should be done from the top end, and rolled out from there to the bottom

1:3 ¶ 25 in Interviewee 1. ABC. Middle Mgr. DMO

Although senior management launches strategy on a certain level and communicates it to a certain level

expands

17:42 ¶ 97 in Interviewee 7. ABC. Middle Mgr

80% of that is a related to the expertise of senior management because they understood the business environment very well. Senior management also became the glue that held the teams together during the strategy implementation turmoil because a lot of middle managers left the company due to the change. Senior managers' expertise therefore was more important than middle managers expertise...

6:10 ¶ 48 in Interviewee 14. XYZ. Middle Mgr.docx

So at some point someone up the ladder needs to gather everybody's input and then decide on the on the final strategy.

supports

1:81 ¶ 89 in Interviewee 1. ABC. Middle Mgr. DMO

Senior managers must develop the skills to incorporate all their employees' skills in strategy implementation.

Figure 34: The role of organisational level in driving Strategy Implementation effectiveness

5.17 Extending the framework.

The Tawse & Tabesh (2021) framework for strategy implementation effectiveness was tested for practicality and adequateness to explain and guide the concept of strategy implementation effectiveness at the organisational level. The quotations from the interviewees brought up some themes that were covered by both the Yang et al framework and the Kaplan & Norton framework but not by the Tawse & Tabesh framework. This means that there are some gaps in the three themes of the Tawse & Tabesh framework that can be closed by incorporating the Kaplan & Norton model into it. The specific themes are shown in Figure 35.
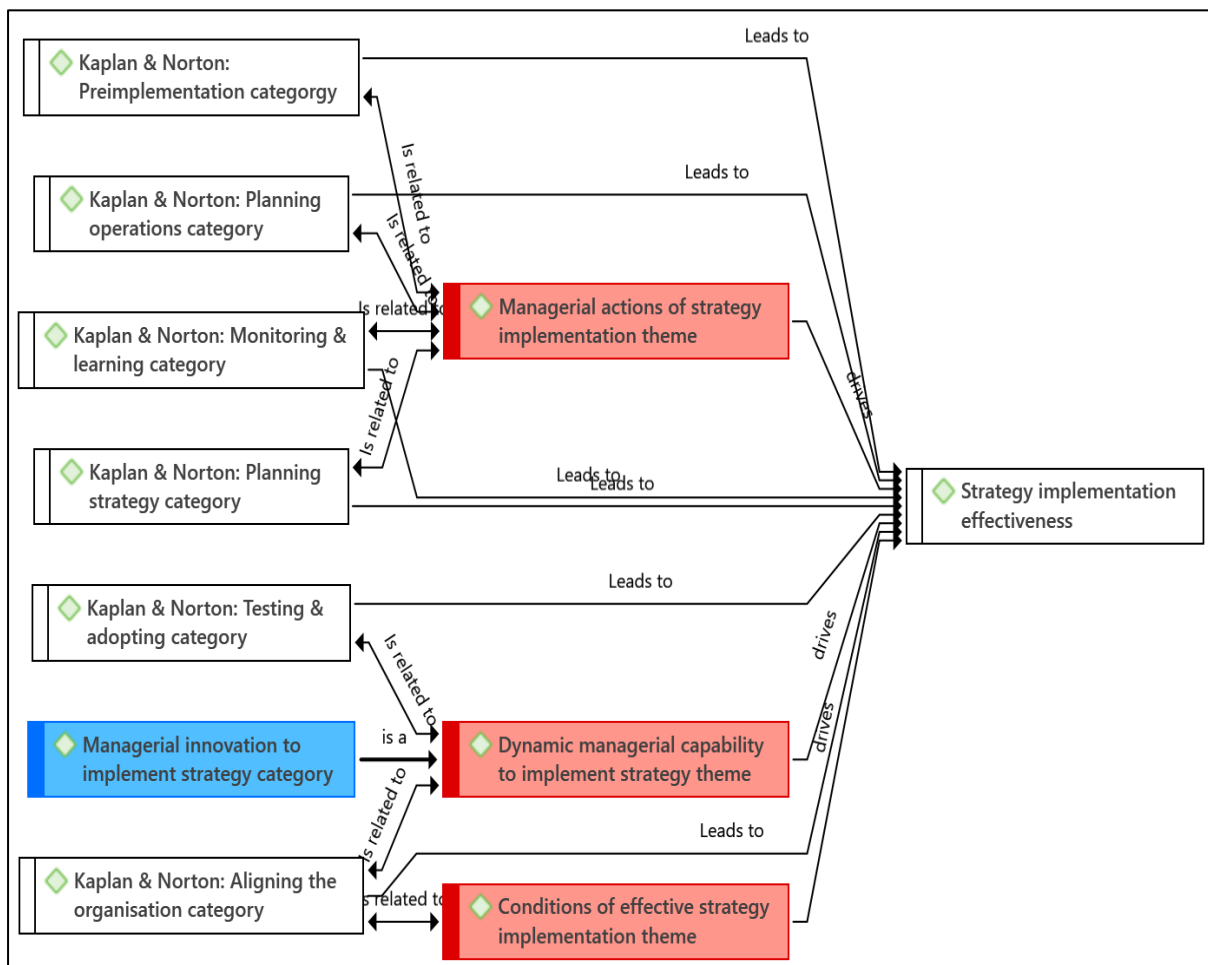
Figure 35: Extending the Tawse & Tabesh framework with infusions from Kaplan & Norton

5.18 Conclusion

The introductory framework for achieving strategy implementation effectiveness was tested for practicality and adequateness with all results presented in this chapter. The semi-structured interviews conducted, and the transcribed data resulted in quotations for each of the eight propositions coming from ATLAS.ti 23. The empirical evaluation of a framework used verbatim excerpts from the transcribed data as primary evidence to show that the framework meets its intended goals, and it performs well in practical scenarios. Although the results presented supplied adequate evidence to answer each of the eight propositions representing the eight categories of the strategy implementation effectiveness framework posited by Tawse & Tabesh (2021), more could be added to the framework to make it stronger. The evidence supplied against each of the eight categories answers each of the eight propositions of this study.

Chapter 6

This chapter provides a detailed discussion of the results presented in Chapter 5. The discussion pattern follows the order in which the research propositions are presented. The findings against each proposition are compared with the literature presented in Chapter 2. For each proposition, the discussion asks whether the findings confirm, extend, or contradict the theory.

6.1 Theme 1: Managerial Actions Driving Strategy Implementation Effectiveness.

The 19 interviewees demonstrated an awareness of the importance of managerial actions in driving strategy implementation processes. A quotation such as this "*I think policies and procedures must be there, and I think anyone who implements strategy will need to be aware of them that.* 16:15 ¶ 80 in Interviewee 6. ABC. Middle Mgr" confirms what is found in literature that managers generally know what must be done to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021; Nobble, 1999). The fact that all 19 interviewees could refer to the managerial actions that are used in their organisations confirm what was said by Tawse & Tabesh (2021) that it is not the "what" of strategy implementation that is causing organisations not to meet strategy implementation effectiveness, it is in the "how".

6.1.1 Proposition 1: Structural managerial actions that contribute to the attainment of strategy implementation effectiveness.

The submissions from the 19 interviewees confirmed what is in organisational control theories, that organisations use different system configurations and policies to drive and influence strategy implementation processes (Weiser et al., 2020). This is confirmed by this quotation "*We have quite a well-defined policies and procedures, but as management and even at other levels, there's always an openness to change procedures* 19:10 ¶ 39 in Interviewee 9. XYZ. Middle Mgr. In this context, as supported by the quotation "*use the structures, especially in terms of enforcing strategy implementation deadlines.* 12:36 ¶ 62 in Interviewee 2. ABC. Senior Mgr. FLO", both policies and systems are deemed to be management control systems that keep the discipline of strategy implementation in place (Tawse & Tabesh, 2021). However, in line with literature despite the presence of all these managerial actions organisations are still failing to achieve strategy implementation effectiveness. This is explained by (Weiser et al., 2020) who submitted that systems and policies have been reported to add value to strategy implementation process if they are flexible enough to allow managers to achieve strategic goals without being too prescriptive

on how to implement strategy while at the same time being too restrictive on allowing upward feedback. Organisations must realise this and go further than just having managerial actions in place. As cited above, from the interviewees' submission it is noted that, their submission all confirmed theory on this proposition. There was no evidence of extending or contradicting theory on this particular proposition.

6.1.1.1 Strategy translation and communication

Based on this quotation: *"The communication includes, laying bare the strategy objectives. What are we doing and when? Where is our strategy? Why are we doing what we are doing?* 17:28 ¶ 58 in Interviewee 7. ABC. Middle Mgr'*, the interviewees agreed that translation of strategy must involve the specific details of who is responsible for implementing what actions and when that must be done as alluded to by Oliverira et al (2019). There is agreement that this is the foundation of the success of a strategy implementation process because that is the stage where goals to be achieved are defined to the understanding of everyone (Srivastava and Sushil 2017).

Research posits that an organisation's strategy implementation capability is invigorated when there is an integrated effort from all levels of management to drive the strategy (Weiser et al., 2020; Oliverira et al 2019). This was confirmed in this quotation "*Well, I think it's of paramount importance, from top down, every direction, because if strategy is not communicated effectively and in a way that people at different levels of the organization can all understand, then it feels like everyone is not working towards the same thing.* 19:21 ¶ 69 in Interviewee 9. XYZ. Middle Mgr". From these examples, organisations must realise that translation of strategy is not a once off event but its something that must be done continuously as more feedback and results filter back into the system (Srivastava and Sushil 2017).

"Incorrectly interpreted strategy leads to poor communications of strategy 16:27 ¶ 114 in Interviewee 6. ABC. Middle Mgr" ,Since within every organisation, only executive roles are involved in the formulation of strategy, they must translate and roll it effectively, because once strategy is formed, it becomes a matter for all employees (Weiser et al., 2020; Oliverira et al 2019). For most organisations strategy formulation is exclusively by top managers who must disseminate the strategy and its implementation to lower levels of management (Oliviera et al 2019). The 19 interviewees accept the fact that executives do strategy formulation but request that the translations get done effectively afterwards

But what I also appreciate is having a clearly defined strategy given to you means that you only actually responsible for now 10:5 ¶ 27 in Interviewee 18. XYZ. Senior Mgr.docx. (Alharthy et al. 2017; Bernardo et al. 2017).

6.1.2 Proposition 2: Interpersonal managerial actions that contribute to the attainment of strategy implementation effectiveness.

The responses from the 19 interviewees confirmed the that say; in addition to the structural roles of managers, their humaneness and interrelatedness is an essential factor in deriving strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019). This submission "*So lack of coordination has got a big negative effect on the strategy implementation effectiveness. Senior managers need to coordinate all the divisions in order to realize the strategy direction of the organization as a whole.* 17:40 ¶ 83 in Interviewee 7. ABC. Middle Mgr" is important to sensitise managers that coordination is crucial in driving strategy implementation effectiveness

The interviewees submitted that managers knowingly or unknowingly influence, sell, support, or even derail the outcome of a strategy implementation process. A quotation like this: *Interaction with the employees has a huge effect on strategic implementation* 17:18 ¶ 52 in Interviewee 7. ABC. Middle Mgr", must trigger managers to go the extra mile in managing the interpersonal expectations in the workplace. In other words, managers must be careful of the formal and informal interactions that impact the achievement of strategic objectives. The interviewees' submission all confirmed theory on this proposition. There was no evidence of extending or contradicting theory on this particular proposition.

6.1.2.1 Management style and communication

In line with the submission of effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019) that personal touch of the strategy implementation process is important, the 19 interviewees made submissions to confirmed that management style during the strategy implementation process was a crucial ingredient of strategy implementation The style of management and how a manager disseminates information of strategy implementation has a bearing on how strategy process are carried out in an organisation (Alharthy et al. 2017; Bernardo et al. 2017). This was submitted as "*having some sessions across teams where you have all members from different teams so that when you're communicating the way forward in strategy implementation, you're not only communicating to one section but to all departments the same. This way the different*

departments become one focus group with one objective of achieving strategy implementation effectiveness. 12:48 ¶ 92 in Interviewee 2. ABC. Senior Mgr. FLO".

The seminal work of Beer & Eisenstat, (2000), that recorded communication as one of the six "silent killers" of strategy implementation was confirmed by most interviewees. a quotation such as: "*For any strategy to be 100% effective organisational levels need to have a strong communication, a lateral communication and down and up.* 17:26 ¶ 56 in Interviewee 7. ABC. Middle Mgr" is an acknowledgment by the interviewee that communicating extensively during the strategy implementation process is crucial to achieve strategy implementation effectiveness. This was further expanded in later research where it was corroborated that both top-down and bottom-up communication elucidates the process of strategy implementation and increases the chances of an organisation achieving its intended strategic objectives (Alharthy et al. 2017; Bernardo et al. 2017). The interviewees' submission all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.1.2.2 Interaction between organisation levels and departments

It was confirmed that the interaction between teams was widely reported on as a case in point for leadership behaviour that promoted a safe environment for strategy implementation feedback to flow backwards in a bottom-up manner (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019). The quotation from Figure 9: "*I firmly believe there should be teamwork and communication across all departments to achieve strategy implementation effectiveness*" the importance of teams working together to achieve strategic objectives. (Oliveira et al 2019, Srivastava & Sushil 2017, Hourani 2017). The interviewees agreed that there is no achievement of strategy implementation effectiveness without interaction between departments and managers. The interviewees' submission all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2 Theme 2: Conditions for achieving strategy implementation effectiveness.

All interviewees agreed that competence, commitment, and coordination as conditions of strategy implementation are crucial for achieving strategy implementation effectiveness. Further to the acknowledgment, interviewees also confirmed that their organisations have the commitment, competence, and coordination ability to drive their strategy implementation processes effectively. In line with the submissions of Tawse & Tabesh

(2021), the interviewees confirmed that it is not in the content that organisations lack but in how that competence, commitment, and coordination is channeled to drive strategic implementation effectiveness. The interviewees' submissions all confirmed theory on this theme. There was no evidence of extending or contradicting this proposition's theory.

6.2.1 Proposition 3: The competencies that contribute to the attainment of strategy implementation effectiveness.

With quotations such as these: "*Competence is the best driver of strategy implementation effectiveness, but one cannot really separate competence from experience and skills as the three always go together.* 16:35 ¶ 128 in Interviewee 6. ABC. Middle Mgr", interviewees are in agreement with researchers like (Weiser et al., 2020; Oliverira et al, 2019; Tawse & Tabesh (2021) who posited that organisations that possess the necessary skills, knowledge, and experience to action strategy plans into reality, are poised to achieve strategy implementation effectiveness. What the interviewees said has been in findings of many studies reviewed (e.g. Oliveira et al 2019, Srivastava & Sushil 2017, Hourani 2017), who agreed that competences built through an organisation's human capital, specialised competences and experiences are essential for driving strategy implementation effectiveness.

6.2.1.1 Human capital resources

Tawse & Tabesh (2021) defined human capital resources as the knowledge, skills, abilities, and experience possessed by individuals within an organization. A quotation such as this: "*Successful organizations have the right human capital. If you recycle the same people all the time, complacency to follow through on strategy objectives creeps in, resulting in poor strategy implementation results. It's important to strengthen teams with people from other companies with different perspectives to uplift the benchmark.* 1:69 ¶ 78 in Interviewee 1. ABC. Middle Mgr. DMO" is an acknowledgment that human capital is a factor in the fulfillment of strategy implementation effectiveness. The findings are in line with what most researchers said, that having the right skilled personnel is a key disadvantage during the strategy implementation process (Alharthy et al. 2017; Bernardo et al. 2017). The interviewees' submissions all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.1.2 Specialised competencies

The interviewees agreed that having the expertise and proficiency in specific aspects of the strategy implementation process gave their organisations made the strategy

implementation process effective. The quotation, "*The more competent people you have, I think the faster and more efficiently you're going to implement those strategies and achieve those strategy objectives*" confirms that the condition "specialised competences" has an influence on the attainment of strategy implementation effectiveness. There is a consensus in extant literature that specialised competencies are instrumental in aligning managerial expertise with strategic objectives and ultimately driving strategy implementation effectiveness (e.g. Oliveira et al 2019, Srivastava & Sushil 2017, Hourani 2017). Managers with specialised skills sets help organisations to adapt to the multiple complex situations that generally arise during the execution process (Weiser et al., 2020). The interviewees' submissions therefore all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.1.3 Strategy implementation experience

The quotation: "*And I think there's a correlation between, the more experienced or more knowledgeable a person with influence has over an area is, the less likely it is for things to it reduces the risk of whatever work is being done of wasting resources and time,* 2:29 ¶ 113 in Interviewee 10. XYZ. Senior Mgr.docx" agrees with Weiser et al., (2020), also said that having strategy implementation experience is crucial for effective strategy implementation. While the submissions of interviewees agree with Weiser et al., (2020), none of the interviewees agreed with Lawrence (2018), who said when strategy implementation becomes routine and repeated, experienced employees often grow complacent too saturated to receive new ideas resulting in poor strategy enacting and strategy coordination. The quotation : *We have employees with very long service for example some with over 20 years of strategy implementation* 12:45 ¶ 79 in Interviewee 2. ABC. Senior Mgr. FLO" suggested that having employees with experience in strategy implementation is an advantage. It is also notable that Lawrence'(2018)'s submission is also in contradiction with the Tawse & Tabesh framework on which this study is based. The interviewees are of the position that experience in strategy implementation is good for strategy implementation effectiveness.

6.2.2 Proposition 4: The commitment that contributes to the attainment of strategy implementation effectiveness.

The submissions of interviewees agree with the research findings that where there is ownership of the strategy implementation processes, managers exercise a voluntary

commitment to the implementation of strategy (Weiser et al., 2020; Oliverira et al 2019). The quotation that "*the strategy is doomed for failure anyway because that executive won't support the implementation if they did not support the formulation* 15:31 ¶ 104 in Interviewee 5. ABC. Senior Mgr," shows an established link between the commitment of managers to implement strategy and the results of the implementation process (Weiser et al., 2020; Oliverira et al 2019). There are different views in extant literature on whose commitment matters, with some studies submitting that top management commitment is key (Rani 2019; Bahadori et al 2018) while others argue that middle management commitment is more important that generalised commitment (Srivastava & Sushil 2017, , Verweire 2014). The findings all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.2.1 Top management commitment

The findings confirmed that top management commitment to strategy implementation is critical for the attainment of strategy implementation effectiveness. In line with Hrebiniak (2013)'s concern about varying levels of commitment, the findings also show that the interviewees think that top management must be equally as committed to strategy implementation as they are to strategy formulation. The quotation: "*The drive must always come in from the top organizational levels and heads of departments*" is an acknowledgment by the interviewee that senior managers and executives' commitment to a strategy discourse is central to the achievement of strategy implementation effectiveness. The quotation "*Then on senior managers I see a lot of committed senior managers.* 2:46 ¶ 175 in Interviewee 10. XYZ. Senior Mgr.docx support the finding from research that senior managers set the tone for strategy implementation by providing direction and clarity of strategy objectives (Kaplan & Norton, 2008). Without commitment, strategy implementation efforts are likely to falter, leading to suboptimal outcomes for the organization (Tawse & Tabesh, 2021). The findings all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.2.2 Managerial commitment to strategy

The finding from extant literature (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019) that management teams which pull together in one direction during the strategy implementation process have consistent strategy implementation messaging across all management levels is an important one. It is important because it was recuring in many quotations for example: "*So everyone in the organization knows their input into, strategic*

implementation and the strategy for different strategies of the organization as a whole.
19:4 ¶ 29 in Interviewee 9. XYZ. Middle Mgr." Consistent messaging during strategy implementation helps to reinforce commitment across hierarchical levels involved in strategy implementation thereby increasing the chances of achieving strategy implementation effectiveness. The findings all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.2.3 Role commitment and strategy commitment

Researchers agree that organisations in which managerial roles are aligned with the strategy, employees in those roles are prompted to commit to both their roles and the overall strategy resulting in such organizations achieving strategy implementation effectiveness (Huy, 2002, Weiser et al., 2020). The quotation: "*all people who have a role in the day-to-day management of the business also have an important role to play in strategy implementation*" is a confirmation that strategy implementation effectiveness is a factor of how everyone in the business becomes as committed to strategy as they are to the day jobs. Role alignment and commitment during strategy implementation are essential for promoting interdepartmental collaboration as well as consistency in decision-making (Tawse & Tabesh 2021). The findings all confirmed theory on this proposition. There was no evidence of extending or contradicting this proposition's theory.

6.2.3 Proposition 5: The coordination that contributes to the attainment of strategy implementation effectiveness.

Tawse & Tabesh (2021) identified from literature that the interaction and interrelatedness of various levels of management is a key recipe for driving organisational productivity and efficiency. Interviewees also mentioned the importance of these attributes in driving strategy implementation effectiveness. It is important for management to have a common understanding of goals so that they drive strategy implementation in one direction (Tawse & Tabesh, 2021; Weiser et al., 2020). The findings agreed with this view which confirms that the organisations consider coordination an important condition for strategy implementation effectiveness.

6.2.3.1 Common understanding of goals

Tawse & Tabesh submitted that interpersonal managerial actions such as top-down and bottom-up communication were necessary in ensuring that different tiers of management

achieve a common understanding of strategy goals. The findings are aligned to the findings from literature that having a common understanding of goals across organisational levels assists in the coordination of strategy implementation activities resulting in the achievement of strategy implementation effectiveness (Weiser et al., 2020, Tawse & Tabesh, 2021). While many agree there are findings that contradict this like this quotation "*Every department is focused on its role and responsibility within departments. Most middle managers think that the organization's success and alignment of strategy is the role of the executive management teams. The coordination of the strategy across silos is difficult.* 1:61 ¶ 70 in Interviewee 1. ABC. Middle Mgr. DMO". In this organisation there is a practical challenge for having a common understanding of goals which shakes the foundation of strategy implementation effectiveness. The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.2.3.2 Inter-functional connectedness

Interaction of ideas and interrelatedness occurs within an organisation when there is inter-functional connectedness within that organisation (Weiser et al., 2020). This has been confirmed in the findings with many interviewees agreeing that they experience inter-functional connectedness. A quotation such as: "*Let's have cross-functional teams sitting together and then the subject matter expert at each level needs to 1st understand the strategy.* 2:18 ¶ 45 in Interviewee 10. XYZ. Senior Mgr.docx" demonstrate a willingness to come together to implement strategy. Organisations that drive inter-functional connectedness stand a higher chance of achieving strategy implementation effectiveness (Tawse & Tabesh, 2021). The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.2.3.3 Coordination and cooperation

While many respondents agree that coordination and cooperation are essential ingredients for successful strategy implementation processes especially on top-down mandated strategy as posited by Weiser et al (2020), there is still challenges in organisations to fully implement it. The quotation: "*So I'd say there's room for improvement in terms of bottom-up strategy*" confirms that. Despite having unambiguous roles, supported by clear structures, organisations are battling to have coordinated strategy implementation process that yield high chances of attaining strategy implementation effectiveness (Greet et al 2017). Since most departments are functionalised: "*I'm not a*

big fan of specialization because specialization results in the creation of silos effect that hamper the process of strategy implementation, so I try and encourage broad experience", it is difficult to achieve cooperation because it usually is intrenched and requires more motivation by managers, extensive collaboration across functions, and effective motivation across all levels within organizations (Ross, 2014; Shimizu, 2012).   The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.3 Theme 3: Internal dynamic capabilities that drive strategy implementation effectiveness.

According to Weiser et al (2020), organisations with managers possessing strong dynamic managerial capabilities are better equipped to implement strategies successfully, while those lacking such capabilities may face challenges and encounter difficulties in executing their strategic plans. The findings demonstrate that while many organisations are aware of the managerial actions, and the conditions to drive strategy implementation effectiveness they battle to put them together as demonstrated here: "*Look, I think the middle management does not always get the full picture of what the organization's strategy is working towards, especially on the roles they must play in the bigger picture.* 1:6 ¶ 29 in Interviewee 1. ABC. Middle Mgr. DMO". From the findings, this is where most organizations are lagging. The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.3.1 Proposition 6: Managerial cognition that contributes to the attainment of strategy implementation effectiveness.

Managerial cognition is widely reported in literature as the key ingredient in the strategy implementation processes that contribute to the attainment of strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019). While interviewees acknowledged that they rely on managerial cognition to plan, monitor, and adjust the strategy implementation process levers accordingly to achieve strategy implementation effectiveness in line with Tawse & Tabesh, (2021); Weiser et al., (2020); and Oliverira et al (2019) the cultural diversities impact that process. Sense making ability to manoeuvre the challenges in the strategy implementation terrain is the biggest challenge as identified by Maitlis & Christianson (2014). One participant is quoted as saying: "*It's so true that even in the workplace, we are social beings, so we cannot ignore*

that the relationships people make in the workplace are important" confirms how being aware of the socio-emotional identities within the organisation promotes the managerial cognition that drives strategy implementation effectiveness

6.3.1.1 Decision-making skills.

Effective decision-making skills are critical during strategy implementation to ensure that the organization stays on course and achieves its strategic objectives. According to Tawse & Tabesh, (2021) and Weiser et al., (2020), by aligning decisions with strategic objectives, leveraging data-driven insights, and continuously monitoring and evaluating outcomes, organizations can enhance their ability to successfully implement their strategies and achieve sustainable growth and competitive advantage. Effective decision-making skills are therefore essential for navigating the complexities of strategy implementation (Tawse & Tabesh, 2021). This presents challenges for organisations because of limited decision making abilities: "*not all decisions are good decisions, there are decisions that are quite poor, they might be due to just lack of experience, lack of education, maybe just lack of communication,* 2:14 ¶ 37 in Interviewee 10. XYZ. Senior Mgr.docx" is an acknowledgment by the interviewee that an important process like strategy implementation requires managers to make good decisions.

6.3.1.2 Managerial sense making skills.

Interviewees submitted that they battle to navigate the complexities of strategy implementation within their organizational context as alluded to by Maitlis & Christianson, (2014) leading to failure to achieve strategy implementation effectiveness. Within the context of strategy implementation, although managers may encounter moments of ambiguity and uncertainty the guidance of the strategic intent and a guided assessment of the internal and external environment help them to make decisions that align with the strategy objectives (Maitlis & Christianson, 2014; Tawse & Tabesh, 2021). This was reported as a challenge in the findings because many managers do not have the adequate tools to make decisions. They lack "*the ability to recognize when a strategy is not being implemented and then being open to change things and/or amend and correct self.* 2:37 ¶ 131 in Interviewee 10. XYZ. Senior Mgr.docx. Through the sensemaking abilities of its managers, an organisation can adapt its strategy implementation processes in volatile situations to achieve strategic implementation effectiveness (Maitlis & Christianson, 2014). The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.3.1.3 Awareness of socio-emotional identities

Socio-emotional identities contribute to strategy implementation effectiveness by influencing the culture and environment in which strategy implementation takes place. However, the manufacturing sector is still battling with bringing the social element into the work environment as alluded to in the quote: "*It's so true that even in the workplace, we are social beings, so we cannot ignore that the relationships people make in the workplace are important*". Due to the production orientation of the manufacturing space, there is no culture that promotes employee engagement makes strategy implementation processes smooth and unintimidating (Tawse & Tabesh, 2021). This is a challenge because research has shown that emotions play a huge role in strategy implementation processes (Weiser et al., 2020) so by eliminating them in strategy, it impacts on strategy implementation effectiveness. The findings contradicted some of the theory on this proposition. There was no evidence of extending theory on this proposition.

6.3.2 Proposition 7: Managerial social capital that contributes to the attainment of strategy implementation effectiveness.

Managers who have amassed strong social capital through the formal and informal relationships built over time can effectively communicate strategy objectives to their peers (Weiser et al., 2020; Tawse & Tabesh, 2021). Managerial social capital is synonymous with certain types of leadership such as transformational leadership and leaders with high social capital therefore have an inherent ability to influence subordinates to effectively implement strategy (Weiser et al., 2020; Tawse & Tabesh, 2021).

6.3.2.1 Top managers support of middle managers.

Top managers' support of middle managers during strategy implementation is crucial for the success of the entire strategy implementation process (Weiser et al., 2020). This is true for the study because the middle managers interviewed submitted that they rely on senior manager to roll and translate the strategy to them as demonstrated here: "*Executives creates strategy awareness workshops that helps. I think.* 12:7 ¶ 20 in Interviewee 2. ABC. Senior Mgr. FLO. Top managers support of middle managers with a clear understanding of the strategic intent behind the chosen strategy which was reported by Tawse & Tabesh, (2021) was also submitted by one of the interviewees as the role played by executives to support them: "*coaching and facilitation is done by senior management to ensure that the strategy is understood both in content and in implementation know-how* 12:16 ¶ 36 in Interviewee 2. ABC. Senior Mgr. FLO.. The

support given by senior managers to junior managers keeps them in alignment with the strategy objectives. By fostering a supportive environment within the organisation, top managers can increase the likelihood of successfully achieving strategic objectives and driving organizational performance (Weiser et al., 2020; Tawse & Tabesh, 2021).

6.3.2.2 Top manager ability to motivate.

All 19 interviewees mentioned how they appreciate motivation from senior management. Top management's ability to motivate during strategy implementation is essential for fostering employee engagement, commitment, and alignment with the organization's strategic goals (Kaplan & Norton, 2008). This is picked up by one of the interviewees who said: "*senior management was tough on standards to get the implementation discipline going while being soft on people to motivate them to carry out implementation activities* 13:39 ¶ 85 in Interviewee 3. ABC. Senior Mgr". Managers who celebrate milestones and successes in strategy implementation with teams motivate employees to perform at their best and drive the organization's strategy implementation processes to success (Kaplan & Norton, 2008).

6.3.2.3 Reputational and informational social capital.

Reputational social capital and informational social capital influence strategy implementation processes among employees and organisational units within an organisation as well as externally (Ahearne et al. 2014; Kemper et al 2013). Reputational social capital influences decision-making, builds trust, facilitates change management, attracts talent, and resolves conflicts, while informational social capital provides access to resources, shares best practices, gains insights, identifies risks and opportunities, and enhances collaboration (Yohanes et al. 2017). Managers who effectively leverage these forms of social capital enjoy collaborative team advantages (Kemper et al 2013). Teams whose leaders have high social capital are better equipped to navigate the complexities of strategy implementation socially as a team (Ahearne et al. 2014).

6.3.3 Proposition 8: Managerial human capital that contributes to the attainment of strategy implementation effectiveness.

The findings from the 19 interviewees agrees that having the human resources capital with diversified experience gives an organisation the latitude to try out several strategies as they will be having the strategy process management skills (Tawse & Tabesh, 2021). The quotation: "*You can have the best strategy in the world, but if the people (are not) brilliant and if you have people that are not committed to the company and are not pulling*

in the same direction or have other agendas, then that strategy will not be executed. 6:25 ¶ 160 in Interviewee 14. XYZ. Middle Mgr.docx summarizes the importance of managerial human capital quartet of experience, skills, education, and institutional knowledge strategy implementation effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al 2019). The quotation puts into perspective, why difference in managerial human capital is the reason why the same strategy would lead to strategy implementation effectiveness in one organisation and not in the other another organisation led by a different management team (Tawse & Tabesh, 2021).

6.3.3.1 CEO background

Research posits that a CEO's leadership style, vision, and strategic acumen can significantly impact the organization's strategy implementation processes (Tawse & Tabesh, 2021; Kaplan & Norton, 2008). The findings demonstrated that the strategy acumen is to a large extent driven by the CEO's background: "*in my company we've got really strong (executive) managers, probably stronger people that can execute because they know the business so well* 10:41 ¶ 283 in Interviewee 18. XYZ. Senior Mgr.docx". By leveraging their strengths, CEOs can effectively lead their organizations through successful strategy implementation and drive long-term growth and competitive advantage. This is because a good background knowledge of the business gives the CEO: "*the ability to recognize when a strategy is not being implemented and then being open to change things and or amend and correct self.* 2:37 ¶ 131 in Interviewee 10. XYZ. Senior Mgr.docx. . Tawse & Tabesh (2021) submitted that a CEO's change management skills and communication skills is crucial for driving turn around strategies in organizations whose strategy objective is a turn around.

6.3.3.2 Financial Management Skills

The study's findings agree with what is in literature: "*Financial portfolio is a key driver in strategy implementation effectiveness because It gives senior managers ability to know what to look for. It helps when a manager know what those numbers coming out mean and what those ratios actually mean to the business, so that you if the strategy is helping or not.* 18:44 ¶ 143 in Interviewee 8. ABC. Senior Mgr. This submission agrees with that of Tawse & Tabesh, (2021); and Kaplan & Norton, (2008) who posited that financial management skills are essential for successful strategy implementation as they enable managers to allocate resources efficiently and make capital investment decisions in support of achieving strategy implementation effectiveness. It is important that all the

senior and middle managers interviewed could articulate clearly how financial management skills influence strategy implementation effectiveness even though the majority of the interviewees are non-finance managers in their workplace. This is a positive for the strategy implementation effectiveness journey taking into considerations that management team that have financial management skills will adequately support strategy initiatives and make informed decisions towards achieving strategy implementation effectiveness (Tawse & Tabesh, 2021; Kaplan & Norton, 2008).

6.3.3.3 CEO personality

Regardless of management level, managers are sensitive to the personalities of those they work with to the extent that it affects how they perform. A quotation like: "*I think personal interactions always achieve more than straight business interactions.* 6:19 ¶ 104 in Interviewee 14. XYZ. Middle Mgr.docx", brings to focus that senior management, particularly CEO's must understand and manage the impact of their personality on work. This is important because extant literature has reported that a CEO's personality can affect the way strategy objectives are received by employees (Tawse & Tabesh, 2021; Herrmann & Nadkarni, 2014; Kaplan & Norton, 2008).

Positive feedback from employees such as: "*The executive do listen to us when we talk* 6:8 ¶ 36 in Interviewee 14. XYZ. Middle Mgr.docx" can be attributable to traits of senior management such as visionary leadership, strategic thinking, resilience, and decisiveness. These traits are essential and contribute to effective strategy implementation (Kaplan & Norton, 2008). By leveraging their personality strengths and continuously developing their leadership capabilities, CEOs can enhance their ability to lead successful strategy implementation efforts and drive long-term organizational success (Tawse & Tabesh, 2021; Kaplan & Norton, 2008). This is corroborated by a submission from one of the interviewees: "*You need a strong management team, to just manage people is probably one of the hardest parts of being a managers, managing various personalities* 7:15 ¶ 125 in Interviewee 15. XYZ. Senior Mgr

6.4 Proposition 9: Strategy implementation effectiveness is achieved when the strategy implementation processes involve all organisational levels

The findings agree that achieving strategy implementation effectiveness requires the whole organisation to be on board, e.g. "*When senior managers have communicated the strategy, everyone must drive it to success.* 1:34 ¶ 44 in Interviewee 1. ABC. Middle Mgr.

DMO", however, none of the middle managers have boldly volunteered that they are responsible for strategy implementation. Instead they mentioned senior managers as the level that is supposed to do more for strategy "*Senior managers must develop the skills to incorporate all their employees' skills in strategy implementation.* 1:81 ¶ 89 in Interviewee 1. ABC. Middle Mgr. DMO", while the middle managers will only intervene when asked to do so or when allocated duties: "*I'm involved in implementing whatever it is that the organization and senior managers at that point decided upon.* 11:12 ¶ 21 in Interviewee 19. XYZ. Middle Mgr.docx." Although within the context of organisational level, this is still normal that organisational level would want to tackle strategy implementation as a duty that falls within a hierarchy (Tawse & Tabesh, 2021), from the strategy implementation effectiveness context, such managers lack the managerial cognition, a dynamic capability that assists in driving strategy implementation to effectiveness (Tawse & Tabesh, 2021; Weiser et al., 2020; Oliverira et al, 2019).

There is a consensus that more responsibility and accountability is on the senior management to drive strategy implementation effectiveness within the context of the framework. This finding in in line with the submission of Liu et al (2021) that senior management are widely considered the primary drivers of strategy implementation processes. The quotation; "*And to certain extent the senior managers constantly drill the strategy through their management teams, so it gives me the sense of confidence that through this repetitive communication of the strategy message, employees understand it to the level they can implement it to effectiveness* 17:33 ¶ 67 in Interviewee 7. ABC. Middle Mgr" imply that middle management look up to senior management to lead strategy implementation. A skill is required to lead strategy implementation: "*Senior managers must develop the skills to incorporate all their employees' skills in strategy implementation.* 1:81 ¶ 89 in Interviewee 1. ABC. Middle Mgr. DMO". It is however clear that senior managers sampled do not have that required skill, based on the fact that none of the senior managers asked volunteered that they are primarily responsible for strategy implementation. One interviewee pushed the responsibility higher up: "*Strategy should be done from the top end, and rolled out from there to the bottom* 15:12 ¶ 49 in Interviewee 5. ABC. Senior Mgr,"with yet another one amplifying the role of middle managers above theirs: "*Middle management is probably the most important level in strategy implementation because it's the level in the business that, interface directly with the operational staff where strategy is either made successful or its lost there.* 18:35 ¶ 75 in Interviewee 8. ABC. Senior Mgr".

While it is true that all organizational levels (senior management, middle management, or operational employees) have a role to play in influencing the achievement of strategy implementation effectiveness, the roles of management still have gaps that were evident from the findings. Organisations must clearly outline the roles of each organisation level in the strategy implementation journey and close all gaps in role clarification. This is vital because the impact of roles span through the managerial actions, the conditions as well as the dynamic managerial capabilities of strategy implementation effectiveness.

6.5 Pattern matching.

The differences and similarities between the frameworks are shown in the table below. The Tawse & Tabesh framework functions the same way as the two frameworks. This confirms that it measures up to the other framework.

Table 6: Comparison of frameworks

Tawse & Tabesh (2021) aggregate dimension	Similarities with Kaplan & Norton (2008) framework	Similarities with Yang et al. (2008) framework	Differences	Additional themes
Managerial actions	Monitoring and learning category, planning strategy, Preimplementation and Planning operations	Use of hard factors and Use of soft factors	Lower order category than both	None
Conditions for strategy effectiveness	Aligning the organisation category	Use of mixed factors, Organising implementation to ensure buy in	Lower order than two frameworks	None
Dynamic	Testing and	Use of hard	Lower order	Managerial

managerial capabilities	adopting category	factors and Use of soft factors, Use of mixed factors, Organising implementation to ensure buy in	than the two	innovation to implement strategy

Theoretical triangulation was checked to show how the theoretical frameworks complemented each other (Pearse, 2019; Hopper & Hoque, 2006). On a theory of best fit of the data all the theories confirmed the propositions (Pearse, 2019; Hyde, 2000). The resultant table looked like what is shown in Table 7. This further validates the Tawse and Tabesh model as a good framework.

Table 7: Analysis of similarities and differences between strategy implementation effectiveness competing frameworks (Adapted from Pearse, 2019)

Tawse & Tabesh (2021) aggregate dimension	Propositions							
	P1	P2	P3	P4	P5	P6	P7	P8
Managerial actions	Y	Y	Y	Y	Y	Y	Y	Y
Conditions for strategy effectiveness	Y	Y	Y	Y	Y	Y	Y	Y
Dynamic managerial capabilities	Y	Y	Y	Y	Y	Y	Y	Y
Noble framework (Total Y/N/O)	Y	Y	Y	Y	Y	Y	Y	Y
Yang et al framework (Total Y/N/O)	Y	Y	Y	Y	Y	Y	Y	Y
Integration of frameworks (Total Y/N/O)	Y	Y	Y	Y	Y	Y	Y	Y
KEY: Y= confirmation of the proposition; N= proposition contradicted; O = incident had nothing related to the proposition								

6.5 Conclusion

This chapter presented a discussion of the results. Many managers demonstrated understanding of strategy implementation effectiveness as a phenomenon experienced at the end of the strategy implementation process in which the implemented strategy's outcome has met the strategy's intended outcome (Tawse & Tabesh, 2021; Bahadori et al 2018). While most managers have adequate knowledge of the "what" and "why" of strategy implementation processes, there is still a need for managers to master how organisations can build flexibility into the implementation processes to achieve strategy implementation effectiveness (Bahadori et al 2018).

Chapter 7

7.1 Introduction

The study's purpose is to further the work started by Tawse & Tabesh (2021) by empirically testing the applicability of their introductory framework in driving strategic implementation effectiveness. Since the framework was formulated following a systematic literature review and never got tested, the authors were unsure of its practical applicability. Thus, they called for the emergent framework to be empirically tested, elaborated, and evaluated with evidence (Tawse & Tabesh, 2021). From the time it was introduced, the understanding of the introductory strategy implementation framework was inadequate, and its practical application was untested (Weiser et al., 2020); therefore, empirical testing of the framework was necessary to contribute to theory development by giving feedback on the adequateness and practical application of the framework as a tool for driving strategy implementation effectiveness in the manufacturing context. This was done in this study through the testing and fleshing out of the categories, group categories and themes constituting the emergent framework.

The results confirmed that the framework aggregates adequately dealt with the 'how' of attaining strategy implementation effectiveness making the framework comprehensive and practical. Based on the results, the framework's maturity is substantiated to be adequate in guiding managers to achieve strategy implementation effectiveness. Following the extensive fleshing out of the framework propositions on 19 interviewees serving at different organisational levels in different organisations, the emergent framework's generalisability, accommodation, and consolidation are recommended. It is therefore the submission of this study that the framework can adequately provide businesses with a practical understanding of how to achieve strategy implementation effectiveness. The framework was so sufficiently developed that when used correctly, organisations who use it can objectively figure out why their implemented strategies have failed to measure up to the original intent of the strategy. Furthermore, with consistent use of the framework, organisations can objectively tell at which organisational level the strategy intent gets derailed and be able to work on it to fix the shortcomings. Ultimately, the framework measures up to the other tried and tested theoretical frameworks that organisations may use to remedy the widely reported failure to achieve strategy implementation effectiveness.

7.2 Context of study

The study was done in a background where, despite the widely recognised importance of effective strategy implementation as a critical driver for organisational success and organisational competitiveness, many organisations in the manufacturing sector continue to struggle to achieve strategy implementation effectiveness (de Oliveira et al., 2019; Teixeira & Tavares-Lehmann, 2023). Although this was true at the world level theoretical context, it was also true in the South African manufacturing context (Mnguni & Simbanegavi, 2020). Strategy implementation research, in general, has paid limited attention to the "how" of strategy implementation (Weiser et al., 2020; Li, 2020; Tawse & Tabesh, 2021). As a result, there is a limited and fragmented conceptual understanding of the numerous reported strategy implementation frameworks (Oliveira et al., 2019; Srivastava & Sushil, 2017; Hrebiniak, 2013). To this end, putting strategy plans into strategy action is neither as elaborate nor as polished as it should be (Tawse & Tabesh, 2021). The South African manufacturing sector is no exception to these challenges. Like the rest of the world, businesses in the South African manufacturing sector do not have a framework practical enough to use in closing the gap between the implemented strategy and the original intention of the strategy (de Oliveira et al., 2019; Teixeira & Tavares-Lehmann, 2023). Within South Africa, the study context is confined exclusively to the manufacturing industry because manufacturing is deemed the country's economic growth engine (Mnguni & Simbanegavi, 2020). The study targeted organisations whose strategies are framed and implemented in the context of South Africa, i.e., the companies whose executive managers are based in South Africa. The target was private companies in the manufacturing sector ranging in size from medium to large. This delimitation is essential for South Africa because this medium to large segment is the sector making the most contribution to the country's economic growth within the confines of the manufacturing space (PWC, 2023). The study is therefore anchored on testing the applicability of the strategy implementation effectiveness framework on the strategy implementation processes of organisations within the manufacturing industry in South Africa. The approach to strategy implementation effectiveness adopted was the one posited by Tawse and Tabesh (2021).

7.3 What we knew about strategy implementation effectiveness.

It is widely appreciated that effective strategy implementation is a critical driver for organisational success and organisational competitiveness (Tawse & Tabesh, 2021). However, many organisations continue to struggle to achieve strategy implementation

effectiveness to the extent that researchers and developers have developed many frameworks to guide managers in their strategy implementation processes to achieve strategy implementation effectiveness (de Oliveira et al., 2019; Teixeira & Tavares-Lehmann, 2023). As a result of this, strategy implementation processes in general have been widely researched, with the focus however primarily skewed towards the "what" and the "why" of strategy implementation with limited attention being devoted to the "how" of strategy implementation (Weiser et al., 2020; Li, 2020; Tawse & Tabesh, 2021). The skewness led to the development of a limited and fragmented number of conceptual strategy implementation frameworks that have not been tested (Oliveira et al., 2019; Srivastava & Sushil, 2017; Hrebiniak, 2013).

Many of the existing frameworks cannot guide managers in strategy implementation (Bahadori et al, 2018; Oliveira et al, 2019) because they lack maturity and have not been adequately tested (Tawse & Tabesh, 2021). As a result of this inadequateness, many frameworks cannot provide businesses with a practical understanding of how to achieve strategy implementation effectiveness (Oliveira et al., 2019). Tawse & Tabesh (2021) developed a framework that addresses the documented strategy implementation effectiveness challenges (Oliveira et al, 2019; Srivastava & Sushil, 2017; Hrebiniak, 2013). However, without fleshing out the introductory framework's propositions, the emergent frameworks lack the generalisability, accommodation, and consolidation commensurate with a fully developed theory (Tawse & Tabesh, 2021).

7.4 Methodology used.

A qualitative deductive approach was used to test the emergent strategy implementation effectiveness theory. The theoretical framework was deductively examined and pattern-matched against other emergent strategy implementation effectiveness theoretical frameworks. The deductive approach allowed the study to systematically and objectively assess the framework's performance, effectiveness, and suitability based on real-world empirical observations (Pearse, 2019). This empirical evaluation aimed to provide concrete evidence and insights into how well the framework met its intended goals and performed in a practical scenario (Cresswell, 2014).

Semi-structured interviews were conducted, and the transcribed data was subjected to a qualitative deductive thematic analysis in ATLAS.ti 23. Verbatim excerpts from the transcribed data were used as primary evidence of how well the framework met its intended goals and performed in practical scenarios. Results were presented to supply

evidence for each of the eight categories of the strategy implementation effectiveness framework posited by Tawse & Tabesh (2021). The evidence provided against each of the eight categories answered each of the eight propositions of this study as shown below.

7.5 What was achieved?

The study solved a lack of real-world evidence prohibiting the systematic and objective assessment of the Tawse & Tabesh (2021) framework's performance, effectiveness, and suitability to solve real-world strategy implementation problems. After the emergent framework underwent an empirical test as part of its development and refinement into a matured concept (Oliveira et al., 2019; Bahadori et al., 2018), the real-world evidence that was provided confirmed the framework's performance, effectiveness, and suitability to solve real-world strategy implementation problems were confirmed. Furthermore, the results confirmed the framework's validity for contributing to theory as well as the framework's generalisability beyond mere recommendations (Tawse & Tabesh, 2021). The high validity and trustworthiness of the evidence supplied gave insights into how well the framework met its intended goals and performed in the practical scenarios it was subjected to. To this end this study substantiated the assertion by Tawse & Tabesh (2021), that their developed framework is a valid and practical tool that researchers and other users can rely on to make informed decisions on how to implement strategy and achieve effectiveness. Questions on the framework's performance, effectiveness, and suitability based on real-world observations were answered through the following propositions of the research:

7.5.1 Proposition 1: Structural managerial actions contribute to achieving strategy implementation effectiveness.

The study paired codes "agility in difficult times, clear structures, aligned systems as well as policies and procedures" with quotations from the 19 transcribed documents that were loaded into ATLAS.ti 23 software. Since these codes are structural managerial actions, which are part of managerial actions, the code reduction confirms the proposition that structural managerial actions are causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these managerial actions and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.2 Proposition 2: Interpersonal managerial actions contribute to the attainment of strategy implementation effectiveness.

The study paired codes "interaction between organisational levels, management style and communication" with quotations from the 19 transcribed documents that were loaded into ATLAS.ti 23 software. Since these codes are interpersonal managerial actions, which are part of managerial actions, the code reduction confirms the proposition that interpersonal managerial actions are causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these managerial actions and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.3 Proposition 3: Competence contributes to the attainment of strategy implementation effectiveness.

The study paired codes "human capital resources, specialised competencies, and strategy implementation experience" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are competences required for strategy implementation, which are part of conditions for attaining strategy implementation effectiveness, the code reduction confirms the proposition that competences are causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these conditions and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.4 Proposition 4: Commitment contributes to the attainment of strategy implementation effectiveness.

The study paired codes "top management commitment, managerial commitment and commitment to strategy roles" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the commitment required for strategy implementation, which is part of the conditions for attaining strategy implementation effectiveness, the code reduction confirms the proposition that commitment is causally linked to attaining strategy implementation effectiveness. Organisations whose managers understand these conditions and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.5 Proposition 5: Coordination contributes to the attainment of strategy implementation effectiveness.

The study paired codes "common understanding of goals, inter-functional connectedness, and coordination and cooperation" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the coordination required for strategy implementation, which is part of the conditions for attaining strategy implementation effectiveness, the code reduction confirms the proposition that coordination is causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these conditions and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.6 Proposition 6: Managerial cognition contributes to the attainment of strategy implementation effectiveness.

The study paired codes "decision making skills, managerial sense making skills and awareness of socio-emotional identities" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the managerial cognition required for strategy implementation, which is part of the dynamic managerial capabilities for driving strategy implementation effectiveness, the code reduction confirms the proposition that managerial cognition is causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these dynamic managerial capabilities and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.7 Proposition 7: Managerial social capital contributes to the attainment of strategy implementation effectiveness.

The study paired codes "top managers' support of middle managers, top managers ability to motivate and reputational and informational capital" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the managerial social capital required for strategy implementation, which is part of the dynamic managerial capabilities for driving strategy implementation effectiveness, the code reduction confirms the proposition that managerial social capital is causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these dynamic managerial capabilities and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.8 Proposition 8: Managerial human capital contributes to the attainment of strategy implementation effectiveness.

The study paired codes "CEO's background, financial management skills and CEO's personality" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the managerial human capital required for strategy implementation, which is part of the dynamic managerial capabilities for driving strategy implementation effectiveness, the code reduction confirms the proposition that managerial human capital is causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand these dynamic managerial capabilities and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.5.9 Proposition 9: Strategy implementation effectiveness is achieved when the strategy implementation processes involve all organisational levels.

The study paired codes "middle manager role and senior manager role" with quotations from the 19 transcribed documents loaded into ATLAS.ti 23 software. Since these codes are part of the organisational level intervention required for strategy implementation, which is an overarching driver for driving strategy implementation effectiveness, the code reduction confirms the proposition that organisational level intervention is causally linked to the attainment of strategy implementation effectiveness. Organisations whose managers understand the role of their managers and apply them as tools of strategy implementation have high chance of achieving strategy implementation effectiveness.

7.6 Contribution to scholarly debate

With many insufficiently developed frameworks in circulation, the study will be part of the scholarly debate on the practicality and adequateness of frameworks in explaining strategy implementation processes. A debate has already started on which frameworks must be accommodated in strategy implementation (Tawse & Tabesh, 2021). This study, which focused on empirically testing the applicability of the three aggregates of the integrative framework of strategy implementation effectiveness added to the debate on the lack of framework cohesion that had characterised strategy implementation research over the years (Bahadori et al 2018, Alharthy et al 2017). The significance of testing the integrative framework of strategy implementation effectiveness lies in the aftermath of the empirical testing process whose results can confirm, refute, or extend the aggregates of the framework with evidence. This, in turn, contributes to whether the framework gets accommodated and attains generalisability in the field of strategy implementation

processes or not.

This research which is an answer to a scholarly request to test a framework developed, has contributed to strategy theory comprehension by giving feedback on the applicability of the strategy implementation effectiveness framework after fleshing out the framework's propositions infield. The study further identified gaps in the framework and made recommendations that will be debated in future. The suggested addition of a fourth dynamic managerial capability called managerial innovation and resilience to deal with unforeseen circumstances during strategy implementation must be scholarly debated to determine its relevance in driving strategy implementation effectiveness.

Since the concepts of the introductory framework managed to stand a qualitative test, the level of maturity has increased to an advanced stage of concept evaluation (Pearse, 2019). According to Pearse (2019), a concept that has passed the concept elaboration maturity stage must undergo concept evaluation through a detailed quantitative testing of its aggregates. In contributing to this maturation journey, this study has set the Tawse & Tabesh framework for a concept evaluation which would take it to its final stage of concept accommodation (Pearse, 2021).

7.7 Practical contribution

From the results, the Tawse & Tabesh (2021) framework has been affirmed as a relevant framework on how organizations can successfully implement their strategies for sustained success and competitive advantage (Tawse & Tabesh, 2021). A mature theoretical framework is a tool that will give organisations in manufacturing the leverage they need to achieve strategy implementation effectiveness and ultimately achieve competitiveness. The framework is a good guide for managers in strategy implementation (Bahadori et al. 2018, Oliveira et al. 2019). Organisations can now rely on the tested Tawse & Tabesh framework to objectively figure out why their implemented strategies are failing to measure up to the original intent of the strategy (Vigfússon et al., 2021). Furthermore, through the Tawse & Tabesh framework, organizations can now objectively tell at which organizational level the strategy intent was derailed and how best to fix it (Tawse & Tabesh, 2021; Vigfússon et al., 2021). Ultimately, with this tried and tested theoretical framework, organisations now know how to remedy the constant failure to achieve strategy implementation effectiveness (Tawse & Tabesh, 2021). This framework is a comprehensive tool that will give organisations in manufacturing the leverage they need to achieve strategy implementation effectiveness and ultimately achieve competitiveness.

Organisations empowered with this knowledge may successfully translate their strategy plans into tangible actions and are thus more likely to outperform competitors.

7.8. Limitations and suggestions for future research

The study focused exclusively on the manufacturing industry within South Africa. The study therefore tested the applicability of the strategy implementation effectiveness framework on the strategy implementation processes within the manufacturing industry context of South Africa. The research design was qualitative, targeting a few selected decision-making managers in only two companies, Company ABC and Company XYZ. This has limitations on the generalisability of the results as the companies represented only two out of the many other sectors of manufacturing. Although the information gathered in this research was sufficient to test the adequateness and practicality of an introductory framework, a larger sample would have increased the generalisation of results. In addition to the challenge of the sample being small, purposive sampling by its nature limits the extent to which research results can be generalised (Tawse & Tabesh 2021 & Rego et al., 2021; Ancillai et al, 2023).

To address this limitation, it is further recommended that the framework aggregates be subjected to a quantitative research design to test its adequateness and practicality at a wider and more variable scale. A call is now being made to grow the Tawse & Tabesh framework to concept accommodation by subjecting it to a quantitative process on a wider audience of participants. If the framework is confirmed through such a process as a practical and adequate framework for managing strategy implementation framework, it is deemed a matured framework that can contribute to the attainment of strategy implementation effectiveness.

7.9 Conclusion and Recommendations

The study answered the call for future research by Tawse & Tabesh (2021), evaluated their theoretical framework and provided evidence to confirm its propositions. To this end, the study has provided the evidence to prepare the emergent framework for generalisability, accommodation, and consolidation. The study has given the framework a platform for concept augmentation and testing without which the framework would have remained an untested collection of recommendations that are limited in contribution to developing comprehensive theory on strategy implementation processes. Based on the findings, the Tawse & Tabesh framework has applicability in addressing the "how" of driving strategy implementation effectiveness. The framework, therefore, is recommended

as a suitable tool for solving the strategy implementation effectiveness challenges faced by organisations within the manufacturing space.

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9.0 List of Appendices

Appendix A: Interview guide

	Background information	
1	Name: (For confidentiality no names will be included in the report)	
2	What is your current position:	
3	Is your current position described as Senior manager or Middle manager	
4	How many years have you been a Senior manager or middle manager	
5	Do you play a role in your organisation's strategy implementation process	
6	How would you rate strategy implementation effectiveness in your organisation?	

	Structural managerial actions *(Adapted from Tawse & Tabesh, 2021)*	
7	Does your organisation make use of a formal organisational structure to launch strategy implementation processes in your organisation.	
8	Does your organisation make use of policies, procedures, and systems to launch strategy implementation processes in your organisation.	
9	Does your organisation make use of goals, reward systems and the balanced scorecard to launch strategy implementation processes in your organisation	

	Interpersonal managerial actions *(Adapted from Tawse & Tabesh, 2021)*	
10	Does your organisation facilitate or coach employees to impact strategy implementation success in your organisation?	
11	Does your organisation communicate (e.g. translating strategy objectives, clarifying strategy outcomes measurement & outline feedback channels) to the level that drives strategy implementation effectiveness in your organisation.	

	Competence to implement strategy *(Adapted from Tawse & Tabesh, 2021)*	
12	Does your organisation fully harness the available knowledge, skills, and experience to achieve strategy implementation success.	

13	Does your organisation have mechanisms (e.g. balanced scorecard, scenario planning, KPIs etc.) to objectively measure progress made in strategy execution.	

	Commitment to implement strategy *(Adapted from Tawse & Tabesh, 2021)*	
14	How do you see the senior managers' commitment to their strategic implementation responsibilities in your organisation.	
15	How do you see middle managers' motivational alignment to participate in strategy implementation processes and outcomes in your organisation?	
	Coordination of strategy implementation activities *(Adapted from Tawse & Tabesh, 2021)*	
16	How is the coordination of efforts within departments (teamwork) towards strategy implementation activities in your organisation.	
17	How is the coordination of efforts across functions/ departments towards promoting overall strategy implementation effectiveness.	

	Managerial cognition of strategy implementation *(Adapted from Tawse & Tabesh, 2021)*	
18	Do managers in your organisation give feedback on progress of strategies implemented? Is this feedback used to achieve strategy implementation effectiveness.	
19	Are managers constantly checking for gaps between the intention of strategy intention and the current strategy outcomes?	

	Managerial social capital to implement strategy *(Adapted from Tawse & Tabesh, 2021)*	
20	Do managers in your organisation have the necessary social capital (goodwill developed from formal & informal relationships) to motivate employees within your organisation towards strategy implementation success?	
21	Is management exercising active and strong leadership to deal with anti-strategy behaviour at all levels that can derail strategic implementation success efforts?	

	Managerial human capital to implement strategy *(Adapted from Tawse & Tabesh, 2021)*	
22	Do you think your organisation has the right human capital (correct staffing levels) to drive strategy implementation to success.	
23	Do you think your organisation's financial position assists your organisation to achieve strategy implementation effectiveness?	

General questions

Is there anything else you would like to say about strategic implementation in your organisation.

End

Appendix B Consistency matrix

Title: Strategic implementation effectiveness in the manufacturing sectors of South Africa

Proposition	Literature review	Data collection tool	Analysis
Proposition 1: Structural managerial actions contribute to achieving strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks, taking structural managerial actions into consideration
Proposition 2: Interpersonal managerial actions contribute to the attainment of strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking interpersonal managerial actions into consideration
Proposition 3: Competence contributes to the attainment of strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking competence into consideration
Proposition 4:	(Tawse & Tabesh, 2021; Oliveira et	Interview guide	Applicability of the framework in addressing the lack of

Commitment contributes to the attainment of strategy implementation effectiveness.	al., 2019, Weiser et al., 2020; Vigfússon et al., 2021		comprehensiveness and practicality that had become common with strategy implementation frameworks taking committment into consideration
Proposition 5: Coordination contributes to the attainment of strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking coordination into consideration
Proposition 6: Managerial cognition contributes to the attainment of strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking managerial cognition into consideration
Proposition 7: Managerial social capital contributes to the attainment of strategy implementation effectiveness.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking social capital into consideration
Proposition 8: Managerial human capital contributes to the attainment of strategy	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020;	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy

implementation effectiveness.	Vigfússon et al., 2021		implementation frameworks taking managerial human capita into consideration
Proposition 9: Strategy implementation effectiveness is achieved when the strategy implementation processes involve all organisational levels.	(Tawse & Tabesh, 2021; Oliveira et al., 2019, Weiser et al., 2020; Vigfússon et al., 2021	Interview guide	Applicability of the framework in addressing the lack of comprehensiveness and practicality that had become common with strategy implementation frameworks taking organisational level into consideration