



**FACTORS INFLUENCING THE IMPLEMENTATION OF THE OPERATIONS
STRATEGY AT THE DURBAN METROPOLITAN POLICE SERVICE**

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Factors influencing the implementation of the operations strategy at the Durban metropolitan Police Service

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ABSTRACT

Despite an increase of over 60% in the number of police officers employed at the Durban Metropolitan Police Service (DMPS) since 2009, the number of infringements of the municipal and traffic by-laws, as well as the levels of crime within the eThekweni municipal region have increased. This has a negative impact on the citizens, who are entitled to a clean and safe place to live and work in, and on the ability of the municipality to attract a larger number of tourists.

Whilst the Durban Metropolitan Police Service sets appropriate strategic goals to reduce the number of infringements of the municipal and traffic by-laws, as well as the levels of crime within the eThekweni municipal region, these may not be achieved due to a variety of reasons, including poor strategy implementation. In this regard, this study investigated the factors influencing the implementation of the operations strategy at the Durban Metropolitan Police Service.

As the target population was relatively small, a census of the entire population was undertaken, and the primary data for the study was collected via a self-administered close-ended questionnaire and analysed using the Statistical Package for Social Sciences (SPSS), Version 24.

Overall, the findings revealed that the middle and lower managers at the Durban Metropolitan Police Service play an important role in the effective implementation of strategy at the Durban Metropolitan Police Service and that the majority of the respondents stated that their subordinates are committed and dedicated to their work. The findings also revealed, *inter alia*, that the delay in permanently filling vacant middle and lower management positions, unfair distribution of resources, and internal politics hindered the attainment of the Durban Metropolitan Police Service's strategic goals.

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DEDICATION

This study is dedicated to the memory of my late mother, Kgari Nalkere Christina Ndala-Khanya, who lived by the notion that to be the best, education is of paramount importance, and encouraged me to continue studying. Your prayers and limitless love for your children's education and ensuring that I excel in all facets of my life will remain with me for eternity.

DECLARATION

I, Mr Dumile Joseph Khanya, hereby declare that this dissertation is my own work and that I have not submitted it in part or in full to any other institution of higher learning to obtain an academic qualification. I further declare that all sources of information have been acknowledged.

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LIST OF ACRONYMS AND ABBREVIATIONS

CRC	Central Regional Command
DCP	Durban City Police
DMPS	Durban Metropolitan Police Service
DUT	Durban University of Technology
GFA	Geographical Focus Area
IDP	Integrated Development Plan
IWRC	Inner West Regional Command
JCSS	Johannesburg City Safety Strategy
KPS	Kenya Police Service
LMP	London Metro Police
NRC	North Regional Command
OPD	Olympia Police Department
RTA	Road Traffic Act
SAPS	South African Police Service
SEU	Specialised Enforcement Unit
SPSS	Statistical Package for the Social Sciences
SRC	South Regional Command

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CHAPTER 1

OVERVIEW OF THE STUDY

1.1 INTRODUCTION

This chapter, *inter alia*, discusses the background to the study, describes the research problem, and outlines the aim and objectives of the study as well as the research questions. The chapter concludes with a brief description of the research methodology and design chosen for the study, as well as the structure of the dissertation.

1.2 BACKGROUND TO THE STUDY

There is overwhelming evidence from the numerous studies undertaken that poor strategy implementation is the major reason for organisations not achieving their strategic goals. For example, Rumelt (2011) states that less than 10% of well-formulated strategies are effectively executed, and Speculand (2009) contends that nine out of ten strategies fail due to poor implementation. In this regard, the Durban Metropolitan Police Service (DMPS) repeatedly cited the lack of adequate resources, especially police officers, as the primary reason for it not achieving its strategic goals that are related to a reduction in the number of infringements of the municipal and traffic by-laws as well as the reduction in the levels of crime within the municipal region.

However, despite an increase of 60% in the number of police officers employed between 2009 and 2017, the number of infringements of the municipal and traffic by-laws, as well as the levels of crime within the eThekweni municipal region did not decrease; in fact, it increased. This may be due to a number of reasons, such as a shortage of patrol vehicles, and the poor implementation of strategy. Whilst senior management at the DMPS may be formulating appropriate strategic goals, the expected improvement in the services provided by the Metro Police will not be realised if these strategies are not efficiently and effectively executed at the operational level. In this regard, this study examined the strategy implementation process at the DMPS,

with a view to establishing if poor strategy execution was the primary reason for the organisation not achieving its strategic goals.

1.3 PROBLEM STATEMENT

The infringements of the municipal by-laws and road traffic laws, as well as the levels of crime within the eThekweni municipal region remain high, despite the Durban Metropolitan Police Service increasing the number of police officers by 60% between 2009 and 2017, according to the eThekweni Municipality 2017 Annual Report. This impacts negatively on the eThekweni Municipality's goal of making the municipality a clean and safe place to live and work in and an attractive tourist destination.

The strategic goals set by the DMPS relate to, *inter alia*, a reduction in the number of infringements of the municipal and traffic by-laws as well as crime prevention and reduction. In this regard, this study will be undertaken to establish if poor strategy execution is the primary reason for the DMPS not achieving its strategic goals.

1.4 AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to investigate the factors influencing the implementation of the operations strategy at the Durban Metropolitan Police Service, and the objectives of the study are:

- to investigate the role of middle and lower managers at the DMPS in the implementation of the operations strategy;
- to establish the influence of the DMPS organisational structure on the implementation of the operations strategy;
- to establish the level of competence of middle- and lower-level managers to execute the operations strategy at the DMPS, and
- to identify the challenges facing managers responsible for the implementation of the operations strategy at the DMPS.

1.5 RESEARCH QUESTIONS

- What is the role of middle and lower managers in strategy implementation at the Durban Metropolitan Police Service?
- How does the Durban Metropolitan Police Service organisational structure influence strategy implementation?
- What is the level of competence of middle and lower managers at the Durban Metropolitan Police Service to implement strategy?
- What are the challenges facing managers responsible for strategy implementation at the Durban Metropolitan Police Service?

1.6 SIGNIFICANCE OF THE STUDY

In view of an increase in the number of infringements of the municipal by-laws and road traffic regulations, as well as the escalation of crime within the borders of the eThekweni municipality, the effective implementation of the operations strategy at the Durban Metropolitan Police Service (DMPS) has become even more important. Hence, it is hoped that the findings from this study will be used by the DMPS to close the gaps in the strategy implementation process, and thereby assist in reducing crime, and road traffic and municipal by-law infringements within the eThekweni municipality.

1.7 STUDY SITE

The Durban Metropolitan Police Service operates within the eThekweni Municipality boundary and has five regional commands, namely, Central Regional Command (CRC), Inner West Regional Command (IWRC), North Regional Command (NRC), Outer West Regional Command (OWRC) and South Regional Command (SRC). The DMPS has a Specialised Enforcement Unit (SEU) that operates from its headquarters, and this unit is equivalent to a region in terms of its structure and operational methods. The study was confined to these sites and was conducted among middle and lower managers responsible for the implementation of the operations strategy.

1.8 RESEARCH METHODOLOGY AND DESIGN

As the target population is relatively small, a census of the entire population, consisting of all 78 middle and junior managers at the Durban Metropolitan Police Service who are responsible for the implementation of the operational strategy, will be undertaken. The primary data for the study will be gathered via a self-administered structured close-ended questionnaire, and these will be hand-delivered to all middle and lower managers to their respective workstations throughout the four regions within the eThekweni municipal region.

The Statistical Package for Social Sciences (SPSS), version 24, will be used to analyse the data, and the results will be presented in tables or figures. To improve the validity of the measuring instrument, a pilot study will be carried out among five managers who are responsible for strategy implementation at the DMPS, and based on the results of the pilot study, the questionnaire may be revised. The (internal consistency) reliability of the questionnaire will be measured by calculating the Cronbach Alpha value.

1.9 STRUCTURE OF THE DISSERTATION

The dissertation is divided into five chapters and each chapter covers the following:

Chapter 1: Introduction and background

The chapter provides an overview of the study. It will identify the research problem and state the aims and objectives of the study. It will also briefly outline the research methodology used and explain the structure of the research study in brief.

Chapter 2: Review of relevant literature

This chapter will review the literature relevant to the study and will be aligned to the aim and objectives of the study regarding the implementation of the operations strategy.

Chapter 3: Research methodology

This chapter will present the research methodology and its justification for use in gathering data for the study; it will discuss the adopted research design, target population, measuring instrument, pretesting, delimitations, validity and reliability, data analysis, and ethical considerations.

Chapter 4: Presentation, analysis and discussion of results

This chapter will present, analyse, and discuss the findings arising from the empirical study.

Chapter 5: Summary, conclusion and recommendations

This chapter, *inter alia*, summarises the main findings from the literature review and the empirical study and makes recommendations on improving the strategy implementation process.

1.10 CONCLUSION

The synopsis of the study will be presented in this chapter. In particular, the background to the study, the problem statement, the aim and objectives of the study, and the research questions will be outlined. The importance and scope of the study, as well as the research methodology utilised will be described.

In the next chapter, the relevant literature relating to the research topic will be discussed.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the pertinent literature pertaining to the steps in the strategic management process, with specific emphasis on the strategy implementation process, is discussed. The role of middle managers in the implementation of strategy, the relationship between organisational structure and strategy, barriers to the implementation of strategy, as well as strategy formulation and implementation at a Police Service, more specifically, the Durban Metropolitan Police Service (DMPS), are also discussed.

2.2 DEFINITIONS OF STRATEGY IMPLEMENTATION

There are several definitions of strategy implementation, and a few definitions are presented here. Ehlers and Lazenby (2010: 261) define strategy implementation as a process that propels the preferred strategy into motion, thereby ensuring that the strategic goals of the organisation are achieved. Pearce and Robinson (2011: 263) refer to strategy implementation as involving translating strategy into guidelines that state the daily activities of the organisation's members and the manner in which the business organises its activities, including identifying key strategy implementation leaders. However, Speculand (2009: 3) defines strategy implementation as activities undertaken by the organisation's staff members to realise its operational strategic objectives, while Wheelen and Hunger (2012: 272) describe strategy implementation as actions and choices made in the execution of an operational strategic plan.

For the purposes of this study, the definition of strategy implementation proposed by Ehlers and Lazenby (2010: 261), namely, it is a process that propels the preferred strategy into motion ensuring that the strategic goals are achieved, is adopted. Strategy implementation forms part of the strategic management process, and this is discussed below.

2.3 THE STRATEGIC MANAGEMENT PROCESS

Krishnakumar (2015: 78) asserts that the strategic management process includes five phases, which are strategic intent, environmental analysis, strategy formulation, strategy implementation, and strategy control and evaluation. David (2011) cited by Lazenby (2018: 2), defines strategic management as the ability to formulate, implement and assess strategic decisions that assist an organisation to realise its objectives and goals. The organisation begins by analysing its internal and external environments to develop its vision and mission and formulate its strategy. The author states that internal environment analysis assists in identifying the strengths and weaknesses of the organisation and the purpose of external environmental analysis is to identify opportunities and threats. Walker and Andrews (2015: 101) argue that the strategic management process consists of strategy formulation, and strategy implementation and control, whilst Bryson and Berry (2010: 495) opine that the strategic management process is a continuous activity comprising of formulation, implementation, and evaluation phases. According to Okibo and Masika (2012: 16), top management formulates the strategic direction of the organisation, which incorporates the long-term vision and mission statements, performs an environmental analysis and formulates strategy, and middle management implement strategy and perform strategy control and evaluation, and these will be discussed below.

2.3.1 ORGANISATION'S STRATEGIC DIRECTION, MISSION AND VISION

Strategic direction involves developing the mission, vision, objectives, and strategic goals of an organisation (Oditia and Bello 2015: 60). Karuoya (2017: 5) concurs with Oditia and Bello (2015: 60) by asserting that determining the strategic direction involves articulating the organisation's vision and mission, developing strategic goals and objectives for the organisation, and developing a strategic plan. Hamel and Prahalad (2005: 150) assert that strategic direction incorporates dynamic management practices that will inspire the organisation's staff by communicating the significance of the target and providing an opportunity for individual and team contributions. Formulating and implementing such a strategic intent requires a particular brand of leadership. Szpakowski (2011: 2) asserts that an organisational strategic direction makes it possible for strategic leaders to develop measures to

guide, engage and lead processes and operations that aid an organisation to attain its objectives.

Braun, Wesche, Frey, Weisweiler and Peus (2012: 431) avow that mission statements describe the organisation's beliefs and philosophy like fairness, morality, ethics and sustainability, with the purpose of controlling behaviour, attitudes and decision-making in the organisation. The authors further assert that the development and implementation of a mission statement take into consideration the stakeholders as well as the organisation's management views. Verma (2010: 161) affirms that the mission statement is important in persuading positive employee behaviour in an organisation. According to Rajasekar (2013: 138), organisations use the mission statement to express their beliefs, business ethics and values to stakeholders. According to Candemir and Zalluhoglu (2013: 26), an organisation's vision and mission statements reflect the organisation's strategies and embody the organisation's goals that must be realised, and its vision and mission statements affect the development of attitudes of its customers towards the organisation.

Grant (2016: 154) defines vision as a clear depiction and guide for an organisation's long-term future and future ambitions. Papulova (2014: 15) describes vision as a statement that informs the organisation's employees and its customers about the future; where the organisational vision is headed, and what it wants to be. Joachim (2010: 18) argues that vision guides and maintains an organisation's corporate existence, and it is seen as an intellectual picture of a compelling impending future of an organisation, and it originates from artistic mental imagination and insight into the future of the organisation.

Papulova (2014: 16) further asserts that an organisation's vision statement must be unambiguous, easy to understand and remember, and it must describe the future of the organisation. According to Henry (2011: 11), apart from the vision statement being easy to understand and remember, it must also be positive, motivational, inspiring, attractive, challenging, and future oriented. Ozdem (2011: 1888) states that the vision statement describes the organisation's future desires and indicates the level it foresees attaining in the future. According to Candemir and Zalluhoglu (2013: 620), the vision statement has to reflect an organisation's aspirations and beliefs and

capture the attention of stakeholders, which includes employees, shareholders and customers.

Desmidt, Prinzie and Decramer (2011: 479) state that firstly, financial profit is just one potential benefit of the successful operationalisation of a mission statement; secondly, the mission statement is significant for non-profit organisations and is not the exclusive tool for for-profit organisations. The preparation of a mission statement forms part of the main components in the strategic management process, and a clear mission statement is essential for effectively establishing objectives and formulating strategy (David, David, and David 2014: 96). The mission statement describes the purpose of an organisation, why it exists, identifies the products and services an organisation produces, and describes the intended direction of the organisation (Grant 2016: 154). Similarly, Candemir and Zalluhoglu (2013: 626), assert that the vision and mission statement have an impact on the formation of customer and community attitudes towards the organisation. The authors further state that the vision and mission statement defines the purpose for the existence of an organisation and its future roadmap. Below is a discussion on environmental analysis.

2.3.2 ENVIRONMENTAL ANALYSIS

Lazenby (2018: 8) argues that the environmental analysis requires that an organisation must evaluate its internal environment to identify and assess its strengths and weaknesses and its external environment to identify and assess opportunities and threats. According to Hill and Jones (2012: 19), an internal environmental analysis focuses on reviewing the competencies, capabilities and resources of the organisation, the purpose being to identify the organisation's strength and weaknesses. Dlodlo (2011) cited by Buya, Simba and Ahmed (2018: 5) stated that the external environmental analysis requires the organisation's leaders to evaluate the political, social, economic and technological forces that would have an impact on the success of the organisation. The strategy formulation which incorporates the long-term goals of the organisation, is discussed below.

2.3.3 STRATEGY FORMULATION

According to Lazenby (2018: 198), strategy formulation articulates what the organisation intends to achieve in the long term in a form of strategic goals. The author further states that long-term goals are translated into short-term objectives that represent a commitment to realising certain performance goals within a pre-determined period.

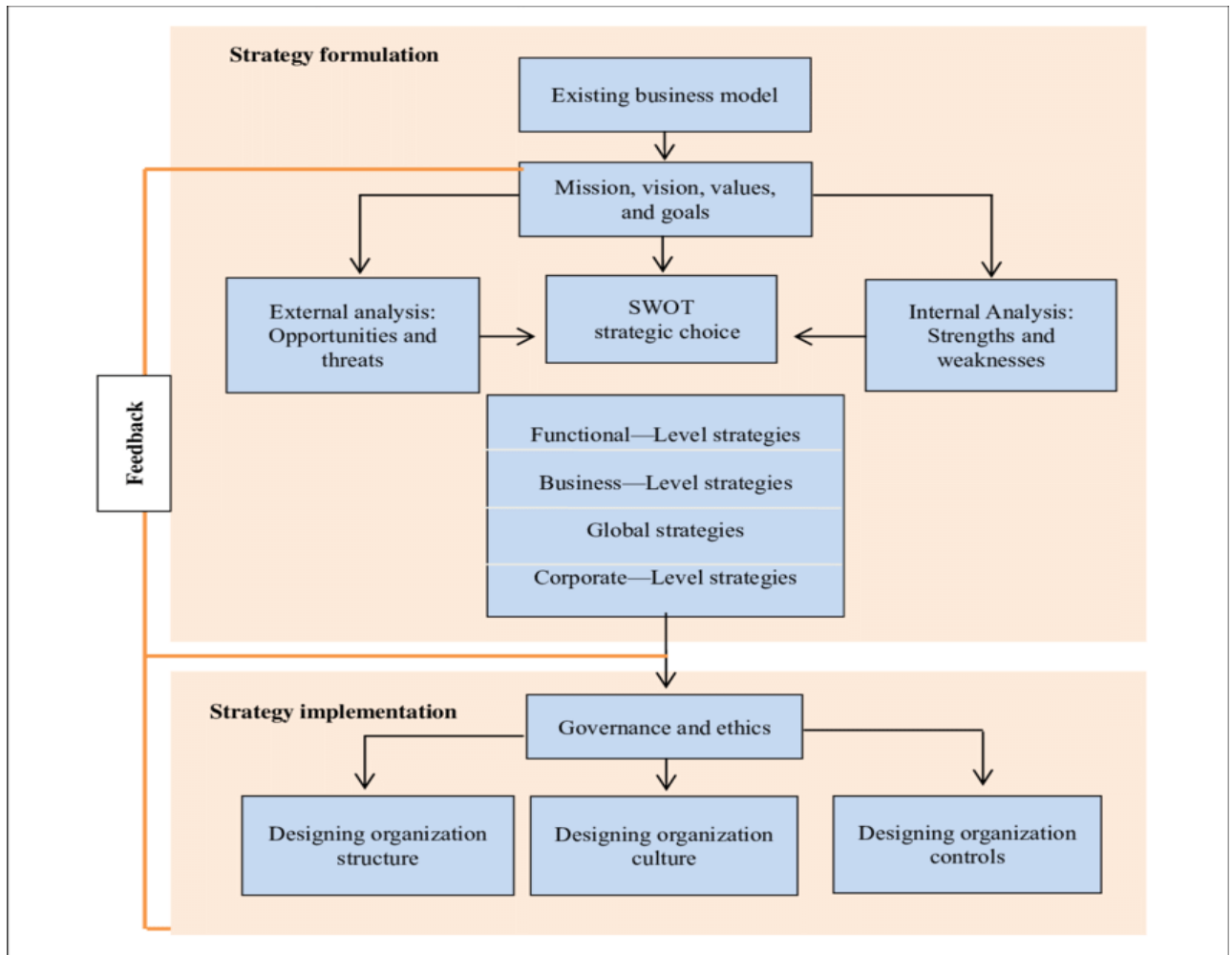


Figure 2. 1 Main components of strategic planning process

Source: Hill and Jones (2013: 13)

Mintzberg, Lampel and Ahlstrand (2008: 121) described the ten schools of thought on strategy formulation and state that the first four are prescriptive in nature, while the others are more expressive in nature. The ten schools of thought on strategy formulation are described below.

Ten Schools of thought on strategy formulation

Mintzberg *et al.* (2008: 121) identified ten schools of thought on strategy formulation. These schools are the design school, the planning school, the positioning school, the entrepreneurial school, the cognitive school, the learning school, the political school, the cultural school, the environmental school and the configuration school. The aspects on which they are founded are the focal differentiators and their methods range from the normative method to an expressive method, as indicated in Table 2.1 below.

Table 2 1 Ten Schools of thought on strategy formulation

Source: McGee, Thomas and Wilson (2010: 346)

School of thought	Analytical approach	Strategy is...	The key aspect of strategy is...
Design	A process of conception, matching the internal organization to the external environment	About ensuring "fit" as closely as possible between internal and external environments	Getting the architecture of the firm right
Planning	A formal process of planned steps toward formulating and executing strategy	About being as formal, planned and clear as possible	Getting planning and resource allocation in line
Positioning	A process which tries to see how a firm could improve its position in the industry	Driven by economic analysis and occasionally is characterized by military metaphors	Strategy is science and benefit from a systematic approach
Entrepreneurial	A visionary process of top leaders	A function of the knowledge, wisdom, intuition and insight of top managers	The crucial role of founders and/or the CEO who must have clear vision and insight
Cognitive	A perceptual process	A series of perceived patterns or is how individuals "map" strategy process	Creativity and cognition
Learning	Strategy cannot be planned but emerges over time	A series of lessons learned overtime	To achieve both individual and organizational learning over time
Political	A negotiated process between different parts of the organization	Primarily about political negotiation between different and conflicting interest	Politics are inevitable and are the most powerful shaper of strategy
Cultural	Strategy reflects corporate culture	A function of understanding organizational culture	Understanding social processes and the influence of beliefs and values
Environmental	Strategy reflects the reaction of an organization to its external environment	Primarily about contingencies from the environment	Understanding and interpreting correctly key signals from the environment

School of thought	Analytical approach	Strategy is...	The key aspect of strategy is...
Configuration	Strategy is a constant process of transformation	Action, change, regrouping, adapting to current contexts	Strategy and organizational change are inherently intertwined

2.3.4 FACTORS INFLUENCING STRATEGY IMPLEMENTATION

Sorooshian and Dodangeh (2013: 1039) identified three major factors influencing strategy implementation, namely, leadership style, organisational structure, and human resources. According to Dlodlo (2011: 64), the factors adversely influencing strategy implementation were a lack of an adequate budget; high staff turnover, which affected continuity, and the destructive nature of internal competition. Nowases (2014: 72) found that tools such as performance appraisals, business systems and allocation of adequate resources assist managers in successful strategy implementation. Semanya (2012: 98) found that effective strategy implementation in the South African Police Service (SAPS) required adequately skilled managers, adequate resources, and improved communication systems between managers. Similarly, Buthelezi (2014: 80) concluded that for strategy implementation in the police force to be successful, human resource and vehicle resource capacity has to increase, managers have to undergo regular refresher training in strategy implementation, and communication channels between managers and operational teams must be improved. Salih and Doll (2013: 32) found that management style, strategic alignment, internal communication and middle management are critical factors influencing strategy implementation. According to Ehlers and Lazenby (2010: 281), in ensuring that its strategy implementation is successful, an organisation must ensure that appropriate leadership, reward system and organisational culture are in place, and these will be discussed below.

2.3.4.1 LEADERSHIP

Implementation of a chosen strategy ignites change within an organisation, and a strategic leader formulates a vision of an ideal state and is prepared to see the organisation achieve this vision through successful implementation of the envisioned strategy. Both strategic change and effective strategy implementation rely on

managers and leaders spread across all levels in the organisation. Ungerer, Pretorius and Herholdt (2007: 351) underline the importance of ensuring that strategy is translated and maintained by all levels of the organisation's leaders. Strategic leadership is defined as "the ability to anticipate, envision, and maintain flexibility and to empower others to help the organisation reach its vision and mission" (Hitt *et al.* 2011: 23). The findings of a study conducted by Rajasekar (2014: 169) revealed that leadership style has an impact on the implementation of strategy as it influences managers to be idealistic in order to drive strategy implementation. Zaribaf and Bayrami (2010) characterised the leadership's position as consisting of three key parts, namely, management of the strategic process, managing relationships within and outside the organisation, and managing the training of managers. The diverse qualities of leaders and managers complement each other and are important for successful strategy implementation.

A study by Cater and Pucko (2010: 207) found that managers depend on planning and consolidating activities when executing strategies, while the main hindrance to strategy implementation is poor leadership. In the strategy implementation process, the strategic leader is responsible for developing a suitable strategic path for the organisation, clearly communicating the strategic path to employees and other partners of the organisation, motivating and encouraging employees to excel in the organisation's achievement of strategic goals and vision. It requires designing suitable reward systems and organisational structure with senior management, cultivating and retaining effective organisational culture and incorporating the best corporate governance ideologies into the organisation's tactics and operations (Ehlers and Lazenby 2010: 288). Managers responsible for strategy implementation are able to perform effectively when they enjoy the trust and unequivocal support of dedicated followers of staff (Pitt and Koufopoulos 2012: 391).

2.3.4.2 REWARD SYSTEM

Jha (2011: 17) identifies three key principles of any rewards model. The first principle emphasises a need for clear and measurable performance targets for all parties prior to implementation. The second key principle states that rewards must be meaningful

and relevant to middle managers to motivate their behaviour in an effort to realise strategic goals, and the third key principle states that in order to facilitate a flawless strategy implementation, the incentives provided ought to direct the employees' energy to achieving the strategic goals.

2.3.4.3 ORGANISATIONAL CULTURE

Organisational culture is a set of often unstated norms that include beliefs and values that organisational members share in common, providing the basis for action, meaning and direction as the members become committed to the beliefs and values, internalizing them in the process as personal beliefs and values significant to their life (Pearce and Robinson 2011: 340). According to Liar (2012: 78), a leadership team whose etiquette and conduct have created distrust cannot conceivably lead positive cultural conversion where needed because trust is the one feature that is important for successfully incorporating a selected strategy with prevailing corporate culture, as it is a function of character and competence. Figure 2.2 below outlines the key features of an organisation's corporate culture that establishes work practices.



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Figure 2. 2 Key Features of a Firm's Corporate Culture

Source: Thompson, Peteraf, Gamble and Strickland (2014)

According to Thompson, Peteraf, Gamble and Strickland (2014: 306), an organisation's culture is grounded in and moulded by its fundamental tenets and principled standards, influencing common values, embedded attitudes, core philosophies and the organisation's customs that define the types of conduct, established work practices and ways of functioning, and this is depicted in Figure 2.2.

The findings of a study undertaken by Carlopio and Harvey (2012: 75) that focused on the effect of socio-psychological principles on strategy implementation revealed that where an organisation's structure and culture are not in line with a planned strategy, the strategy implementation process will be compromised. When the organisation's vision, beliefs and goals supporting its selected strategy are well matched with its organisational culture, this culture serves as a valuable driver and streamlines strategy implementation efforts. Whilst redesigning organisational culture is a difficult and intense task, top management must establish a close fit between the selected strategy

and culture in an effort to implement strategies successfully (Ehlers and Lazenby 2010: 294). Pearce and Robinson (2009: 394-396) identified four guiding principles on how organisational leaders can bring about and generate distinctive organisational cultures, and these are outlined below:

- emphasise key themes or main values which include speed, cost advantages, differentiation and quality as sources of competitive advantages that the organisation seeks to build or maintain;
- encourage the dissemination of stories and legends about core values in support of basic beliefs because organisational members associate themselves strongly with beliefs and values they support;
- institutionalise practices that systematically reinforce desired beliefs and values that inspire strategies the organisation employs, and
- adapt some very common themes in their own distinctive way, beliefs that form an organisational culture are a belief in being the best, in people as individuals, and faith in their ability to make long-lasting input to the organisation.

Managing the strategy-culture relationship necessitates consideration of a balance between adjustments required to implement a new strategy and the organisation's culture (Pearce and Robinson 2009: 397).

According to Naicker (2010: 7) organisational culture consists of seven cardinal characteristics, namely, innovation and risk taking, attention to detail, people orientation, outcome orientation, team orientation, aggressiveness, and stability.

(i) Innovation and risk taking

Innovation refers to the ability of an organisation's employees to venture into new product and service development and the risk associated with venturing into such territory. Innovation is defined as a process of introducing and implementation of new ideas that positively benefit the organisation (Khan, Usoro, Majewski and Kuofie 2010: 67). According to Bashayreh (2009: 51), employees working in a supportive and innovative culture are usually more satisfied with their jobs. Equally, Silverthorne

(2004: 522) agrees that an organisation's innovative culture plays a pivotal role in the level of employee job satisfaction.

(ii) Attention to detail

Attention to detail pertains to the degree to which employees are expected to show accuracy and detail at the workplace (Naicker 2008: 7). The emphasis on measures, performance and accuracy indicates there is a high value placed on attention to detail.

(iii) People orientation

Naicker (2010: 7) states that people orientation refers to the degree to which management decisions take into consideration the effect of decisions on people within the organisation. A study by Choi, Martin and Park (2008: 73) found that an organisation that is employee-oriented and respects its employees tends to create reciprocal responses of satisfaction, commitment and intention to stay with the organisation. According to the authors, employee-orientation also includes the extent to which the organisation's management is able to take criticism from staff and show empathy for personal problems and personal development.

(iv) Outcome orientation

According to Naicker (2010: 9), outcome orientation refers to the degree to which managers focus on the outcomes rather than on techniques and processes utilised to obtain such outcomes. Kulkarni (2010: 2) argues that some organisations pay more attention to outcomes and the business model of each business determines whether the focus should be on the outcomes or the processes.

(v) Team orientation

Team orientation refers to when the organisation places a high value on teamwork to the extent that one is identified as a team member as opposed to being seen as an individual (Naicker, 2010: 10). The author asserts that team orientation places emphasis on work activities organised around teams rather than individuals. Bauer

and Erdogan (2014: 1) avow that cooperating for an enhanced effect of teams help deliver better outcomes compared to individual efforts.

(vi) Aggressiveness

Naicker (2008: 12) postulates that aggressiveness refers to the extent to which employees in an organisation are competitive rather than laidback. Similarly, Chow, Harrison, McKinnon and Wu (2001: 13) state that organisations that prioritise innovation has superior global competitiveness and survival techniques in the environment, making aggressiveness an important character of organisational culture.

(vii) Stability

Stability is the degree to which an organisation's activities emphasise maintaining the status quo as opposed to growth (Bauer and Erdogan 2014: 1). A study undertaken by Chow, Thompson, Wood, Beauchamp and Lebrun (2001: 13) found that stability is one of the measurements of organisational culture that has a strong influence on commitment, information sharing and job satisfaction.

Top management in an organisation should propagate a positive corporate culture, as organisational culture influences organisational performance.

2.3.5 STRATEGY CONTROL AND EVALUATION

Lazenby (2018: 449) opine that after the implementation of the formulated strategy, the organisation must review the strategic choice to determine how it has performed over the long-term. Sufficient feedback on strategy implementation is the basis for effective strategy evaluation. Financial controls and strategic controls are used by organisations to support strategy implementation. MacKay and Chia (2013: 208) argue that the purpose of strategic control is to ensure that the organisation uses appropriate strategies, considering the conditions in the external environment and the organisation's core competencies. A balanced scorecard is used to determine the level of achievement of performance in strategy implementation, and with a combination of

strategic and financial controls, a balance is created (Kim, Arthurs, Sahaym and Cullen 2013: 999).

2.3.5.1 MONITORING STRATEGY IMPLEMENTATION

Measuring an organisation's performance includes a comparison of expected outcomes to actual results, evaluating if there were deviations from the set- plans, evaluating team and individual performances, and examining the progress made in implementing the strategic plans of the organisation and achieving its objectives (David 2009: 231). According to Hitt *et al.* (2011: 368), the balanced scorecard is a framework an organisation can use to measure if it has established both financial and strategic controls to assess its performance. This technique is most useful when dealing with business-level strategies; however, it can also be used with the other strategies an organisation may select to implement. Lear (2012: 88) states that the balanced scorecard was developed by Professor Robert Kaplan and Professor David Norton in 1992 as a means to identify targets and measure performance in an organisation. The balanced scorecard assists executives to translate an organisation's vision and strategy into a clear set of performance measures organised into four different areas, namely, learning and growth, internal business processes, financial, and customer, as illustrated in Figure 2.4 below.

The main focus of a balanced scorecard is to monitor strategy, assess progress and manage the strategy implementation process. According to Hitt *et al.* (2011: 368), the financial aspect is concerned with growth, risk and profitability, from the shareholders' perspective; the customer aspect is concerned with the extent of value perceived to have been created by the organisation's services and products; the internal business process emphasises the priorities for numerous business processes that build customer and shareholder fulfilment, and learning and growth are concerned with the organisation's effort to build a climate that affirms change, growth and innovation. Ehlers and Lazenby (2010: 365) assert that the balanced scorecard can be used to monitor and evaluate results in the short-term if strategic goals are achieved in the four perspectives of finance, customers, internal business processes, and learning and growth. The authors add that the balanced scorecard can be used as a framework by an organisation to measure if it has established both financial and strategic controls to

evaluate its success from the shareholders' point of view (financial perspective); how it is perceived by the customers (perspective of customers); which processes to be emphasised to effectively use competitive advantage (internal perspective), and what can be done to improve performance in order to grow (perspective on learning and growth).

PERSPECTIVE	CRITERIA
Financial	<ul style="list-style-type: none"> • Cash flow • Return on equity • Return on assets
Customer	<ul style="list-style-type: none"> • Assessment of ability to anticipate customer's needs • Effectiveness of customer service practices • Percentage of repeat business • Quality of communications with customers
Internal Business Processes	<ul style="list-style-type: none"> • Asset utilisation improvements • Improvements in employee morale • Changes in turnover rates
Learning and Growth	<ul style="list-style-type: none"> • Improvements in innovation ability • Number of new products compared to competitors • Increase in employees' skills

Figure 2. 3 The balanced scorecard framework

Source: Hitt, Ireland, Hoskisson (2011:369)

2.4 EMPHASISING ETHICAL PRACTICES

According to McCann and Holt (2009: 211), organisational leaders must be more sensitive to their ethical responsibilities to all stakeholders, which include the organisation's employees, consumers, suppliers, local communities and government. A leader's personal values impact corporate beliefs, decisions and behaviour. Celikdemir and Parker (2016: 5) argue that factors which enhance ethical behaviour

include a code of ethics, support of whistle blowing and ethical leadership in the organisation.

A code of ethics encourages corporate culture and regulates the measures and guidelines for ethical behaviour. Apart from these organisational factors, specific factors such as moral development and personality are also instrumental in creating ethical behaviour (Daft 2011: 205).

Hitt *et al.* (2011: 367) assert that actions that can be taken by the strategic leaders to enhance an ethical organisational culture include regular updating of the code of conduct, taking into account the employees inputs and other stakeholders; ensuring that the code of conduct is distributed to every employee and all stakeholders to advise them of the organisation's ethical practice and standards; establishing and using methods and procedures that will assist in achieving the organisation's ethical standards; rewarding employees who use appropriate channels and procedures to report wrongdoings that they observed, and creating a working environment where people are treated with dignity. Organisational controls will assist in preventing further challenges and reinforce improved ethical practices. The strategic leadership and role of middle managers is an important aspect in strategy implementation as discussed below.

2.5 STRATEGIC LEADERSHIP AND THE ROLE OF MIDDLE MANAGERS IN STRATEGY IMPLEMENTATION

According to Jooste and Fourie (2009: 52), strategic leadership refers to "the leader's ability to anticipate, envision and maintain flexibility and empower others to create strategic change as necessary". Rowe and Nejad (2009: 6) argue that strategic leadership is different from managerial and visionary leadership styles in that managerial leaders are preoccupied with day-to-day activities of the organisation with no long-term vision for change and growth, whilst visionary leadership is proactive, future goal oriented and comfortable with taking risks. The authors further state that strategic leadership is the ability to persuade others to voluntarily make day to day decisions that improve the long-term financial capability of the organisation, as well as upholding its short-term financial steadiness. Daft (2011: 350) asserts that the choice

of leaders determines the organisational performance and strategic direction of the organisation. Strategic leaders with vision are able to sustain organisational control through sharing and adherence to known and commonly held customary sets of beliefs, norms and values (Serfontein 2009: 35).

Salih and Doll (2013: 36) state that middle managers contribute to strategy implementation by turning an organisation's strategies into daily operational activities, monitor their individual performance, develop approaches to achieve strategy objectives and ensure an alignment between strategy and foreseeable behaviour in the strategy implementation process. The authors further assert that the position of middle managers in the organisational structure is vital in strategy implementation in that evaluating the strategic direction of the organisation requires their participation, as they are aware of the daily work performed by the workforce and the skills they possess. The authors conclude that because of their position in an organisational structure, middle managers are better suited to advise strategic leaders with regard to resource needed to successfully implement the organisation's strategy.

Serfontein (2009: 67) asserts that executives of organisations should start thinking of themselves as strategic leaders who have to accept and merge their vision with the organisation's managerial leaders. Strategic leadership differs from managerial leadership in that managerial leaders are primarily occupied with the day-to-day activities of the organisation and lack an appropriate long-term vision for growth and change whereas strategic leadership is defined as the ability to influence others to willingly make choices that improve the prospects for the organisation's long-term accomplishment while preserving short-term financial stability.

2.6 STRATEGY TO IMPROVE COMPETITIVE ADVANTAGE

According to Hitt *et al.* (2011: 4), "a strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage". Exploiting basic competencies encompasses sharing resources across units within the organisation. Thompson, Strickland and Gamble

(2010: 107) identified three types of competencies, namely, competency, core competency, and distinctive competency.

A competency is an internal activity that a company performs better than other internal activities. A core competency is a central catalyst in an organisation's strategy and competitiveness. As stated by Clardy (2007: 107), a core competency helps an organisation to be superior to its rivals, leading to an above-average performance by the organisation. Colin and Ackermann (2010: 3) state that a distinctive competency is a unique capability that distinguishes a company from its competitors. A core competency requires suitable human capital to be effectively exploited.

According to Hollenbeck (2009: 130), human capital is defined as the knowledge and skills of the organisation's workforce and developing human capital is critical for effective strategic leadership, as failure in this domain will result in the organisation's core competencies not being efficiently exploited. Hitt *et al.* (2011: 363) state that employees are regarded as a capital resource that requires constant investment and effective training and development courses to increase the prospect of persons becoming effective strategic leaders and such training courses build a skills and knowledge base and install a uniform set of core values and shared vision for the organisation.

2.7 INTEGRATION OF STRATEGY FORMULATION AND IMPLEMENTATION

According to Rajasekar (2014: 169), studies in the field of strategy implementation undertaken by Cater and Pucko (2010: 207), Carlopio (2003: 75), Ashkenas and Francis (2000: 108) and Beer and Nohria (2000: 133) have all stressed the importance of strategy formulation and its implementation, and all agree that whilst the formulation of strategy is a function of upper management, the implementation of such a strategy is the function of middle and lower managers. The authors further highlighted that strategy implementation has to be preceded by strategy formulation, and failure to identify a link between the two may result in a strategy not realising the intended results.

Nel (2010: 32) contends that middle managers have a broad understanding of the organisational strategy and that the roles of middle managers within the organisation as connectors, knowledge conveyors, and sense makers in the execution of the organisational strategy are vital in successful strategy implementation.

Ramaseshan, Ishak and Rabbanee (2013: 470) argue that managers who participate in the formulation of strategy are likely to act towards its implementation process in a more effective and favourable manner. A study conducted in South Africa by Dlodlo (2011: 64), found that middle managers played a pivotal role in ensuring effective implementation of strategy.

According to Smith (2011: 8), the task of executing strategy is primarily an operations-driven activity revolving around the management of people and business processes, and the implementation task entails coordination of a range of efforts expected to transform strategic intentions into actions. In a study by Van Rensburg, Davis and Venter (2014: 107), it was found that lower-level managers generally associate their strategic role strongly with the traditional perspectives on their roles as implementers of strategies and communicators, linking subordinates and higher levels of management.

2.8 RESOURCES ALLOCATION TO ACHIEVE STRATEGY OBJECTIVES

Thompson *et al.* (2016: 291) assert that implementing a strategy depends on making certain that strategy-supportive resources and abilities are available for the implementation of the strategy. McGurk (2011) argues that it is the function of middle managers to ensure the implementation of the operations strategy, provide direction to the unit team members, deploy resources to the unit as required by the business, and measure the unit's performance with performance metrics. Robbins and Coulter (2010: 181) argue that the provision of adequate resources is vital to motivate employees to effectively participate in strategy implementation. Crittenden and Crittenden (2008: 305) assert that resources allocation includes the utilisation of vital resources, such as employees, vehicles, machinery, and any other tools.

2.9 RELATIONSHIP BETWEEN ORGANISATIONAL STRUCTURE AND STRATEGY

The organisational structure illustrates how roles and duties flow in an organisation, as well as the organisation's reporting structure. According to Csaszar and Eggars (2013: 22559), the two major purposes served by organisational structure are, firstly, to co-ordinate the collaborative efforts of employees towards a common strategic goal, and secondly, to co-ordinate and align communication channels and decision-making process between the different management levels.

Parris, Vickers, and Wilkes (2008: 418) argue that taking critical decisions concerning the strategy of an organisation is enhanced by a solid organisational structure that enables different management levels to effectively communicate with one another. Chandler (1962) cited in McGee, Thomas, and Wilson (2010: 347) postulate that organisations acclimatise and figure their organisational structures in accordance with the strategies adopted. Kavale (2012: 60) supports Chandler's (1962) assertion that organisational structure follows organisational strategy in that after formulating a strategy, after having considered the internal and external environmental factors, then organisational leaders must identify a structure to match the strategy.

Ajagbe, Bih, Olujobi, and Udo (2016: 51) concur with Chandler (1962) that the need for a long-term organisational strategy is an important sphere that defines an organisational structure. The authors argue that organisational structure follows organisational strategy. Ajagbe *et al.* (2016: 54) posit that to establish the link between strategy and structure, the organisation must determine what will be its strategy and once this has been determined, the organisation shifts its focus to implementation of the strategy and implementing the strategy requires an appropriate organisational structure and managerial skills. Ajagbe *et al.* (2016: 57) further assert that organisational structure outlines the reporting lines, responsibility area of employees, who is accountable to who and authority. The authors further postulate that the organisation's structure's characteristics are that the structure must consist of hierarchical relationship amongst superiors and subordinates, has functions assigned to persons and the departments they fall under within the organisation and outlines formal relations with specific responsibilities and functions.

McGurk (2011: 88) postulates that strategy determines the design and organisational structure. The author further asserts that an organisational structure must be geared toward the achievement of the strategic goal of the organisation. Kavale (2012: 62) states that organisation structures support organisation strategies and they must be intertwined to realise the organisation's mission and goals. The author postulates that organisation's structure includes all the people in an organisation, positions, processes and procedures, and interrelated elements that involve the organisation.

Mohammed, Fatima, Abdenmour and Lakhdar (2017: 2-3) postulate that whilst strategy determines the long-term goals of the organisation and allocation of resources that assist with realising these goals, the organisation's structure is concerned with identifying the hierarchy of power, how labour is distributed in the various divisions of the organisation and contains rules and procedures.

There are several barriers to the effective implementation of strategy, and these are discussed below.

2.10 BARRIERS TO STRATEGY IMPLEMENTATION

In a study undertaken by Latif, Gohar, Hussain and Kashif (2014: 16), the following barriers to the implementation of strategic plans were identified:

2.10.1 LACK OF ACCOUNTABILITY

If there is no proper monitoring system to regularly review implementation, the organisation will be unable to take corrective measures, where necessary, resulting in the strategic plan being irrelevant to the organisation's operation. Managers responsible for strategy implementation must be accountable in order to be rewarded for successful implementation. A lack of accountability by those responsible for strategy implementation becomes a barrier to the effective implementation of strategy.

2.10.2 LACK OF COMMITMENT

Strategy implementation may be adversely influenced by management's lack of interest in strategy formulation and implementation. Stringent schedules for reviewing strategic plans, partial accountability, and stringent time limits on reviews are some of the obstacles that are created by a lack of management commitment to strategy formulation and implementation.

2.10.3 INADEQUATE INSTRUCTIONS TO EMPLOYEES

Inadequate instructions to employees occur when managers fail to anticipate the required training and instruction for employees to prepare them with the required skills needed for strategy implementation. If, during the strategy implementation phase, the performance of employees is not linked to the reward system, it leads to a mismatch between expected implementation periods and the exact time required to complete the execution of a strategic plan.

2.10.4 POWER AND INFLUENCE

A strategic plan that may result in the structure of the organisation changing and potentially disrupting the power and influence of some managers will normally be opposed. A strategy that results in the structure of the organisation changing also threatens managers who may feel that their influence and control over the firm will shrink; hence, they tend to create hurdles in strategic plan implementation. In organisations with different business units, top managers with power and influence tend to create obstacles to strategy implementation that would bring about unfamiliar roles for such managers.

2.10.5 OTHER BARRIERS

Janaki, Sobhanallahi and Janaki (2015: 325) identified other barriers to strategic implementation, such as resource constraints, which include inadequate human resources, money and materials; inappropriate and weak communication, which means that the sharing and distribution of information internally is not effective;

conflicting priorities and goals, which refers to various and incongruent operational strategies and goals followed by the organisation; inconsistency, which means the performance of activities aimed at realising the strategic plan are inefficient and weak, and a lack of capacity, meaning that the employees involved in implementing the operational strategy do not have the necessary abilities and/or are not adequately trained.

In implementing the strategy, the McKinsey 7S tool can be used by an organisation, and this is discussed below.

2.11 MCKINSEY'S 7S TOOL

Waterman, Peters and Phillips (1980: 4-5) state that the model can be used to help with the strategy implementation process. The premise of the model is that there are seven internal aspects of an organisation that need to be aligned to successfully achieve objectives and these are structure, system, style, staff, skill, strategy, and shared values. The researcher, in his empirical study to investigate the strategy implementation process at the DMPS used this model in order to establish if the DMPS adhered to this model, and to assess if important issues in the internal environment have been missed. In the McKinsey 7-S model, Porter (1980: 17) stressed the importance of hard features which he identified as structure, strategy and systems, and identified four more features, namely shared values, skills, style, and staff as soft features as shown in Figure 2.4.

According to the author, the framework can be used to examine the possible effects of future changes in the organisation. The seven elements are:

- Strategy – it is a top-level management plan that is intended to achieve the organisation's competitive advantage;
- Structure – it is the line of reporting, showing supervision levels, and task allocation;

- Systems – it is the organisation’s supporting systems like the organisation’s information systems, financial reporting, and resource allocation;
- Skills – refers to the competencies and the skills of the organisation’s employees;
- Shared values – is the organisational culture that encourages respect for each employee, embodies the core values of the organisation and forms the underpinning values of how the business behaves both internally and externally;
- Style – it is the overarching style of leadership that is adopted by the organisation, and
- Staff – it is the type and number of employees within the organisation that share similar goals and are team players in an organisation.

Any interference in any one of the elements will affect the others and would also affect the old management thinking, which states that “structure follows strategy”. McKinsey’s 7S model helps in showing the organisation’s position in relation to each element. This allows for changes before implementation. Researchers argue that this increases the chances of it being successful. Figure 2.4 below indicates the McKinsey 7S model which was developed by McKinsey and Company to define structure, systems, style, staff, skill, strategy and shared value (Palatkova 2011: 53). According to Pitt and Koufopoulos (2012), the 7-S model may be used by an organisation in strategy implementation to achieve its objectives and effectiveness. According to Ravanfar (2015: 7), the “*McKinsey 7s model* is a tool that analyses firm’s organisational design by looking at seven key internal elements, namely, structure, system, style, staff, skill, strategy, and shared values, in order to identify if they are effectively aligned and permit an organisation to achieve its objectives”. Lazenby (2018: 364) states that the McKinsey 7S framework is used to discover if the implementation of the organisation’s strategy is effective and how a change in one element of the framework affects all other elements of the 7S framework.

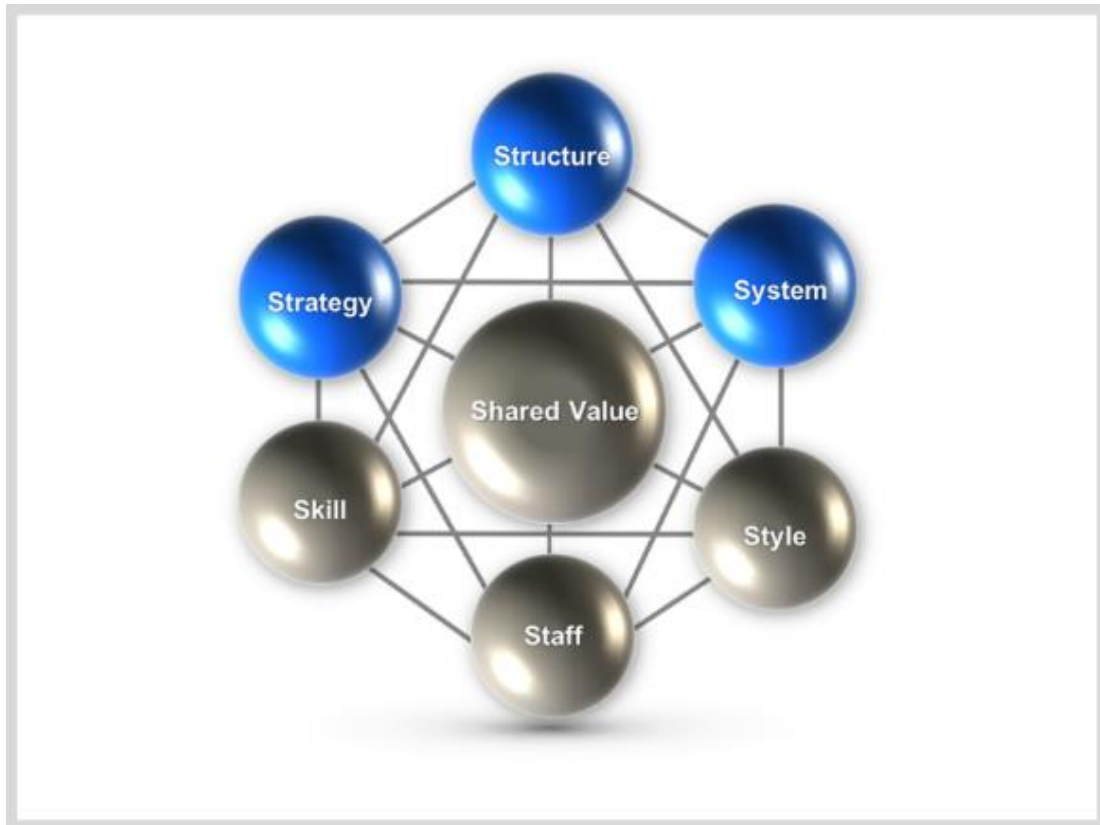


Figure 2. 4 McKinsey's 7S tools

Source: Pitt and Koufopoulos (2012)

2.12 STRATEGY FORMULATION AND IMPLEMENTATION IN A POLICE SERVICE

Bryson (2011: 6) defines strategic planning as a method aimed at assisting an organisation to make fundamental decisions and take actions that guide and shape what an organisation is, what it does, and how it does it. Maxwell, Kepha, and Joseph (2013: 517) postulate that the implementation of a strategic operation plan in the Kenyan Police Service is determined by policy regulations, resource allocation and management competencies.

The findings in a study conducted on the Kenyan Police Service by Magiri, Ngui and Mathenge (2018: 74) revealed that the factors affecting strategy implementation included delays in decision-making caused by police leadership heavy hierarchical structure, and a poor understanding of the strategic plan. The authors concluded that the police officers tended to be more effective in strategy implementation when they

were knowledgeable about the organisation's strategic plan. According to Buya, Simba, and Ahmed (2018: 12), the leadership style of managers contributed positively to strategy implementation at the Administration Police Service (APS) in Kenya.

The London Metro Police (LMP) operational support services has increased its resource allocation to realise its strategic plan to combat crimes where guns and knives are used, to tackle violence against women and girls and to maintain peace, tolerance, courage, professionalism and integrity in the public (Dick 2018: 5). According to Roberts (2014: 13-24), the United State of America's Olympia Police Department (OPD) strategic implementation goals are focused on six pillars which the police have to achieve within five years, and these are:

- to engage the community in meaningful ways in implementing a coordinated community engagement strategy by intentionally engaging the public by using a variety of communication tools; to implement a citizen programme to educate the public about the work police do; to train staff on how to promote the organisation and embrace transparency, and to show the public how they deliver on their mission, vision, and values;
- to align resource allocation with the communities' need by ensuring that the organisation's structure provides the flexibility to deliver preventative and proactive police service, to reorganise the police department's divisions and managers' responsibility and accountability; to create a functional organisational structure; to develop a prioritised plan for staffing required for the department to accomplish its mission; to implement regionalisation, where appropriate; to combine resources for common needs, and develop a regional training plan involving partner agencies;
- to provide employees with opportunities, in particular those who seek promotion to higher ranks in the police department, to enhance their knowledge, skills, and abilities, to implement leadership development programmes; internal mentoring, external opportunities, and identification of gaps in the existing leadership team, to train supervisors and managers in mentoring skills; to develop standards for the skills and abilities needed at each level of the department so mentors can guide their protégés appropriately, and to develop

opportunities for employees to actively participate in sharing information and decision-making;

- to create consistency and accountability in that employee evaluations are timely and accurately reflected, irrespective of whether the employee meets performance expectations; to tie in decision making by managers to meet the organisation's vision, mission, values and goals; to connect recognition and review processes to expectations and results, and to ensure employees are recognized for their actions that further the mission of the organisation;
- to effectively use technology in the fight against crime by developing a more robust technology support model which will allow police officers the use of mobile computer terminals, and to issue digital radios and body cameras for each police officer; and
- to communicate effectively by encouraging employees to inform each other about current matters related to their job responsibilities; to find opportunities for cross-division work and partnerships; for managers at all levels of the organisation to engage and be accessible to co-employees; for employees to be encouraged to identify potential opportunities for improvement and propose solutions, and to develop and implement a transparent employee suggestion system.

Whent (2015: 8-10) states that the United States Oakland Police Department strategy implementation is focused on two goals, the first being to reduce crime by utilising designated patrol officers to assist the criminal investigation division to ensure implementation of gun tracing to identify, track, and connect illegal use of firearms, and to make greater use of video in public areas to get communities to help in the apprehending of criminals. The second goal is aimed at strengthening community trust and relationships, sourcing additional resources, implement living room meetings with residents, as community meetings are regarded as a key element in engaging community members in a dialogue with local police.

According to the Johannesburg City Safety Strategy Report (2013: 13), the city adopted six programmes aimed at the successful implementation of its operational

strategy. Each of the six programmes was aimed at achieving specific objectives, and Programme 1 addressed the abuse of liquor; the use of firearms; the involvement of young men in crime; organised crime, and breakdown in moral values. Programme 2 identified vulnerable groups and developed specific approaches to reach the youth, women, the elderly, homeless people, and migrants. Programme 3 focused on leveraging visible policing through targeted visible patrols and surveillance, particularly the roll-out of CCTV in the City.

Programme 4 was aimed at creating an orderly city through improved urban management, focused on a programme of by-law enforcement in the city in order to create an orderly urban environment by addressing issues such as illegal dumping and littering, as well as illegal land and building invasions. Programme 5 focused on introducing the principles of crime prevention through environmental design to the city, with a specific programme around creating safe public spaces in conjunction with City Parks. Programme 6 focused on the development of a communication strategy that would publicise the JCSS to internal and external stakeholders as well as addressing public perceptions that the city was unsafe.

These six programmes were implemented in the Geographical Focus Area (GFA) in various combinations, depending on the specific crime and urban management challenges in each area.

Figure 2.5 below, reflects the priority area of law enforcement in the City of Johannesburg.

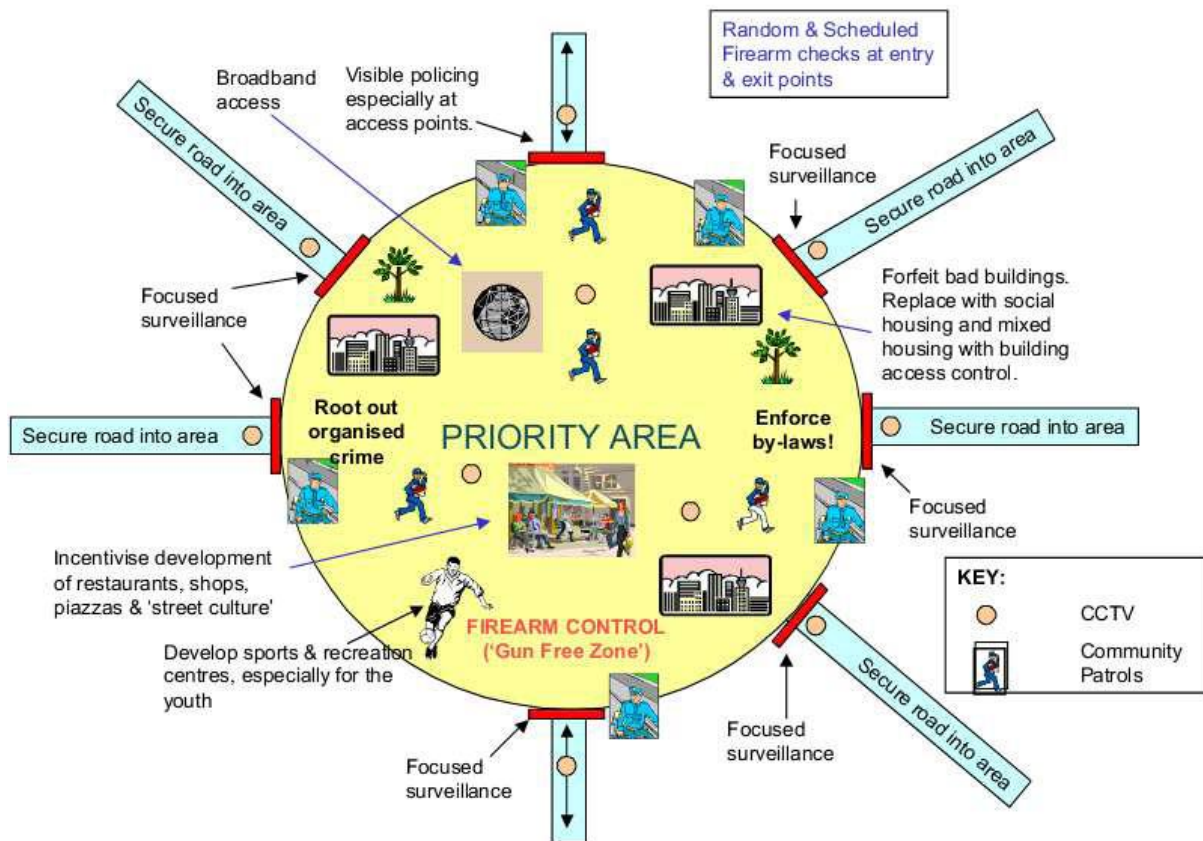


Figure 2. 5 Priority Area of law enforcement in the City of Johannesburg

Source: Jo'burg City Safety Strategy (2013: 17)

Similarly, the Durban Metropolitan Police Service (DMPS) within the eThekweni Municipality in KwaZulu-Natal, which is the focus of this study, has an established enforcement strategy, and will be discussed below.

2.13 THE DURBAN METROPOLITAN POLICE SERVICE (DMPS)

The Durban Metropolitan Police Service (DMPS) was established in August 2000 after the amalgamation of the Durban City Police (which was established in 1854), with the traffic departments of the former Inner West, Outer West, North and South-Central municipal councils according to a resolution of the eThekweni Municipality full council meeting minutes (1999: 14).

2.13.1 ORGANISATIONAL STRUCTURE OF THE DURBAN METROPOLITAN POLICE SERVICE

The DMPS is required by the South African Police Service Act 68 of 1995 to perform three main functions, namely, crime prevention, municipal by-law enforcement, and traffic law enforcement, and its operations cover four regions within the eThekweni Municipality, namely, Central Regional Command, South Regional Command, North Regional Command and Inner and Outer West Regional Commands. In addition, there is a standalone unit referred to as the Specialised Enforcement Unit. The DMPS employs over 1 900 police officers and over 515 administrative staff (Human Resources Recruitment Unit 2018: 5). The senior management of the Durban Metropolitan Police Service consists of an Executive Head, a Deputy Head: Operations, a Deputy Head: Logistics, a Deputy Head: Fines processing and Licensing, four Directors, who are responsible for the four regions where the Durban Metropolitan Police Service operates, and a Director: Specialised Enforcement Unit.

DURBAN METROPOLITAN POLICE SERVICE ORGANIGRAM

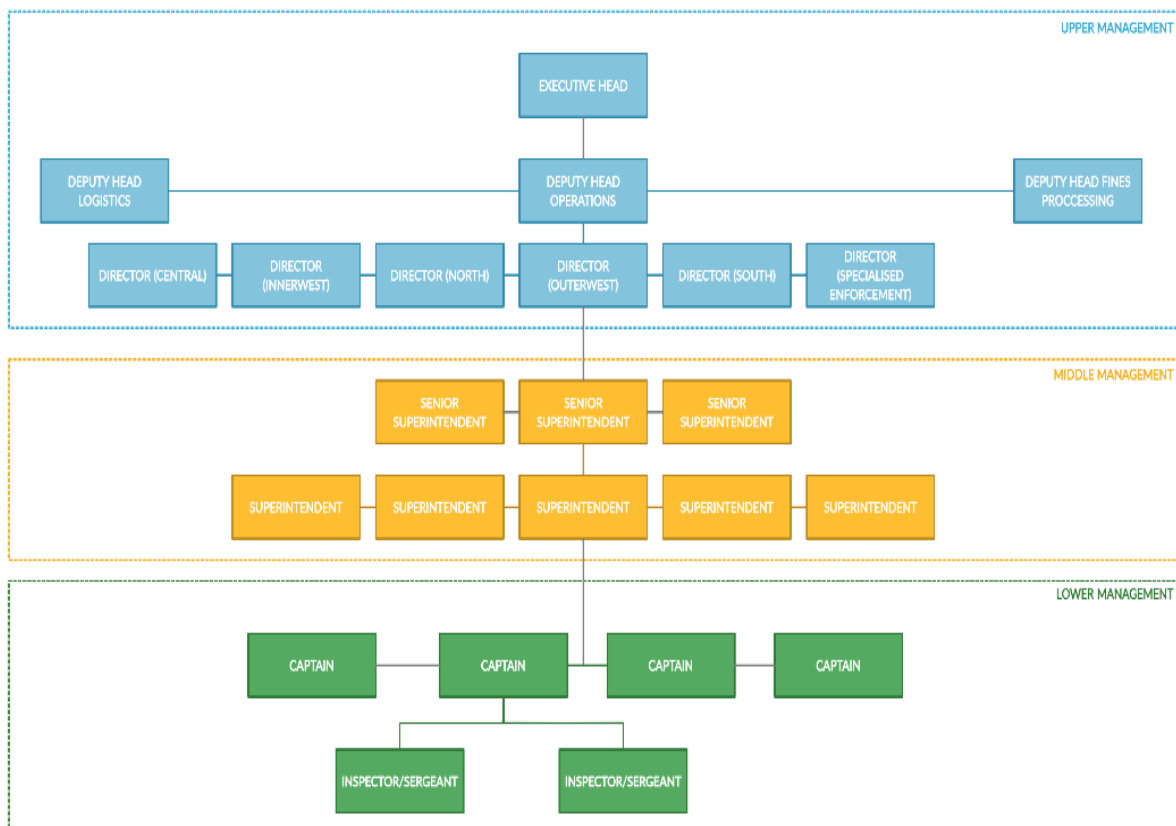


Figure 2. 6 Organogram of the Durban Metropolitan Police Service

The middle managers responsible for strategy implementation consist of eleven senior superintendents, five superintendents, 95 captains, 35 inspectors and 34 sergeants
 Source: Human Resources Recruitment Unit 2019:7

The annual Integrated Development Plan (IDP) that is drawn up by the eThekweni Municipality influences the strategic goals set by the Durban Metropolitan Police, and the latter shall be outlined below.

2.13.2 INFLUENCE OF THE INTEGRATED DEVELOPMENT PLAN ON THE STRATEGIC GOALS OF DMPS

The Durban Metropolitan Police Service’s strategy is guided by the eThekweni Municipality’s Integrated Development Plan (IDP), with the areas of its focus being municipal by-law enforcement, daily deployment of police officers in the field, and the number of police officers on duty daily average as shown below in Table 2.2 (2015/2016 eThekweni Municipality Annual Report). The Durban Metropolitan Police Service 2014 – 2017 Annual Report shows the distribution of human resources to achieve its strategic objectives, as depicted in Table 2.2.

Table 2 2 Durban Metropolitan Police Service data

Source: Durban Metropolitan Police Annual Report 2017: 90

Details		2014/15		2015/16		2016/17	
		Target No.	Actual No.	Target No.	Actual No.	Target No.	Actual No.
1	Number of By-law Infringements attended.	288348	191502	207652	289957	845007	822300
2	Number of Police Officers in the field on average daily.	1209	921	950	810	980	825

3	Number of Police Officers on duty on average daily.	1290	970	1249	899	1290	1100
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According to the eThekweni Municipality Integrated Development Plan (2016/2021: 90), the municipality is committed to making all necessary contributions to ensuring a safe environment for residents. The 2016/2017 eThekweni Municipality Integrated Development Plan Annual Review estimates that there were approximately 1 000 000 registered vehicles in eThekweni, a fair percentage of which were public transport vehicles, which poses a huge challenge in terms of ensuring compliance with the rules of the road and ensuring a smooth flow of traffic and safety for all road users. The Durban Metropolitan Police Service is committed to meeting this challenge and apart from increasing visible policing, numerous electronic technologies have been introduced to monitor errant motorists and enforce by-laws (Durban Metro Police Service Annual Report 2016: 11).

According to the Integrated Development Plan Annual Review (2016/17: 93), the South African Police Services releases annual data of crime categories for all SAPS stations in the country, it provides an in-depth understanding of aspects of crime in the eThekweni Municipal Area and primarily focuses on contact crimes such as crimes against a person, contact-related crimes, property-related crimes, crime detected as a result of police action, other serious crimes and sub-categories of aggravated robbery. These crimes were reported in the 44 SAPS police stations which are spread across eThekweni Municipal area, according to the Integrated Development Plan Annual Review (2016/17: 93).

2.13.3 STRATEGY IMPLEMENTATION THROUGH SECTOR POLICING

According to the Metro Police Annual Report (2019: 10), in order to effectively implement its crime prevention strategies, the Durban Metropolitan Police Service operates in four regions within the municipality's boundaries; these are Central region, Inner and Outer West region, South region and North region, as illustrated in Figure 2.5. In addition to the four regions, the Metro Police also operates a Specialised

Enforcement Unit, which is equated to a region, with regard to staff provisioning and resource allocation

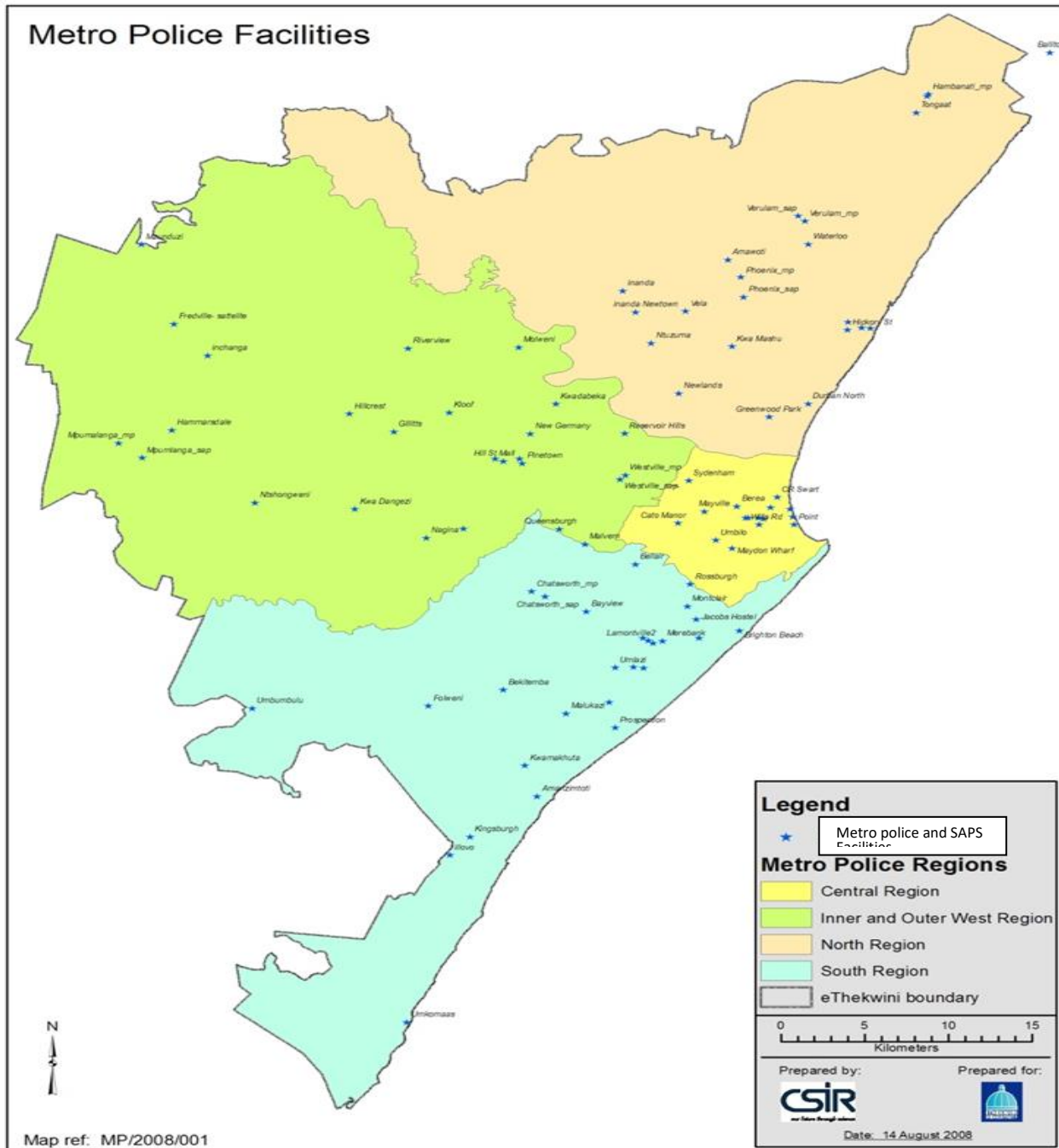


Figure 2. 7 Metro Police Regions

The Durban Metro Police Service Integrated Enforcement Plan (2012: 13) created sector policing wherein police officers are allocated to service specific areas and are supported by a specialised enforcement unit that operates in all the sectors across the regional commands in crime prevention, by-law enforcement and traffic laws compliance. This type of policing is consistent with the sector policing adopted by the South African Police Service which aims at preserving social order by encouraging police involvement in smaller geographical sectors that are more manageable (Bezuidenhout 2011: 11). A contributory factor to crime prevention is deterrence, and this is achieved through police visibility. According to Olutola (2012: 17), deterrence is regarded as a secondary form of crime prevention.

According to Peak and Glensor (1996: 83), problem-solving in policing can be expressed as a strategy that discovers workable solutions for both the community and police that encourages partnership between the police and community and provides enough information on the root causes of crime. The model used in this approach enables the monitoring and evaluation of progress on given problems, including deviation from the expected course, and it places a challenge on managers to embark on initiatives in dealing with problems within their regions.

2.13.4 PROBLEM-SOLVING USING SCANNING, ANALYSING, RESPONSE AND ASSESSMENT (SARA) MODEL

The SARA model is an acronym that stands for Scanning, Analysis, Response and Assessment; is an interrelated sequence of steps in the problem-solving process. Peak and Glensore (1996: 85) assert that the purpose of this problem-solving model is to ascertain the extent of the problem and its detrimental effect on the community, and this is done by breaking a problem into its components in order to obtain information from sources inside and outside their agency concerning the nature, scope and causes of the problem. During community policing, police officers should identify problems on their beats and, once the problems are identified, they are analysed and examined to establish their causes by using the SARA model. After the cause of the problem has been established, action could be taken against this problem and it is

handled accordingly. The final step is the evaluation after the problem has been solved, and officers have to assess the effectiveness of their responses.

2.13.4.1 SCANNING AND ANALYSING

The primary role of scanning is to conduct a preliminary inquiry to determine whether a problem really exists and whether an analysis is necessary (Weick, 2003:207). According to Dissel and Frank (2012: 160), analysis is the catalyst in the problem-solving process, the purpose of the analysis is to learn as much as possible about the problem in order to identify its causes. During this step, police officers and community members gather information from sources inside and outside their agencies about the scope, nature and causes of the problem (Dissel and Frank, 2012: 160). The authors further postulate that analysis is the catalyst in the problem-solving process, with the purpose of analysis being to learn as much as possible about the problem in order to identify its causes. The authors add that during this step, police officers and community members gather information from sources inside and outside their agencies about the scope, nature and causes of the problem. Lister (2006: 105) states that a discussion on harm is important to analyse the problems and respond to them.

2.13.4.2 RESPONSE AND ASSESSMENT

Response is the third stage of the SARA model, where police officers and the community members look for long-term, creative, tailor-made solutions to the problem. Arrests are often viewed as the only effective response to a problem (Weick, 2003: 70). If, after a complete analysis of the problem and consideration of the potential responses, arrest is determined to be an effective action, then police officers should take that approach (Weick, 2003: 70). Assessment is the final stage in the SARA model in which police officers evaluate the effectiveness of their responses (Van der Spuy, 2010: 192). Assessment is a key in the SARA model process, knowing that police officers must assess the effectiveness of their efforts, emphasise the importance of documentation and baseline measurement (Robson 2006: 169).

Govender (2010: 69) asserts that the implementation of sector policing strategy requires working with communities whose safety and security is threatened and investigating incidents of crime in an effort to apprehend the perpetrators of such incidents. Buthelezi (2010: 85) argues that the implementation of the sector policing strategy is used to suit a variety of policy purposes from the investigation of the crime to the apprehension of suspects and their conviction. Through the sector policing strategy implementation, Durban Metropolitan Police Service was able to successfully issue a total of 1 106 613 fines for traffic violations and 193 760 by-law offences in the period 2014 to 2015, according to the Integrated Development Plan Annual Review (2016/17: 93).

2.14 CONCLUSION

The literature shows that in comparison to strategy formulation, implementation of strategy cannot be realised by middle managers alone, it needs the collaboration of every person in the organisation and at times, those outside the organisation can make the implementation of strategy possible. While the formulation of the strategy is a top management function, its implementation requires concurrent top-down, bottom-up, and across efforts of everyone in the organisation.

CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

This chapter commences by restating the research aim and objectives as well as the research questions. Thereafter, the following aspects, *inter alia*, the research design, the target population, the research instrument, and how the data was analysed, are discussed.

3.2 RESEARCH AIM AND OBJECTIVES

The aim of the research was to investigate the factors influencing the implementation of the operations strategy at the Durban Metropolitan Police Service, and the objectives of this study were:

- to investigate the role of middle and lower managers at the Durban Metropolitan Police Service in strategy implementation;
- to establish the influence of the organisational structure at the Durban Metropolitan Police Service on the implementation of the operations strategy;
- to establish the level of competence of middle- and lower-level managers to execute the operations strategy at the Durban Metropolitan Police Service, and
- to identify the challenges facing managers responsible for the implementation of the operations strategy at the Durban Metropolitan Police Service.

3.3 RESEARCH QUESTIONS

- What was the role of middle and lower managers in strategy implementation at the Durban Metropolitan Police Service?

- How did the organisational structure of the Durban Metropolitan Police Service influence strategy implementation?
- What was the level of competence of middle and lower managers at the Durban Metropolitan Police Service to implement strategy?
- What were the challenges facing managers responsible for strategy implementation at the Durban Metropolitan Police Service?

3.4 RESEARCH DESIGN

According to Kumar (2014: 7), the function of a research study is to provide and find answers to research questions. The author further contends that when one is undertaking a research study to find answers to questions, one is implying that the research process will be objective and will use techniques, methods and procedures that have been verified for their reliability and validity. According to Cooper and Schindler (2014: 138), a research design is a plan for choosing the types and sources of information needed to answer the research questions and objectives. De Vos, Strydom, Fouche and Delport (2011: 143) concur with the definition provided by Rubin and Babbie (2001) that research design refers to every decision made in the planning of the study, including sampling, data collection sources and data analysis. A quantitative research method was selected for this study. Creswell, Ebersohn, Eloff, Ferreira, Ivankova, Jansen, Niewenhuis, Pietersen and Clark (2016: 309) assert that the purpose of the quantitative research method is to collect and analyse numerical data to explain a specific phenomenon, make predictions, test causal relationships, and generalize results to wider populations.

According to Cortey (2013: 8), a quantitative research approach refers to the study of phenomena using statistical, mathematical or computational techniques. Leedy and Ormrod (2010: 42) state that the quantitative research approach involves the identification of the characteristics of an observed phenomenon. Brynard, Hanekom and Brynard (2015: 39) assert that the quantitative research study requires the use of methods like surveys to define the phenomena using questionnaires and observations

techniques, amongst other methods. Denzin and Lincoln (1994: 112) cited in Welman, Kruger and Mitchell (2005: 8), state that quantitative research measures and analyses natural relationships between variables within a value-free context. This research is intended to provide information on the factors influencing the implementation of the operations strategy at the Durban Metropolitan Police Service.

Saunders *et al.* (2016: 176) research onion in Figure 3.1 shows the factors underlying the researcher's choice of the data collection method. These factors described in layers are research philosophies, research approaches, research strategies, research choices, research time horizons, and research techniques and procedures. According to the authors, the metaphor of the research onion was developed to illustrate how the elements of the research design need to be considered in terms of the outer layers of the research onion. It is the researcher's understanding and choice in relation to the outer layers that provide the background and boundaries within which the data collection and analysis process will be selected.

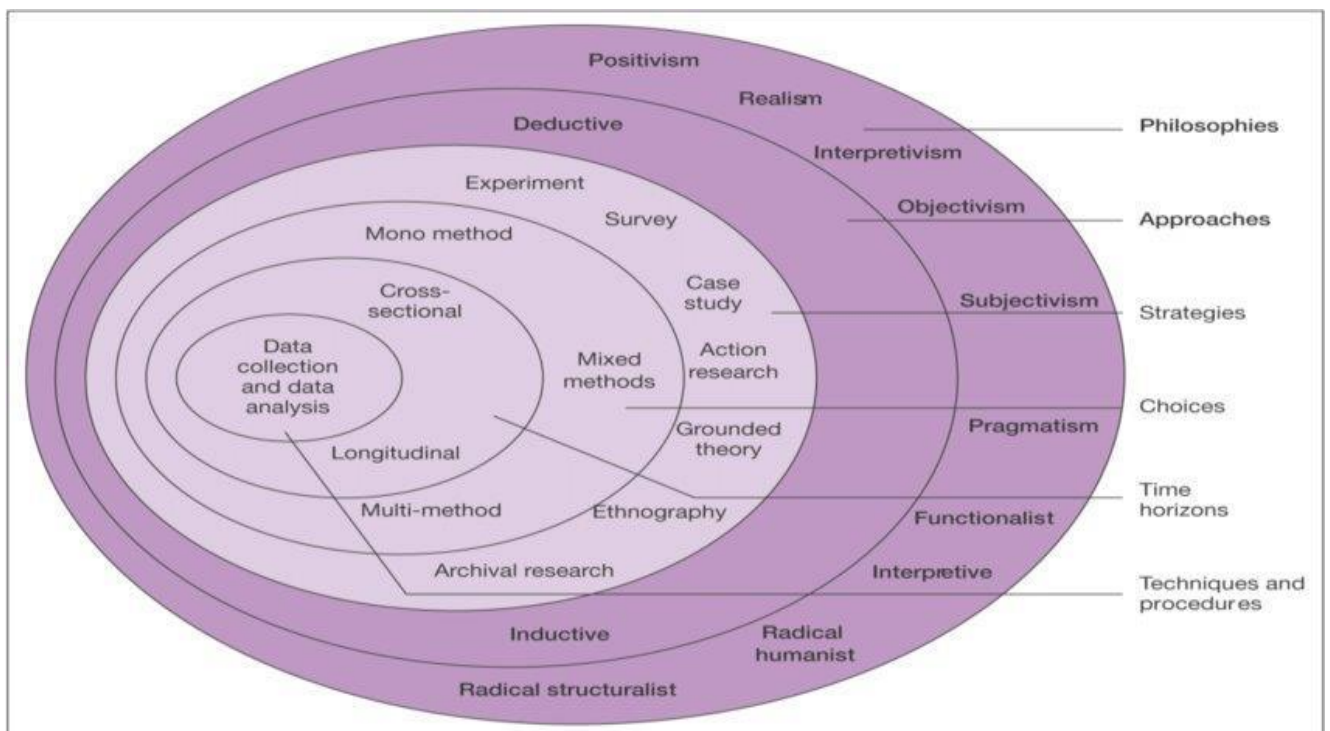


Figure 3. 1 The Research onion

Source: Saunders, Lewis, Thornhill (2016:177)

3.4.1 RESEARCH PHILOSOPHY LAYER

The research philosophy of the research study is positivism, which assumes that the reality exists independently of the object being studied, meaning that the phenomenon is consistent between subjects. According to Bryman (2012: 65), research philosophy refers to theories about the nature of the certainty that is being investigated; it provides the reasoning for how the research study will be carried out. The author asserts that the quantitative method of analysis is the most typical method used in positivism philosophy.

3.4.2 RESEARCH APPROACH LAYER

The research study approach begins with outlining existing theory about the strategy formulation and its implementation, and specific knowledge is gained through the research study approach and this has been dealt with in the previous chapter. Silverman (2013: 87) asserts that the quantitative research approach assists in exploring correlations between numerically measured variables, and it is largely associated with positivism philosophy, which is suited to the deductive approach. Wiles, Crow and Pain (2013: 587) maintain that the deductive approach is suitable for statistical testing of expected results to an accepted level of probability.

3.4.3 RESEARCH STRATEGY LAYER

This layer of the research onion details how, based on the aim and objectives of the study, research can be conducted. Bryman and Bell (2011: 69) postulate that the research strategy can include several different approaches such as case study research, interviews, surveys, or experimental research. The study will utilise surveys, and according to Bryman and Bell (2011: 70), this allows for the collection of data from the target population that can be analysed statistically and empirically.

3.4.4 RESEARCH CHOICE LAYER

The research choice preferred for the study is a mono-method that involves using one research approach for the study. Bryman (2012: 67) indicates that the other research

choices that can be used are mixed methods, which requires the use of two or more methods of research and a multi-method where the research is separated into segments, each producing a precise dataset and is analysed by means of techniques derived from qualitative or quantitative methods.

3.4.5 RESEARCH TIME HORIZON LAYER

The time horizon describes how many points in time the researcher plans to collect data. If data is to be collected at a certain point in time, it is referred to as a cross-sectional time horizon, and if data is to be collected over multiple points in time, it is referred to as a longitudinal time horizon (Bryman 2012: 68). In this regard, this study is cross-sectional in nature.

3.4.6 RESEARCH TECHNIQUES AND PROCEDURE LAYER

Finally, the centre of the onion is reached where choices regarding, *inter alia*, what data will be collected, what data collection method/s will be used, and how the data will be analysed are made.

3.5 TARGET POPULATION

A research population is defined as a large collection of individuals or objects that is the main focus of a scientific enquiry (Babbie 2013: 115). For this study, the target population comprised middle and lower managers who occupied the positions of either Sergeant, Inspector, Captain, Superintendent, or Senior Superintendent within the Durban Metropolitan Police Services (DMPS) and were responsible for strategy implementation.

The list of 78 employees occupying middle and lower managerial positions at the DMPS was obtained from the Human Resources department at the DMPS in 2018. Due to the relatively small number of middle- and lower-level managers, a survey of the entire population was undertaken. The target population was spread over four regional offices of the Durban Metropolitan Police Services, which were Central, Inner

West, North and South, and Outer West Regional Commands, and the Specialised Enforcement Unit based at the Headquarters of the DMPS.

3.6 RESEARCH INSTRUMENT

According to Clow and James (2014: 323), the quality of data sourced is influenced by the quality and design of the questionnaire. According to Sekaran and Bougie (2013: 147), a structured questionnaire includes a pre-determined set of questions or statements to which respondents choose an answer from the alternatives presented. The data was collected using a structured questionnaire that was hand-delivered to the target population.

Different scales will be used to measure the variables of the study. In section A, the ordinal and nominal scales will be used for the first four questions that pertain to the biographic data of the respondents. The questions in sections B, C, D and E used a five-point Likert, ranging from “Strongly Disagree” to “Strongly Agree”. Bless, Higson-Smith and Sithole (2013: 119) state that questions and statements in a questionnaire can be based on either opinions or factual information. Questions and statements based on opinions are individual beliefs compared to factual questions and statements.

Fink (2013: 111) states that factual questions and statements are to the point and the simplest to answer. An example of such questions and statements are those that wish to ascertain the gender, age, and education level of respondents. To facilitate the capturing of data, the alternative responses to each question were pre-coded. A covering letter that explained the purpose of the study and assured each respondent of anonymity to encourage honest responses accompanied the questionnaire.

3.7 RELIABILITY AND VALIDITY

Silverman (2013: 284) states that reliability shows that the empirical study can be trusted with certainty and that it will provide the same consistent results if the questionnaire is to be administered repetitively under comparable circumstances by

different researchers or the same researcher at different periods. Clow and James (2014: 267) define reliability as the extent to which a selected measurement is error free and over time can provide reliable results. In this study, the reliability of the research instrument was checked by weighing the inter-item reliability with the use of appropriate descriptive tests, which included the calculation of the modes, standard deviation medians, mean and the appropriate correlation testing, including suitable inferential tests. This ensured a high degree of reliability of the data collected through the questionnaire.

Validity refers to the extent to which a test measures what it is intended to measure (Cooper and Schindler 2011: 282). Babbie (2013: 191) avows that validity is the extent to which an observed measure sufficiently reflects the actual meaning of the idea under study. Validity, according to Sekaran and Bougie (2013: 227), points to how well the outcome obtained from utilising the chosen measure fit the concepts in which the test is designed. Bernard (2013: 45) assert that validity refers to the trustworthiness and accuracy of the instruments used, data collected, and research findings.

The Cronbach alpha is generally utilised to ascertain internal consistency and construct validity, with a measure of 0.60 considered permissible and accepted for exploratory purposes, whilst 0.70 is considered adequate for confirmatory purposes; similarly, 0.80 will be ideal for confirmatory purposes (Babbie 2013: 195). Bernard (2013: 48) highlights four validity tests concepts, namely, criterion validity, construct validity, content validity and face validity. Sekaran and Bougie (2013: 225) state that content validity, construct validity, and criterion validity are utilised to determine goodness of the research measures. The authors further state that the research questionnaire should be pre-tested to give the researcher an opportunity to correct errors and ambiguous statements before the final questionnaire is given to the target population. Sharma (2010: 143) asserts that pre-testing is vital because it allows the researcher to administer a questionnaire to a limited number of respondents to determine if the statements or questions are understandable. Pre-testing provides an opportunity for the researcher to make corrections, rephrase questions where they are unclear and fine tune the questionnaire before distributing it to the target population.

The questionnaire was pre-tested amongst five middle and lower managers selected randomly at the DMPS, and based on the feedback received, a few questions were rephrased to remove ambiguities, and one superfluous question was removed from the questionnaire. In addition, the results of the pre-testing showed that it took approximately 45 minutes to complete the questionnaire. The final questionnaire was not administered to the five respondents who participated in the pilot testing.

For this study, the following validity tests were conducted:

- Construct validity: Clow and James (2014: 271) define it as validity that determines how good a chosen measurement explains the concept under study and how it relates it to the theories under study.
- Criterion validity: Babbie (2013: 193) assert that criterion validity, which is also referred to as the predictive validity, is founded on exterior measure. Bellamy (2012: 92) states that criterion validity determines if the measures are consistent with the content normally accepted valid in the research fraternity.
- Content validity will be done through a pre-test of the questionnaire to determine if the target population will understand the questions or statements in a questionnaire. Bellamy (2012: 92) states that content validity refers to how well the measure precisely captures the measured paradigm. According to Leedy and Ormrod (2015: 113), content validity is based on the procedure utilised to develop the measuring instrument.
- Face validity: according to Bellamy (2012: 92), is the degree to which a measure is estimated to be visibly and recognizably tapping the construct it is perceived to be assessing is referred to as face validity. It tests the extent to which the determination is obvious to those taking the test, and a statistician will provide advice in this regard before administering the questionnaire.

3.8 DATA ANALYSIS

According to Laveglia and Richardson (2011: 1), the purpose of data analysis is to elicit generalisability, reliability, validity and meaning of the gathered data. The data

was captured and coded using Microsoft Excel (2016), and it was analysed using the Statistical Package for Social Science (SPSS), (version 24.0).

3.8.1 STATISTICAL TESTS

The mean, confidence intervals, median, mode, standard deviation and Chi-square test values were analysed using the SPSS. Table 3.1 shows the relevant statistical test that were conducted.

Table 3. 1 Statistical tests to use for the measurement scales

Measurement scale	Descriptive statistical test
Ordinal scale	Mode
Nominal scale	Mean and Standard deviation
Interval scale	Mean and Standard deviation

3.8.1.1 CORRELATION ANALYSIS

Churchill, Brown, Suter (2010:466) assert that correlation analysis is an essential aspect of data analysis. McDaniel and Gates (2001: 448) describe correlation analysis as an analysis that seeks to determine the presence of a linear relationship between variables. The Spearman correlation co-efficient will be used for ordinal data collected.

The level of statistical significance to be used is the p-value where $p < 0.05$. Where a chi-square statistic is within a given range, it can be assumed that the difference between the expected and observed values is due to chance and the null hypothesis is accepted. A correlation of -0.3 indicates a weak negative correlation between variables, and a strong negative correlation is indicated by -0.7. Equally, +0.3 indicates a weak positive correlation whilst +0.7 indicates a strong positive correlation.

In order to determine the strength and nature of the connection of the various dimensions, correlation analysis was undertaken.

3.8.1.2 CHI-SQUARE TEST

Burns and Bush (2014: 386) state that an examination of frequencies of two nominal scale variables in a cross tabulation to ascertain if variables have a statistically important non-monotonic relationship is called a chi-square analysis. Welman, Kruger, and Mitchell (2006: 213) state that to make inferences where data could be separated into different groups, researchers conduct a chi-square test. The chi-square analysis is concerned with measuring responses in terms of categories, such as gender.

3.8.2 DESCRIPTIVE STATISTICS

Salim and Sulaimen (2011: 123) affirm that descriptive research is utilised to compare and describe the main component of the data collected and that uses graphs, tables, and pie charts. The authors further state that descriptive statistics describe the phenomena of interest and is a technique used to evaluate data for summarising and classifying numerical data. In Section 1 to Section 5 of the data analyses of results, descriptive statistics consisting of bar graphs, pie charts and comparative analysis tables showing the analysed data were used. In sections 6 to 10, descriptive statistics were used in the form of frequency tables and graphs showing the totality and percentage of responses relating to the specific section in the questionnaire. Descriptive statistics allowed for the presentation of data in a manner that permitted the interpretation of the data (Laerd Statistics 2013:2). The frequency with which the respondents select a statement was converted into percentage value, for comparison purposes.

3.9 ETHICAL CONSIDERATIONS

Frick and Frick (2010: 123) state several aspects that must be addressed in a research study and these include anonymity, ethics and confidentiality. The covering letter accompanying the research questionnaire addresses the issue of ethical consideration. An ethically conducted research study will consider the following:

- the objectives of the research study ought to be communicated to the research participants in a clear and unambiguous manner;

- voluntary participation in the research study is of paramount importance; and
- treating information provided by the participants in the research study with absolute confidentiality.

The Executive Head of the DMPS endorsed this study, and the respondents were assured of anonymity and confidentiality, which in turn ensured that they were free to choose options in their responses with honesty and without any fear of reprisal from the organisation.

To ensure ethical integrity, the researcher collected the completed questionnaires from a sealed box placed at the entrance/exit door designated only for police officers, and the sealed box was emptied daily to collect completed questionnaires.

3.10 CONSENT TO PARTICIPATE IN THE RESEARCH STUDY

A letter consenting to participate in the study accompanied by a letter granting permission to conduct the study at the Durban Metropolitan Police Service was sent out to all potential participants to the study. The letter consenting to participate in the study provided an opportunity for participants to select whether or not to participate in the study and allowed them to ask any questions about the purpose of the study. Potential participants in the study were guaranteed that their identities would remain confidential and that they could withdraw from the research study at any time they wish to do so.

3.11 CONCLUSION

The key aspects pertaining to the research methodology and design that was used in this study were discussed in this chapter.

In the next chapter, the results from the empirical study are presented, analysed and discussed.

CHAPTER 4

PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter presents, analyses and discusses the findings that emerged from the empirical study. The results are presented using descriptive statistics in the form of graphs, cross tabulations and other figures for the quantitative data that was collected.

4.2 RESPONSE RATE

The target population (N = 78) comprises junior and middle managers employed at the DMPS. Fifty six respondents from the target population returned fully completed questionnaires, representing a response rate of 72%, which is considered more than adequate to draw significant conclusions.

The findings from the research study are presented, analysed and discussed in the sequence of the questions in the research instrument.

4.3 RESEARCH INSTRUMENT

The questionnaire was divided into 11 sub-sections, consisting of 61 questions, with a level of measurement at a nominal or an ordinal level.

4.4 RELIABILITY STATISTICS

According to Lieber and Weisher (2010:579), the two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects, and a reliability coefficient of 0.70 or higher is considered acceptable. Cronbach's alpha scores for all the Likert scale questions in the questionnaire are shown in Annexure H.

The reliability scores for all statements or questions in sections exceeded the recommended Cronbach's alpha value of 0.70, thereby indicating that the results of this study are reliable.

4.5 BIOGRAPHICAL DATA

This section summarises the biographical characteristics of the respondents.

4.5.1 GENDER AND AGE OF THE RESPONDENTS

Figure 4.1 below represents the breakdown of the respondents according to gender.

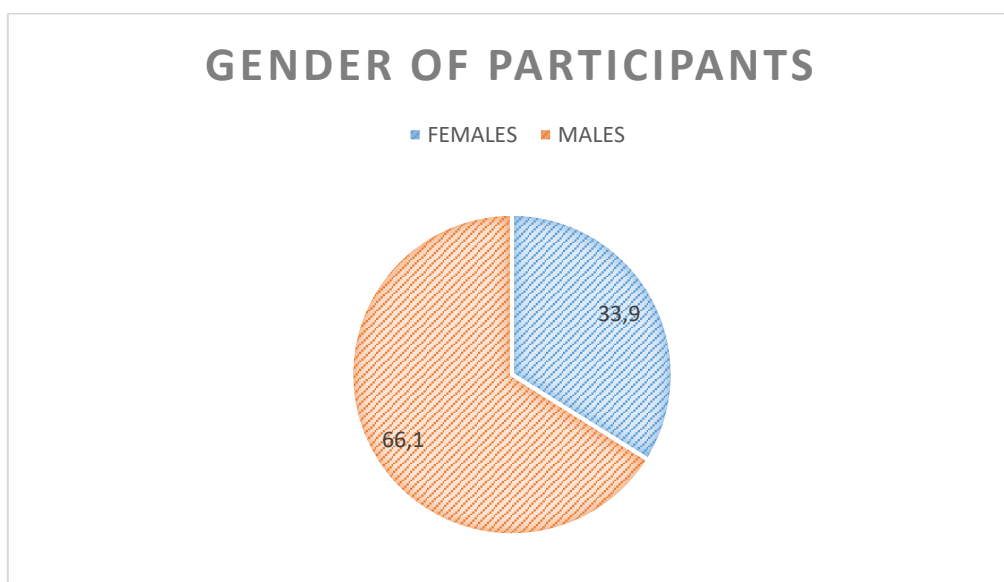


Figure 4. 1 Gender of the respondents

The ratio of males to females was approximately 2:1, and Table 4.1 below reflects the proportion of males and females who belonged to each of the three age categories.

Table 4. 1 Gender of respondents according to age group

Age group	Males	Females
31 – 40	44.4%	55.6%
41 – 50	66.7%	33.3%
Over 50	75%	25%

4.5.2 POSITIONS HELD BY THE RESPONDENTS

The figure below indicates the positions held by the respondents.

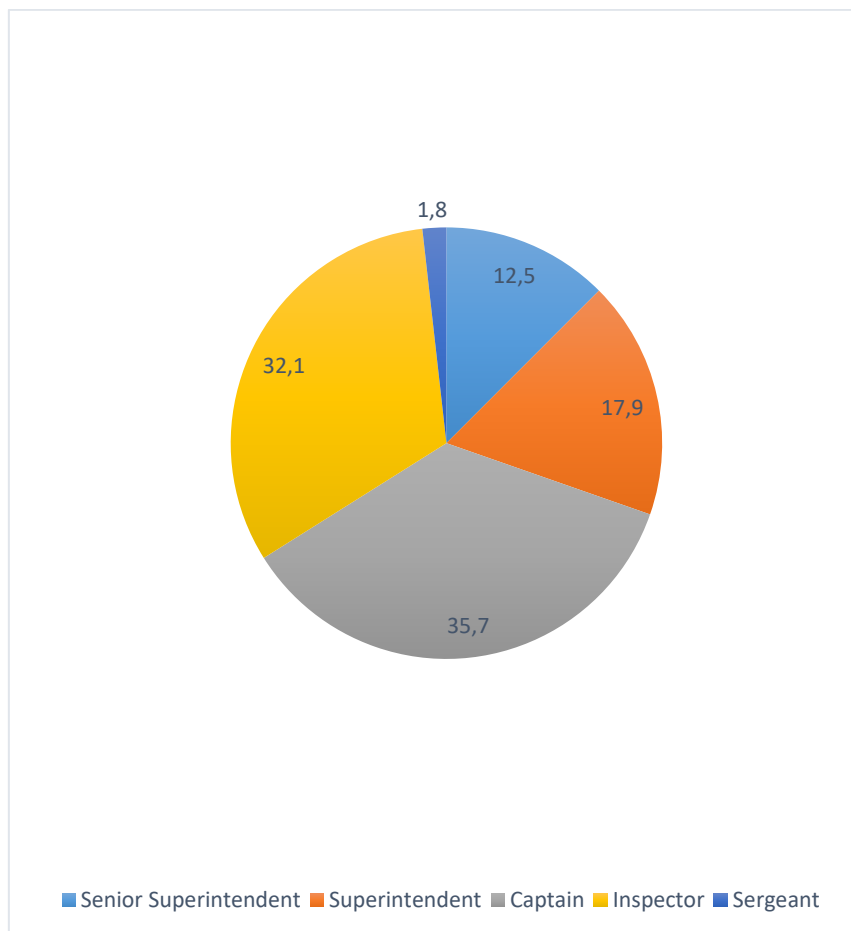


Figure 4. 2 Positions held by the respondents

The participants in the study consisted of seven senior superintendents (12.5%), 10 superintendents (17.86%), 20 captains (35.71%), 18 inspectors (32.14%) and one sergeant (1.79%).

4.5.3 EDUCATION LEVELS OF THE RESPONDENTS

The figure below indicates the education levels of the respondents

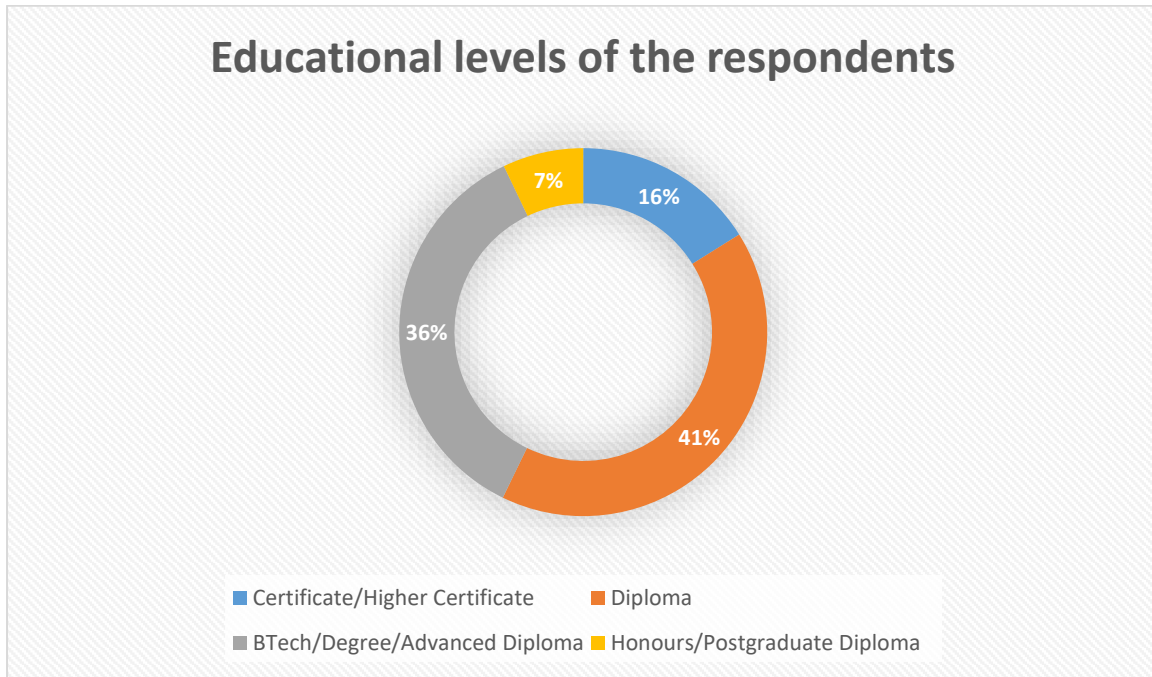


Figure 4. 3 Educational levels of the respondents

The largest percentage of the respondents (41%) possessed a diploma qualification (NQF level 6), and 36% of the respondents had a qualification that was one level higher than a diploma (at NQF level 7). Seven percent of the respondents possessed Honours or Postgraduate Diploma qualifications (NQF level 8) and 16% of the respondents possessed only an NQF level 5 Certificate or Higher Certificate qualification.

4.5.4 REGIONAL COMMAND CENTRES WHERE THE RESPONDENTS WERE BASED

The Durban Metropolitan Police Service has six regional command centres located within the eThekweni municipal region, and Figure 4.4 below indicates the percentage of respondents that were based at each of these six regional command centres.

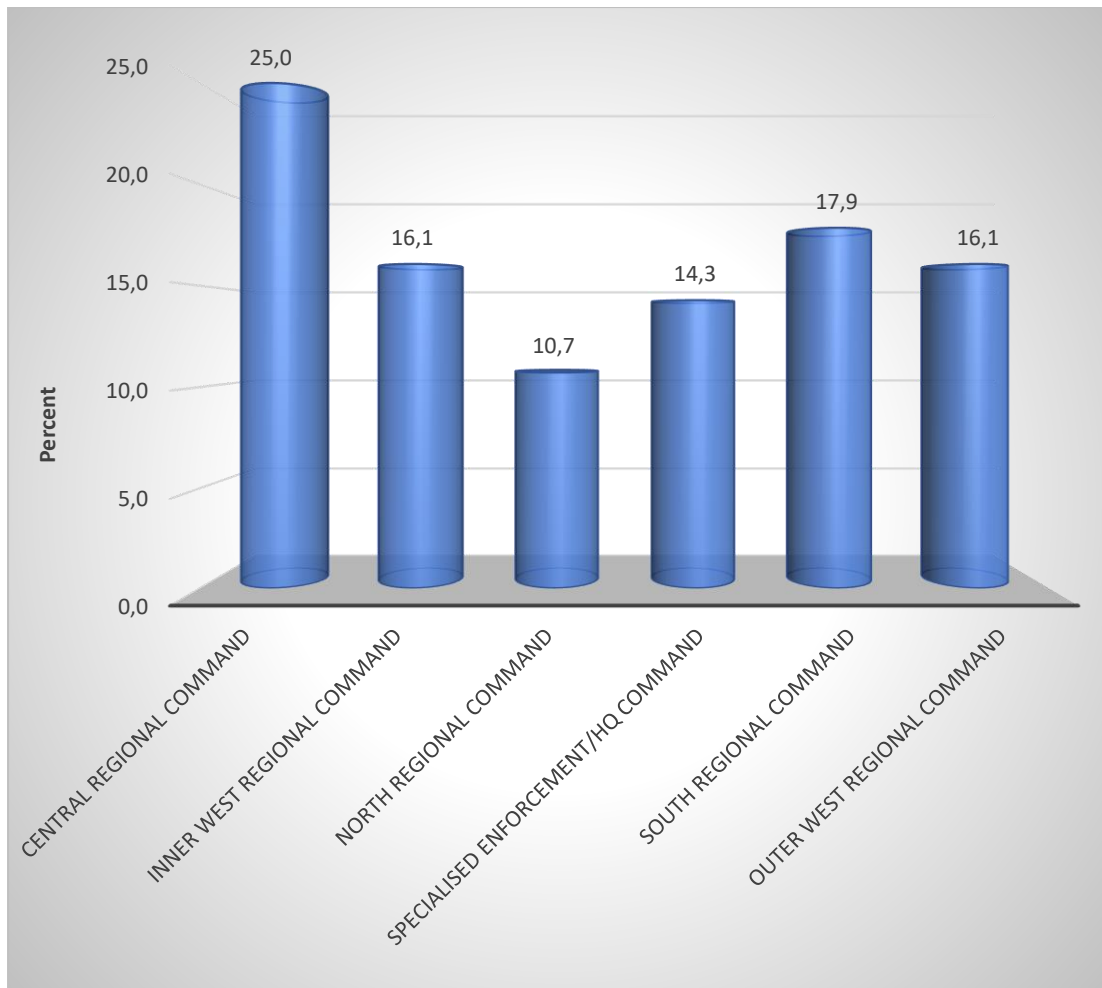


Figure 4. 4 Proportion of respondents that were based at each regional command centre

Of the six regional command centres within the eThekweni municipality, the largest proportion of the respondents (25.0%) were stationed at the central regional command, with the smallest proportion of respondents (10.7%) being stationed at the north regional command. The central regional command has the largest number of employees because it is the economic hub of the eThekweni municipality, which is a major tourist destination, especially for South Africans.

While the above section presented and analysed the biographical information of respondents, in the next section the responses in respect of the factors affecting strategy implementation at the DMPS are presented, analysed and discussed.

4.6 FACTORS INFLUENCING STRATEGY IMPLEMENTATION AT THE DMPS

A series of statements regarding factors that influenced strategy implementation at the DMPS was posed to the respondents (junior and middle managers), and they were required to rate these statements on a five-point Likert scale, ranging from “Strongly disagree” to “Strongly agree”. The responses are presented, analysed and discussed below.

To determine whether the scoring patterns per statement were significantly different, a chi-square test was conducted. Where the p-values were less than 0.05, it implied that the distributions were not similar. That is, the differences between the way respondents scored a statement (agree, neutral, disagree) were significant.

4.6.1 THE ROLE OF MIDDLE AND LOWER MANAGERS IN THE IMPLEMENTATION OF THE OPERATIONS STRATEGY AT THE DMPS

The figure below reflects the responses of participants regarding them ensuring that their subordinates understood the strategic goals of DMPS.



Figure 4. 5 The role of managers in ensuring that their subordinates understand the strategic goals of DMPS

An analysis of the responses to the statement “I ensure that my subordinates understand the strategic goals set by top management” shows that 78.6% of the respondents either strongly agreed (30.4%) or agreed (48.2%) with the above statement, while 9% of the respondents either strongly disagreed (3.5) or disagreed (5.4) with the statement, and 12.5% remained neutral.

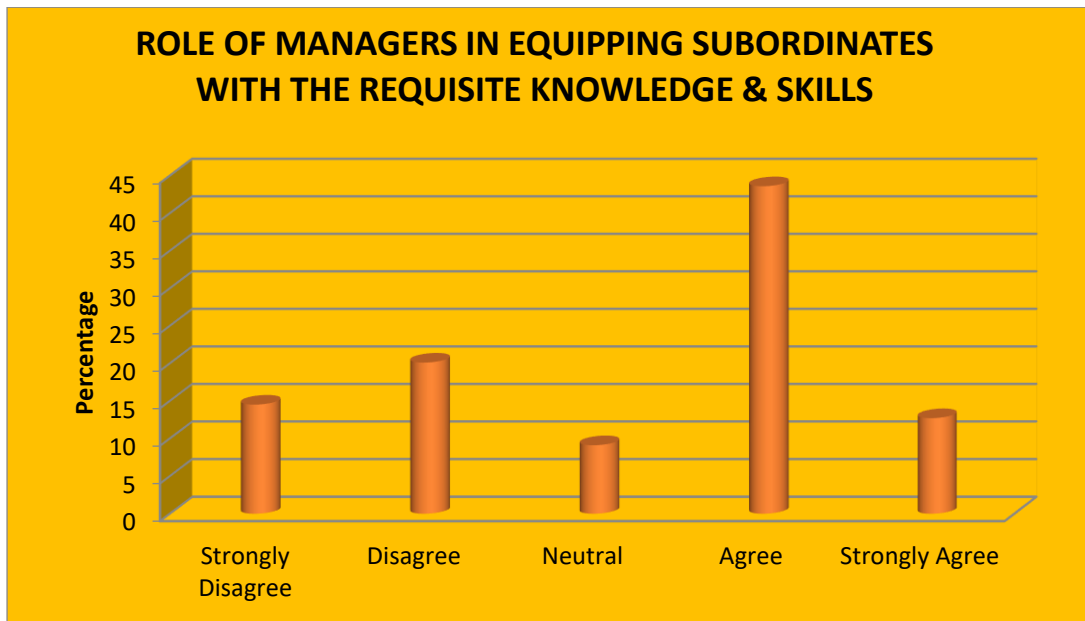


Figure 4. 6 Role of managers in equipping their subordinates with the knowledge and skills to perform their duties effectively and efficiently

Figure 4.6 shows that 56.3% of the respondents either strongly agreed (12.7%) or agreed (43.6%) that they are responsible for ensuring that their subordinates possess the requisite skills to perform their duties efficiently and effectively. A total of 34.5% of the respondents either disagreed (20.1%) or strongly disagreed (14.5%) with the above statement, and 9.1% of the respondents were neutral.

According to the Pearson Chi-Square test, the p-value between the statement “I ensure that my subordinates possess the requisite knowledge and skills to perform their duties efficiently and effectively” and “What position you occupy at the DMPS?” was 0.028. This implied that the position of the respondent did play a significant role in terms of how respondents viewed their role in ensuring that their subordinates possessed the prerequisite knowledge and skills to perform their duties efficiently and effectively. While the majority of respondents who were Captains at the DMPS agreed

with the statement that they are responsible for ensuring e that their subordinates possess the relevant knowledge and skill to perform their duties effectively and efficiently, the majority of respondents who were Superintendents did not agree with the above statement.

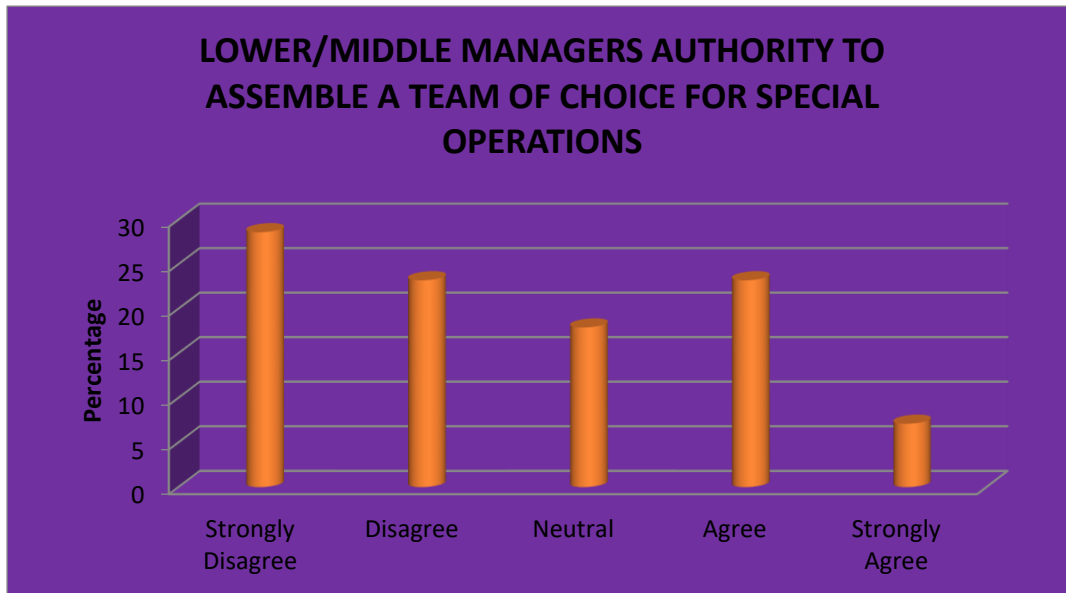


Figure 4. 7 Authority of managers to assemble a team of their choice for special operations

An analysis of the responses to the statement that managers are allowed to assemble a team of their own choice for special operations shows that about 52% of the respondents either strongly disagreed (28.6%) or disagreed (23.2%) with the statement; whereas a total of 30.3% of the respondents either strongly agreed (7.1%) or agreed (23.2%) with the statement, and 17.9% remained neutral.

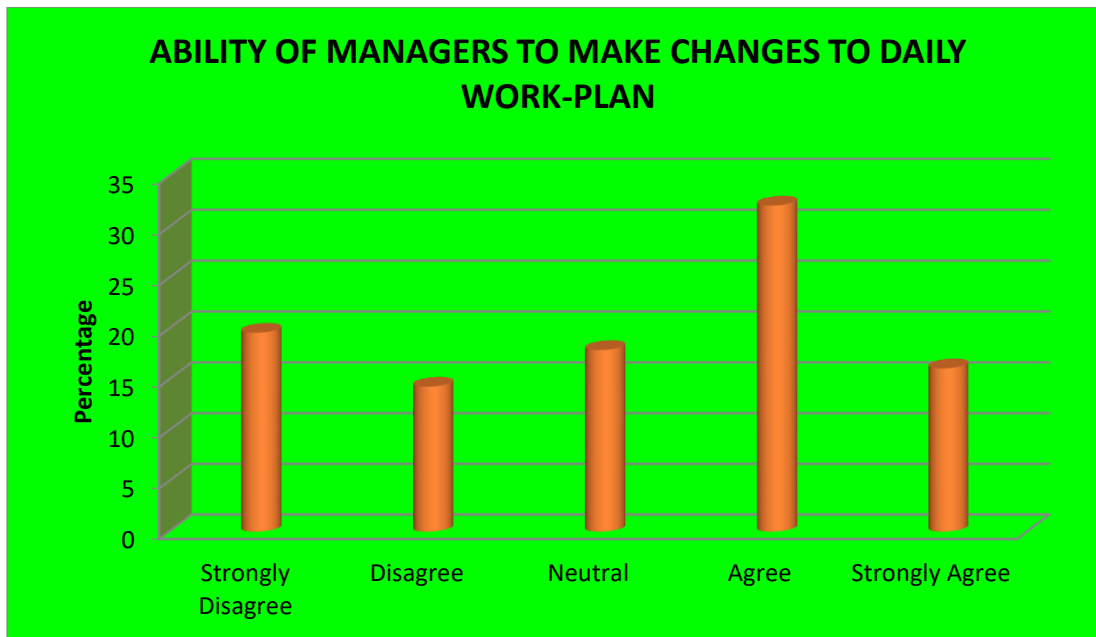


Figure 4. 8 Ability of managers to make changes to their daily work plan to achieve operational goals

In Figure 4.8, it is depicted that 48.2% of the respondents either agreed (32.1%) or strongly agreed (16.1%) with the statement that the middle managers are allowed to make changes to the daily work-plan to achieve operational goals, while 33.9% of the respondents disagreed (14.3%) or strongly disagreed (19.6%) and 17.9% remained neutral. Approximately 48% of the respondents between the ages of 41-50 and 53% of the female respondents agreed with the above statement. In total, 65% of the respondents who agreed that they were allowed to make changes to the daily work-plan to achieve operational goals held a degree/Advanced Diploma qualification.

Figure 4.9 illustrates the responses to the statement that the respondents are able to monitor their subordinates' performance in real-time.

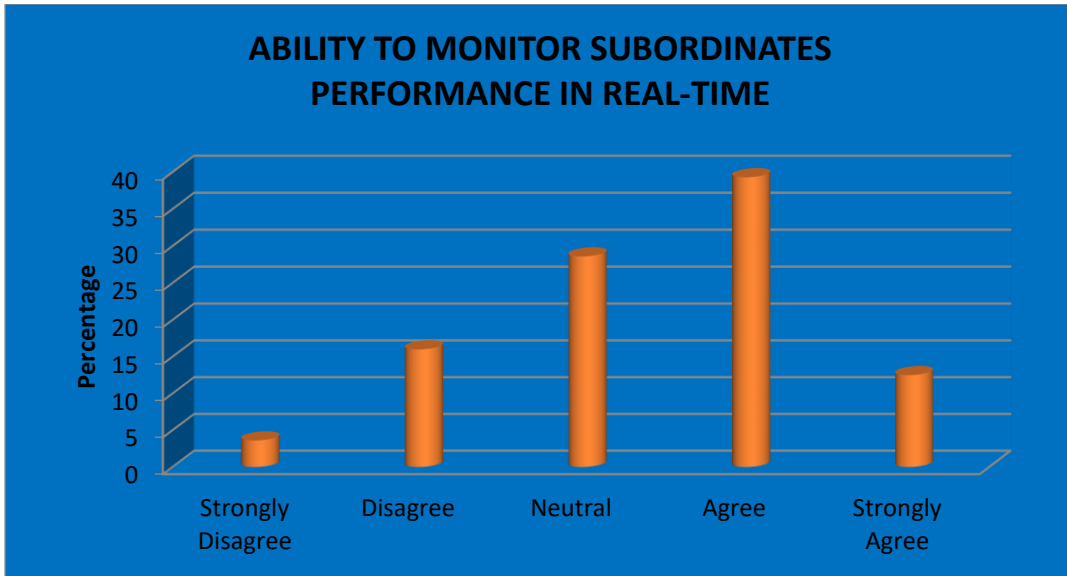


Figure 4. 9 Ability to monitor subordinates' performance in real time

An analysis of the results reveals that 51.8% of the respondents either agreed (39.3%) or strongly agreed (12.5%) with the statement, whilst a total of 19.6% of the respondents either disagreed (16%) or strongly disagreed (3.6%) with the statement, and 28.6% of the respondents remained neutral.



Figure 4. 10 Support from superiors to achieve operational goals

Figure 4.10 indicates that half the respondents either disagreed (37.5%) or strongly disagreed (12.5%) with the statement that senior management provides respondents with adequate support to achieve the operational goals of the DMPS. A total of 33.9% of the respondents either agreed (23.2%) or strongly agreed (10.7%) with the statement and 16.1% of the respondents remained neutral.

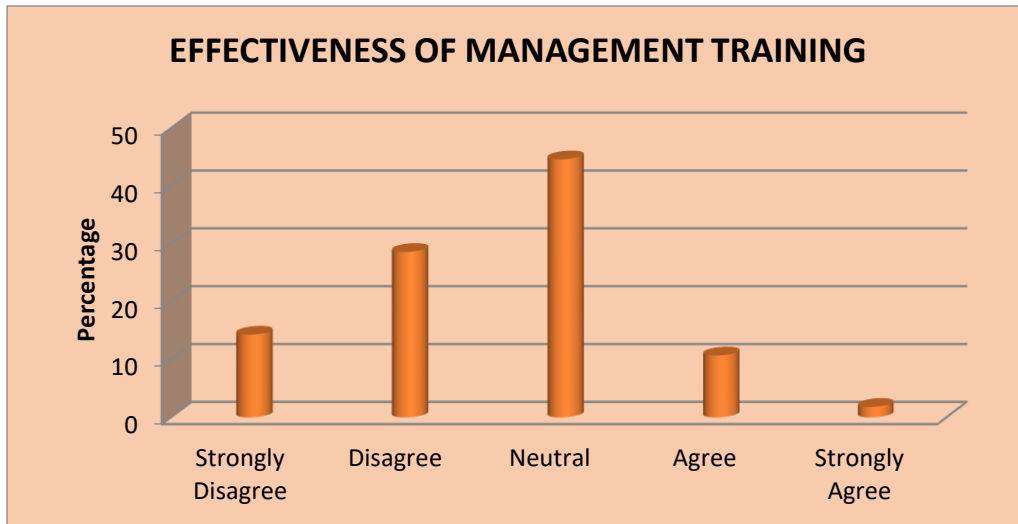


Figure 4. 11 Effectiveness of the training provided to managers

As presented in Figure 4.11 above, a total of 42.9% of the respondents either disagreed (28.6%) or strongly disagreed (14.3%) with the statement that the training provided to managers to improve their leadership and managerial skills was effective, whereas 12.5% of the respondents indicated that they either agreed (10.7%) or strongly agreed (1.8%) with the statement, and 44.6% of the respondents remained neutral.

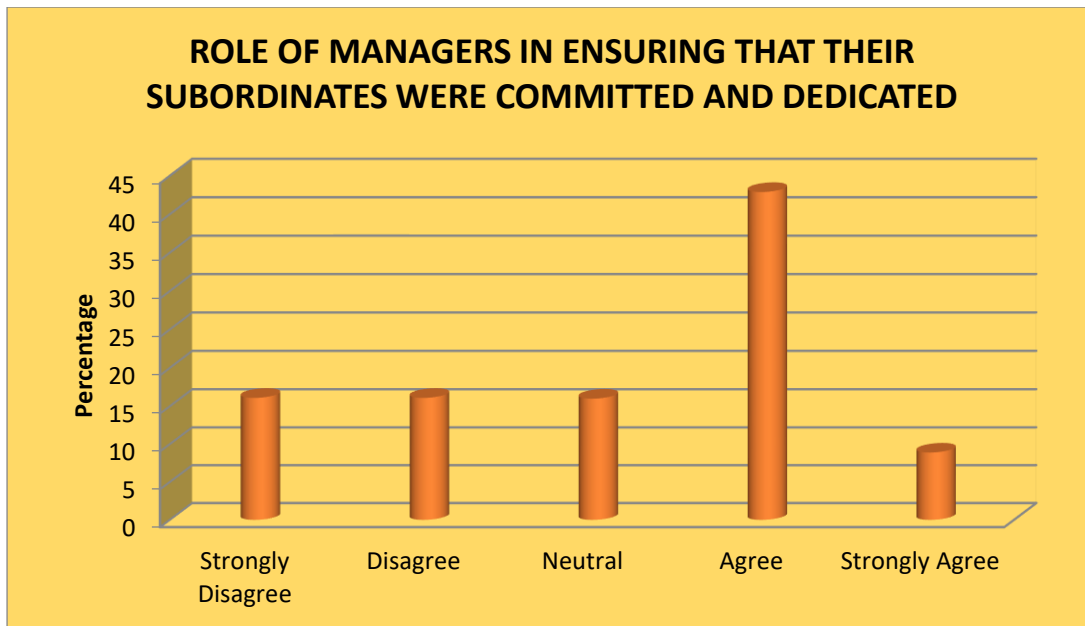


Figure 4. 12 The role of managers in ensuring that their subordinates were committed and dedicated

Figure 4.12 shows that 51.8% of the respondents either strongly agreed (42.9%) or agreed (8.9%) with the statement that they were responsible for ensuring that their subordinates were committed and dedicated to their work, whereas 16.1% of the respondents remained neutral, and a total of 32.2% of the respondents strongly disagreed (16.1%) or disagreed (16.1%) with the statement.

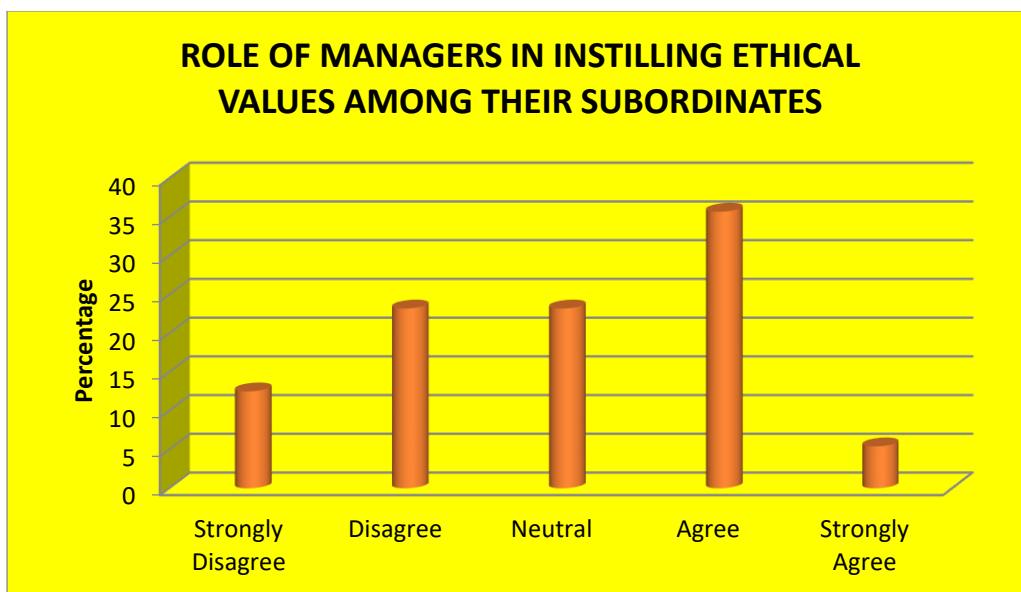


Figure 4. 13 The role of managers in instilling ethical values in their subordinates

An analysis of the responses to the statement that managers are responsible for instilling ethical values in their subordinates revealed that approximately 41% of the respondents either agreed (35.7%) or strongly agreed (5.4%) with the statement, whereas 35.7% of the respondents either disagreed (23.2%) or strongly disagreed (12.5%) with the statement, and 23.2% remained neutral.



Figure 4. 14 Managers’ perceptions of the impact of their superiors’ leadership on the success of the strategy implementation process

Figure 4.14 reveals that 51.8% of the respondents either strongly disagreed (39.3%) or disagreed (12.5%) with the statement that the leadership provided by superiors plays a major role in the success of the strategy implementation process. However, 32.2% of the respondents either agreed (28.6%) or strongly agreed (3.6%) with the statement, while 16.1% remained neutral.

Figure 4.15 below indicates the cumulative responses regarding junior and middle managers’ participation in the formulation of the strategic goals of the DMPS.

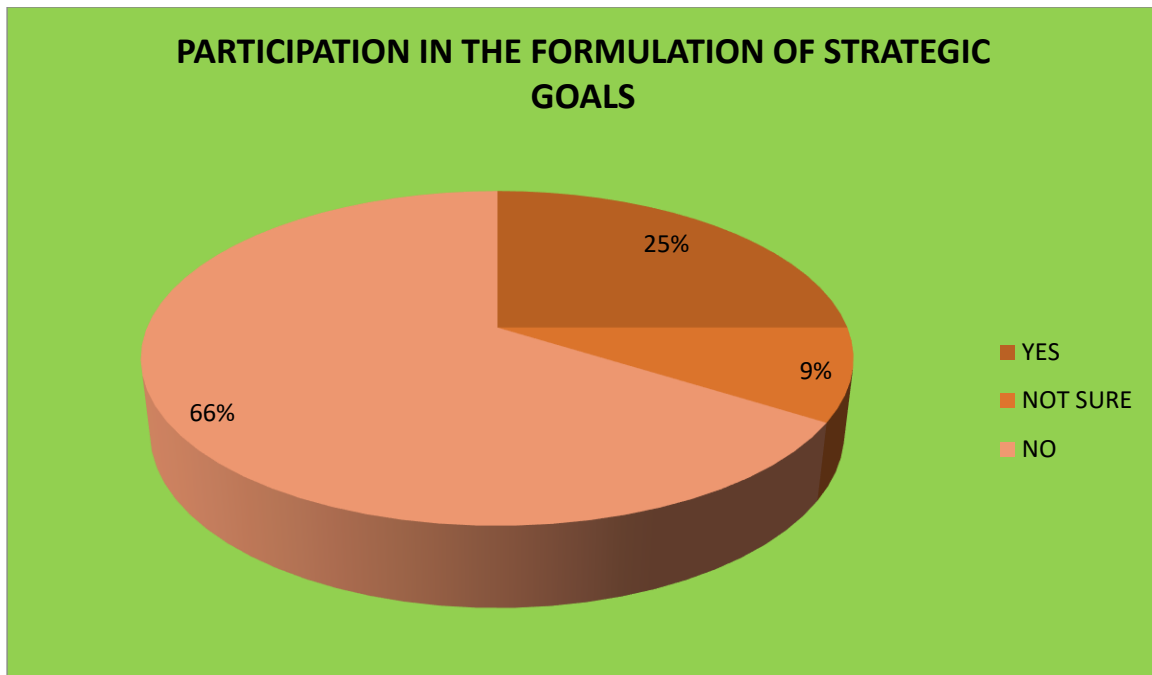


Figure 4. 15 Managers' participation in the formulation of the DMPS' strategic goals

According to the majority of the respondents (66.1%), they do not make an input in the formulation of the strategic goals of the DMPS. In contrast, 25% of the respondents stated that that they do make an input in the formulation of the DMPS' strategic goals, and 8.9% of the respondents were not sure.

Based on the analysis above, it is apparent that the majority of managers responsible for strategy implementation at DMPS understood their role in the strategy implementation process and that over half the respondents believed that the leadership provided by senior management did not play a major role in the achievement of the strategic objectives of the DMPS.

4.6.2 THE INFLUENCE OF THE DMPS' ORGANISATIONAL STRUCTURE ON STRATEGY IMPLEMENTATION

A series of questions and statements concerning the linkage between the DMPS organisational structure and the strategy implementation process were posed to the respondents, and using a five-point Likert scale, they were required to rate them ranging from "strongly disagree" to "strongly agree", and the responses are presented, analysed and discussed below.

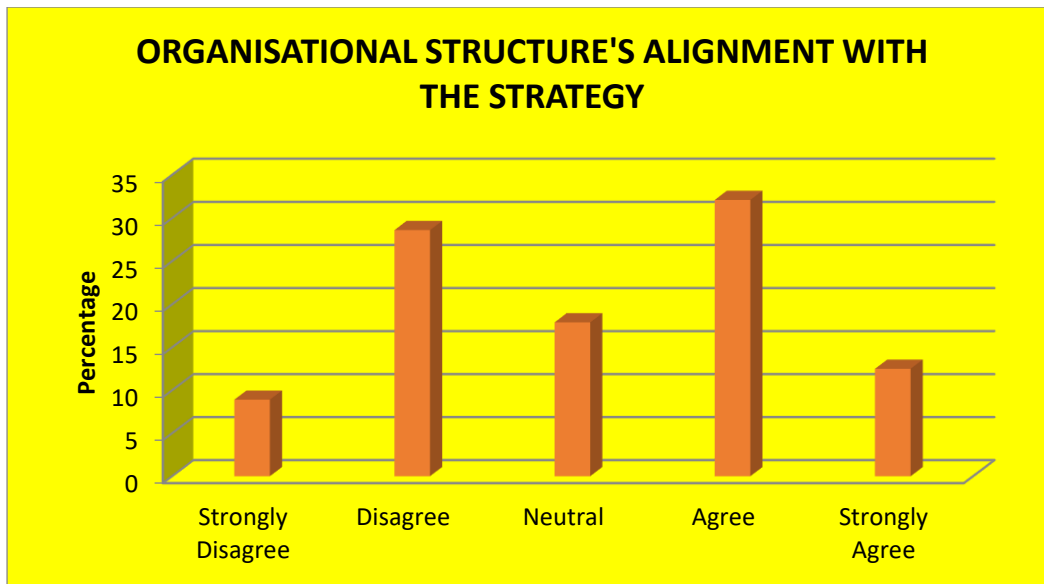


Figure 4. 16 Alignment of DMPS' organisation structure with its strategy

An analysis of the responses to the statement revealed that 44.6% of the respondents either strongly agreed (12.5%) or agreed (32.1%) that the organisational structure of the DMPS promotes the implementation of strategy, while 8.9% strongly disagreed and 28.6% disagreed, with 17.9% remaining neutral. According to Parris, Vickers and Wilkes (2008: 418), taking critical decisions concerning the strategy of an organisation is enhanced by a solid organisational structure. However, the finding that only about half the respondents share the sentiment that the organisational structure of DMPS was aligned to its strategy, may be a significant reason why the strategic objectives of the DMPS are not fully achieved.

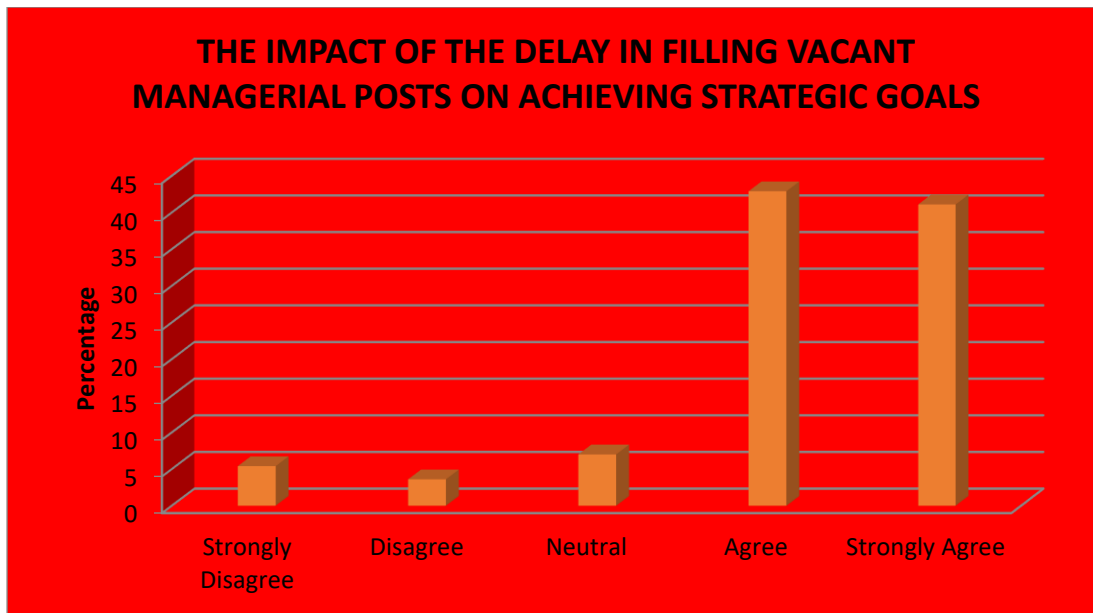


Figure 4. 17 The impact of the delay in permanently filling vacant managerial posts on the achievement of DMPS' strategic goals

An analysis of the responses in Figure 4.17 shows that 84% of the respondents either strongly agreed (41.1%) or agreed (42.9%) that the delay in permanently filling vacant managerial posts at DMPS negatively affected the achievement of its strategic goals, while 5.4% of the respondents strongly disagreed, 3.6% disagreed and the remaining 7% opted to be neutral in this respect. All the respondents from the Specialised Enforcement Unit agreed with the statement regarding the above, whereas approximately 89% of respondents from the Inner West and Outer West regions, and 70% of the respondents from the Southern region agreed with the statement.

According to the Human Resources Recruitment Unit (2017: 7), the DMPS is entitled to a staff complement of 149 managers responsible for strategy implementation, consisting of 18 senior superintendents, 36 superintendents and 95 captains. However, 52% of middle and lower management positions were filled by junior employees in an acting capacity and they did not receive an acting allowance for occupying these positions. This practice is a violation of policy imperatives pertaining to acting positions and these employees were excluded from the study.

Figure 4.18 below shows the cumulative responses of the middle and lower managers regarding the clarity of reporting lines and areas of responsibility in the DMPS' organisational structure.

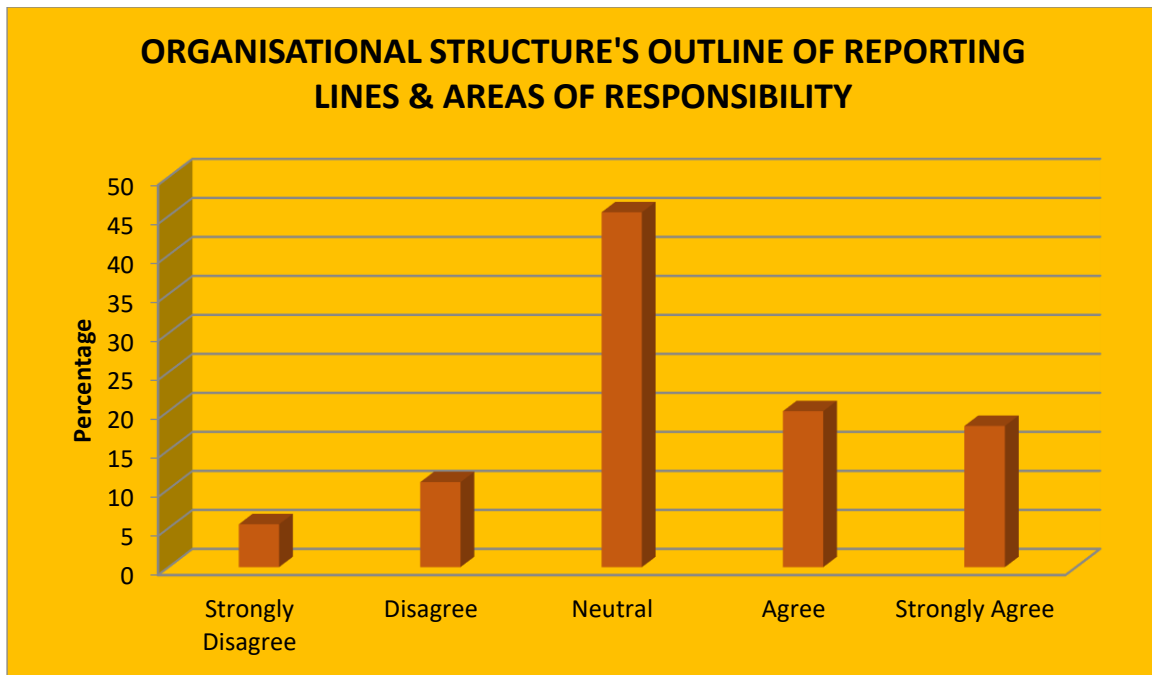


Figure 4. 18 Clarity of reporting lines and areas of responsibility in the organisational structure

An analysis of Figure 4.18 above indicates that approximately 45% of the respondents neither disagreed nor agreed that the organisational structure at DMPS clearly outlined the reporting lines and areas of responsibility of middle and lower managers, while 38.2% strongly agreed (18.1%) or agreed (20%) and 16.4% of the respondents disagreed (10.9%) or strongly disagreed (5.5%) with the statement.

According to Ajagbe, Bih, Olujobi and Udo (2016:57), organisational structure outlines the reporting lines, responsibility area of employees, who is accountable to whom and authority. Hence, the finding that a significant proportion of respondents (45.5%) were neutral regarding this, is cause for concern.

Figure 4.19 below depicts the cumulative responses of the middle and lower managers to the statement that the organisational structure promotes effective communication amongst the various divisions within the DMPS.

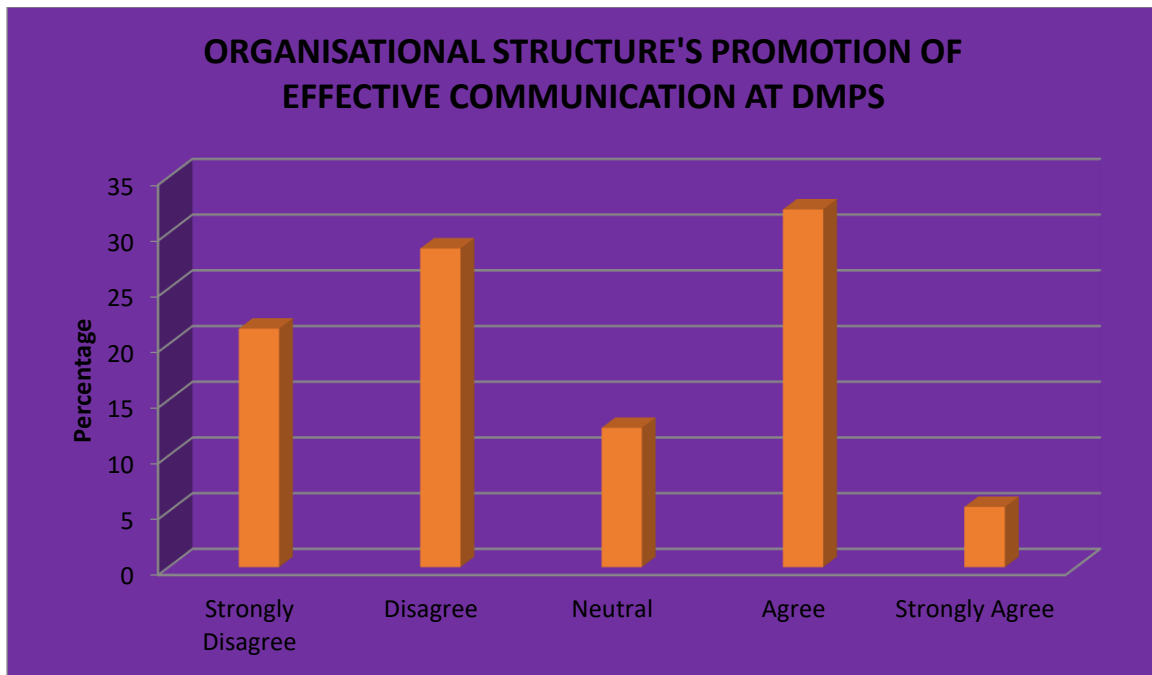


Figure 4. 19 Organisational structure's promotion of effective communication within the DMPS

Figure 4.19 reveals that a total of 37.5% of the respondents either strongly agreed (5.4%) or agreed (32.1%) with the statement that the organisational structure of DMPS promotes effective communication amongst divisions in DMPS, while a large proportion of the respondents (50%) either strongly disagreed (21.4%) or disagreed (28.6%) with this statement and 12.5% remained neutral. According to English (2013:50), the two major purposes served by organisational structure are, firstly, to co-ordinate the collaborative efforts of employees towards a common strategic goal, and secondly, to co-ordinate and align communication channels and decision-making process between the different management levels.

Hence, the view held by 50% of the respondents regarding the efficacy of the organisational structure of DMPS to promote effective communication, is cause for concern.

Figure 4.20 below shows the frequency and dispersion of the responses regarding the efficacy of the organisational structure at DMPS in promoting effective communication between managers from different levels in the organisation.

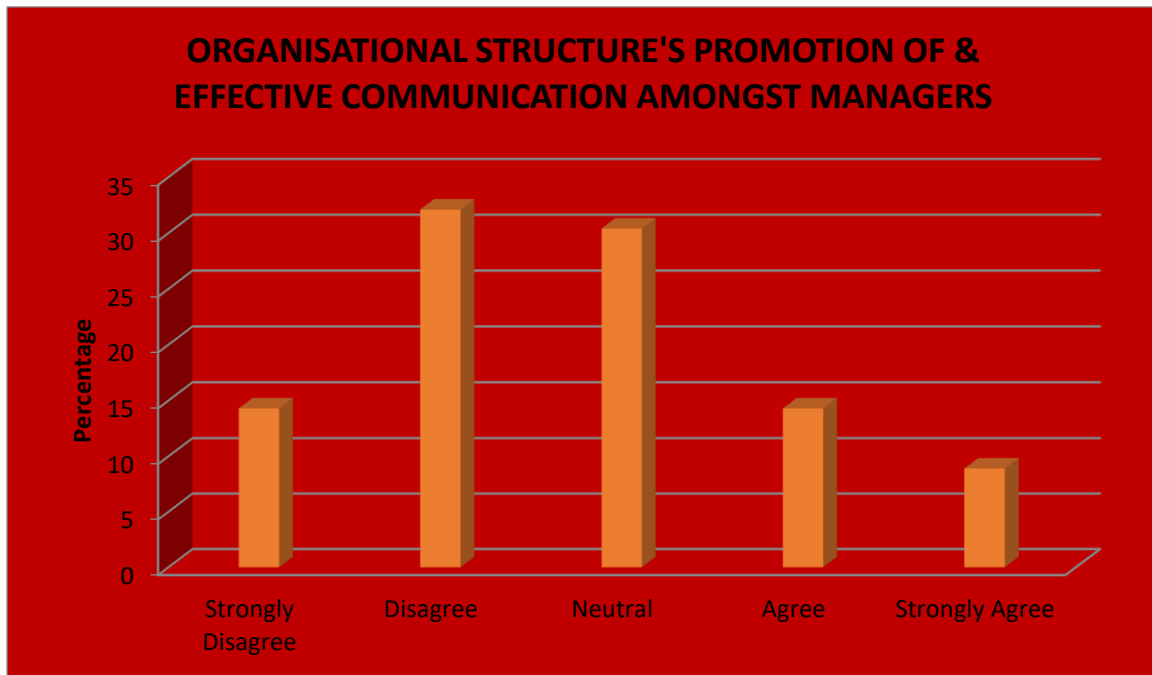


Figure 4. 20 Efficacy of the organisational structure at DMPS in promoting effective communication between managers

According to Parris, Vickers, and Wilkes (2008: 418), taking critical decisions concerning strategy implementation is improved by a solid organisational structure that enables different management levels to effectively communicate with one another. However, a substantial proportion of respondents (46.4%) strongly disagreed (14.3%) or disagreed (32.1%) with the statement that the organisational structure of the DMPS enables managers from different levels in the organisation to effectively communicate with one another in the decision-making process. In the above regard, 23.2% of the respondents strongly agreed (8.9) or agreed (14.3%) with the statement and 30.4% of the respondents remained neutral.

Figure 4.21 below reflects the cumulative responses regarding the organisational structure encouraging clear accountability for the implementation of operational plans.

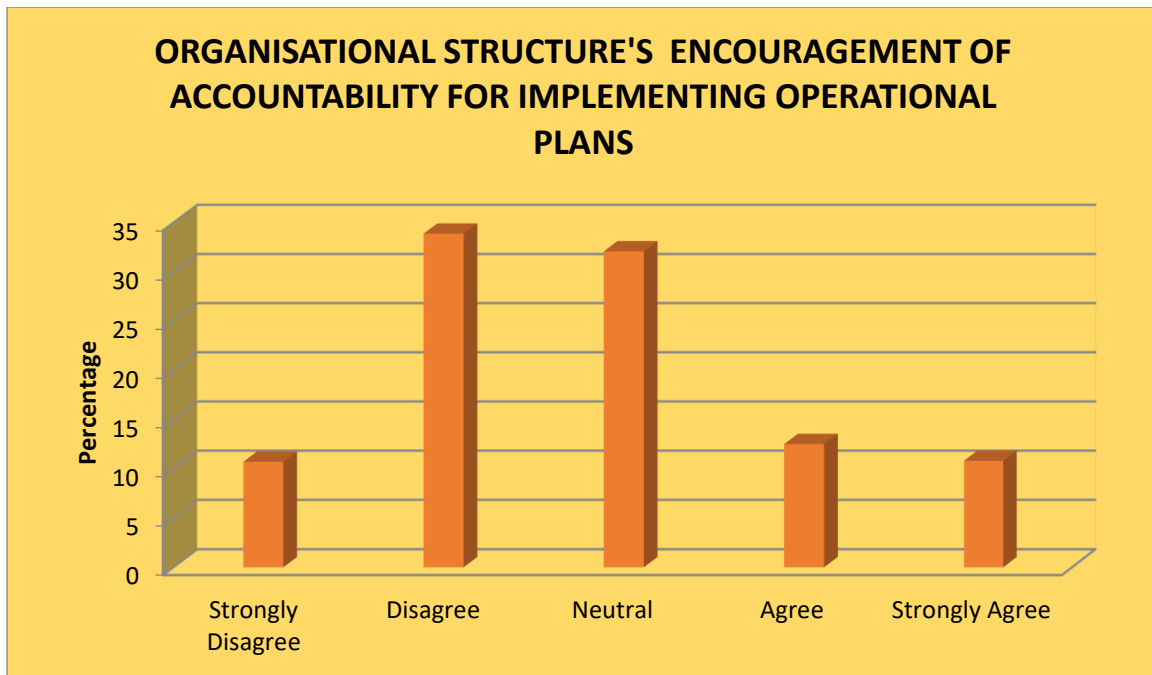


Figure 4. 21 Organisational structure’s encouragement of accountability for the implementation of operational plans

An analysis of the responses presented in Figure 4.20 above reveals that 10.7% of the respondents strongly agreed, 12.5% agreed, approximately 44% disagreed and 10.7% strongly disagreed with the statement that the DMPS organisational structure encourages clear accountability for the implementation of operational plans, with 32.1% of the respondents remaining neutral.

Figure 4.22 below displays the cumulative responses of middle and lower managers regarding the effectiveness of the internal communication tools in disseminating information about strategy implementation.

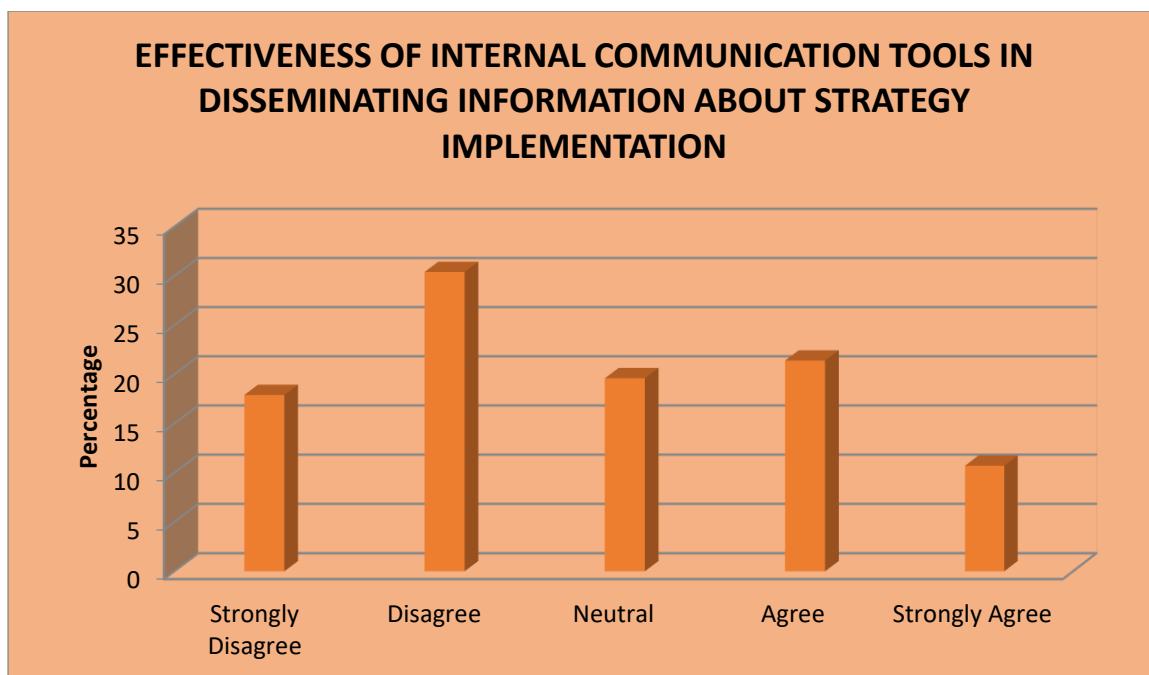


Figure 4. 22 The effectiveness of internal communication tools in disseminating information about strategy implementation

In total, 32.1% of the respondents either agreed (21.4%) or strongly agreed (10.7%) with the statement that the internal communication tools allow for the effective distribution of information about strategy implementation at the DMPS, whereas 48.3% of the respondents disagreed (30.4%) or strongly disagreed (17.9%) with the statement and 19.6% of the respondent remained neutral. According to Buthelezi (2014: 80), for strategy implementation in the police force to be successful, the communication channels between managers and operational teams must be effective.

Based on the analysis of the results above, one can conclude that the majority of the middle and lower managers at DMPS believe that there are some deficiencies in DMPS' organisational structure, which hampers strategy implementation.

4.6.3 INFLUENCE OF THE PERSONAL CHARACTERISTICS OF MANAGERS ON THE SUCCESS OF THE STRATEGY IMPLEMENTATION PROCESS

Several statements were posed to managers at the DMPS to establish the extent to which their personal characteristics influenced the success of the strategy implementation process, and the findings are presented, analysed and discussed below.

Table 4.2 below reflects the cumulative responses to statements pertaining to the influence of the personal characteristics of managers on the strategy implementation process at the DMPS.

Table 4. 2 Influence of personal characteristics of managers on the success of the strategy implementation process at DMPS

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
My personal values and beliefs influence the success of the strategy implementation process	3.6%	12.5%	30.3%	35.7%	17.9%	100%
When faced with a difficult problem I spend a lot of time trying to find a solution	1.8%	7.1%	7.2%	50%	33.9%	100%
I am willing to seek the guidance of colleagues when faced with a difficult situation	1.8%	0%	0%	62.5%	35.7%	100%
I make personal sacrifices like taking shorter breaks to complete my tasks on time.	3.6%	1.8%	8.9%	33.9%	51.8%	100%
Mentoring and coaching have improved my performance.	5.4%	16.1%	19.6%	32.1%	26.8%	100%
I respond well in high-pressure situations.	0%	3.6%	7.1%	62.5%	26.8%	100%
I involve my subordinates in decision-making.	1.8%	5.4%	10.6%	51.8%	30.4%	100%
I set clear and measurable performance targets for my subordinates with regular feedback on their performance.	1.8%	0%	5.4%	55.4%	37.4%	100%
I provide my subordinates with regular feedback on their performance.	1.8%	5.4%	3.5%	62.5%	26.8%	100%

Regarding the statement “My personal values and beliefs influence the success of the strategy implementation process”, 53.6% of the respondents strongly agreed (17.9%) or agreed (35.7%) with the statement, while 16.1% of the respondents strongly

disagreed (3.6) or disagreed (12.5%) with the statement and 30.4% opted to remain neutral.

Table 4.2 shows that 83.9% of the respondents either agreed (50%) or strongly agreed (33.9%) with the statement “when faced with a difficult problem I spend a lot of time trying to find a solution”, whilst 8.9% of the respondents either disagreed (7.1%) or strongly disagreed (1.8%) with the above statement and 7.2% remained neutral.

An analysis of the responses to the statement “I am willing to seek the guidance of colleagues when faced with a difficult situation” revealed that the majority of the respondents (98.2%) either agreed (62.5%) or strongly agreed (35.7%) with the statement whereas a very small proportion (1.8%) strongly disagreed with the statement.

Approximately 86% of the respondents either strongly agreed (51.8%) or agreed (33.9%) with the statement that junior and middle managers make personal sacrifices, like taking shorter breaks to complete tasks on time, whereas 8.9% of the respondents remained neutral and a total of 5.4% of the respondents either strongly disagreed (3.6%) or disagreed (1.8%) with the above statement.

Table 4.2 reveals that approximately 59% of the respondents either agreed (32.1%) or strongly agreed (26.8%) with the statement that mentoring, and coaching had improved their performance. However, 21.5% of the respondents either disagreed (16.1%) or strongly disagreed (5.4%) with the statement, while 19.6% of the respondents remained neutral.

In analysing the responses to the statement, “I respond well in high pressure situations”, the majority of respondents (89.3%) either strongly agreed (26.8%) or agreed (62.5%) with the statement, while 3.6% of the respondents disagreed and 7.1% of the respondents remained neutral.

As indicated in Table 4.2 above, a large number of respondents (82.2%) either agreed (51.8%) or strongly agreed (30.4%) that they involve their subordinates in decision-

making, while 7.2% of the respondents either disagreed (5.4%) or strongly disagreed (1.8%) with the statement and 10.7% remained neutral.

Table 4.2 shows that 92.8% of the respondents concurred with the statement that they set clear and measurable performance targets for their subordinates. A very small percentage of respondents (1.8%) disagreed with the statement, whilst 5.4% of the respondents remained neutral.

Approximately 90% of the respondents either agreed (62.5%) or strongly agreed (26.8%) with the statement that they provide their subordinates with regular feedback on their performance, while only 7.2% of the respondents either disagreed (5.4%) or strongly disagreed (1.8%) with the statement and 3.5% remained neutral.

Based on the results above it can be concluded that the majority of the middle and lower managers believed that their personal characteristics positively influenced the success of the strategy implementation process at the DMPS.

In the next section, the results pertaining to the barriers to the successful implementation of the operations strategy at the DMPS will be presented, analysed and discussed.

4.6.4 BARRIERS TO THE IMPLEMENTATION OF THE OPERATIONS STRATEGY AT THE DMPS

A five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5) was used to ascertain the extent to which respondents disagreed or agreed with the statements pertaining to obstacles to successful strategy implementation. The cumulative responses to these statements are shown in Table 4.3 below.

Table 4. 3 Barriers to the implementation of the operations strategy at the DMPS

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The provision of patrol vehicles is adequate to achieve the operational goals of the DMPS.	51.8%	21.4%	10.8%	7.1%	8.9%	100%
The delays in the procurement process negatively affect the achievement of the DMPS' goals.	3.6%	0%	8.9%	23.2%	64.3%	100%
The number of police officers is adequate to achieve the goals of the DMPS.	42.9%	35.7%	1.8%	16.%	3.6%	100%
The nature and quality of police training positively contributes to the achievement of DMPS goals.	3.6%	33.9%	7.1%	37.5%	17.9%	100%
Political interference at the DMPS has a negative impact on the strategy implementation process at the DMPS.	3.6%	0%	0%	32.1%	64.3%	100%
The shift rotation system at the DMPS (i.e., 4 days in and 4 days off) hinders the attainment of the DMPS goals.	19.6	25%	3.6%	23.2%	28.6%	100%
Middle- and lower-level managers share information with others to better achieve the operational goals.	8.9%	19.6%	35.7%	30.4%	5.4%	100%
The reward system is a barrier to achieving DMPS goals.	14.3%	14.3%	16.%	26.8%	28.6	100%
There is a good working relationship between the DMPS, SAPS and other law enforcement agencies.	7.1%	19.6%	23.3%	44.6%	5.4%	100%
Resources are distributed fairly amongst regions, divisions and units within the DMPS.	55.4%	39.2%	1.8%	1.8%	1.8%	100%
Police officers are adequately supervised in the performance of their duties.	12.5%	44.6%	12.5%	28.6%	1.8%	100%

Internal politics has a negative impact on the strategy implementation process	18.2%	0%	0%	27.3%	54.5%	100%
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Approximately 73% of the respondents either strongly disagreed (51.8%) or disagreed (21.4%) with the statement that the provision of patrols vehicles is adequate to achieve the operational goals of the DMPS. A total of 16% of the respondents either agreed (7.1%) or strongly agreed (8.9%) with the statement, and 10.8% of the respondents remained neutral. According to Robbins and Coulter (2010: 181), the provision of adequate resources is vital to motivate employees to effectively participate in strategy implementation, and the finding above makes it difficult for DMPS to achieve one of its strategic objectives pertaining to the reduction of crime.

A significant proportion of the respondents (87.5%) either agreed (23.2%) or strongly agreed (64.3%) with the statement that the delay in the procurement process negatively affected the achievement of the DMPS goals, while 3.6% strongly disagreed and 8.9% remained neutral with regard to the statement.

In analysing the responses to the statement that the number of police officers is adequate to achieve the goals of the DMPS, approximately 79% of the respondents either strongly disagreed (42.9) or disagreed (35.7%) with the statement, whereas a total of 19.7% either strongly agreed (3.6%) or agreed (16%), and 1.8% remained neutral regarding the statement.

Regarding the nature and quality of police training, 55.4% of the respondents either agreed (37.5%) or strongly agreed (17.9%) that this positively contributed to the achievement of DMPS goals, whilst a total of 37.5% of the respondents either disagreed (33.9%) or strongly disagreed (3.2%), and 7.1% of the respondents remained neutral in this regard.

Table 4.3 indicates that an overwhelming majority of the respondents (96.4%) either strongly agreed (64.3%) or agreed (32.1%) that political interference at the DMPS has a negative impact on the strategy implementation process, with a very small proportion of respondents (3.6%) strongly disagreeing with the statement.

Approximately 52% of the respondents either agreed (23.2%) or strongly agreed (28.6%) that the shift rotation system at the DMPS hinders the attainment of the organisation's goals, whereas 44.6% of the respondents either disagreed (25%) or strongly disagreed (19.6%) with the statement and 1.8% remained neutral.

Regarding junior and middle managers sharing information with each other to better achieve the organisation's operational goals, Table 4.3 indicates that 35.8% of the respondents either strongly agreed (5.4%) or agreed (30.4%) with the statement, while 35.7% of the respondents remained neutral and a total of 28.5% of the respondents either strongly disagreed (8.9%) or disagreed (19.6%) with the statement.

The findings of a study by Latif, Gohar, Hussain and Kashif (2014: 16) identified the failure of aligning and linking the performance of employees with the reward system as one of the barriers to strategy implementation. In this regard, the majority of respondents (55.4%) either agreed (26.8%) or strongly agreed (28.6%) that the reward system at DMPS was a barrier to strategy implementation. However, 28.6% of the respondents either disagreed (14.3%) or strongly disagreed (14.3%) with the statement and 16% of the respondents remained neutral.

The results reflected in Table 4.3 above also reveals that 50% of the respondents either agreed (44.6%) or strongly agreed (5.4%) that there is a good working relationship between the DMPS, South African Police Service (SAPS) and other law enforcement agencies. However, 26.7% of the respondents either disagreed (19.6%) or strongly disagreed (7.1%) with the above statement, while 23.2% remained neutral.

A large majority of the respondents (94.7%) either strongly disagreed (55.4%) or disagreed (39.3%) with the assertion that resources are distributed fairly amongst regions, divisions and units within the DMPS, while only a small proportion of the respondents (3.6%) either strongly agreed (1.8%) or agreed (1.8%) with this assertion.

Approximately 57% of the respondents either disagreed (44.6%) or strongly disagreed (12.5%) with the statement that police officers are adequately supervised in the performance of their duties, whereas 30.4% of the respondents indicated that they

either agreed (28.6%) or strongly agreed (1.8%) with the statement and 12.5% remained neutral.

The majority of respondents (81.8%) either strongly agreed (54.5%) or agreed (27.3%) with the statement that internal politics had a negative impact on the strategy implementation process at the DMPS, whereas 18.2% of the respondents strongly disagreed with this assertion.

Based on the results above, it can be concluded that apart from the quality of police training and the working relationship between the DMPS, SAPS and other law enforcement agencies, the remaining ten factors listed in Table 4.3 were viewed as barriers to the successful implementation of the operations strategy at DMPS by the majority of respondents.

Figure 4.23 below depicts the cumulative responses to the statement that examined the perception of managers regarding alignment between operational goals and strategic goals

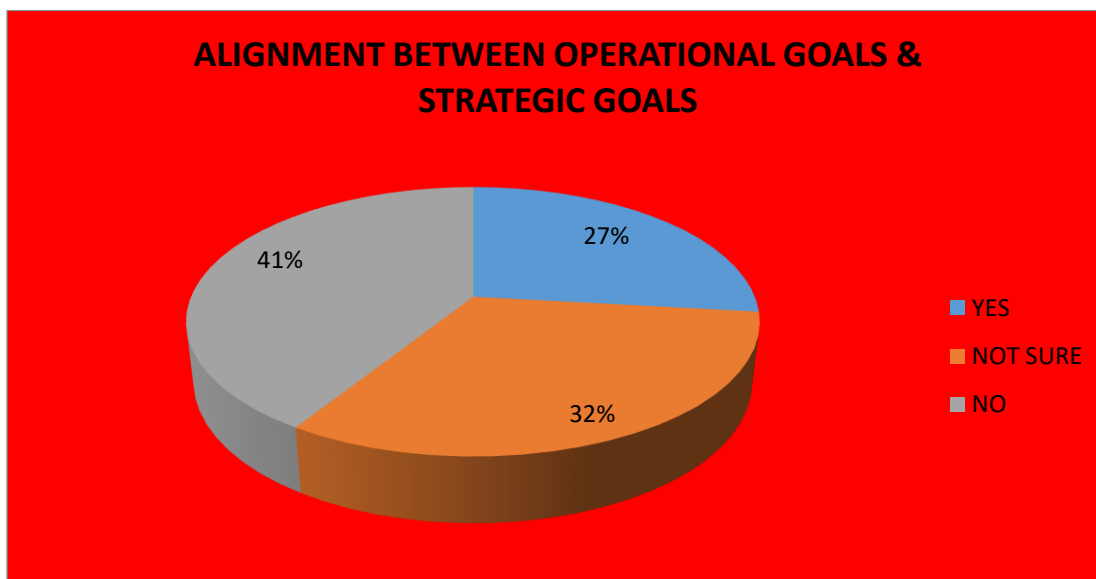


Figure 4. 23 Alignment between operational goals and strategic goals

An analysis of the responses to the statement that there is a clear alignment between the operational and strategic goals at the DMPS revealed that 26.8% of the respondents were in agreement with the statement, whereas 41.1% of the respondents indicated that there is no clear alignment between operational and

strategic goals, and 32.1% of the respondents were not sure.

In the next section, responses pertaining to the extent to which middle and lower managers possessed the requisite knowledge and understanding of DMPS processes will be presented, analysed and discussed.

4.6.5 KNOWLEDGE AND UNDERSTANDING OF DMPS STRATEGIC MANAGEMENT PROCESSES BY MIDDLE- AND LOWER-LEVEL MANAGERS

The empirical study also wished to establish the level of knowledge and understanding of the DMPS processes by the middle and lower managers, by requiring the respondents to answer either “Yes”, “No”, or “Unsure” to a series of questions and statements, and the results are presented, analysed and discussed below.

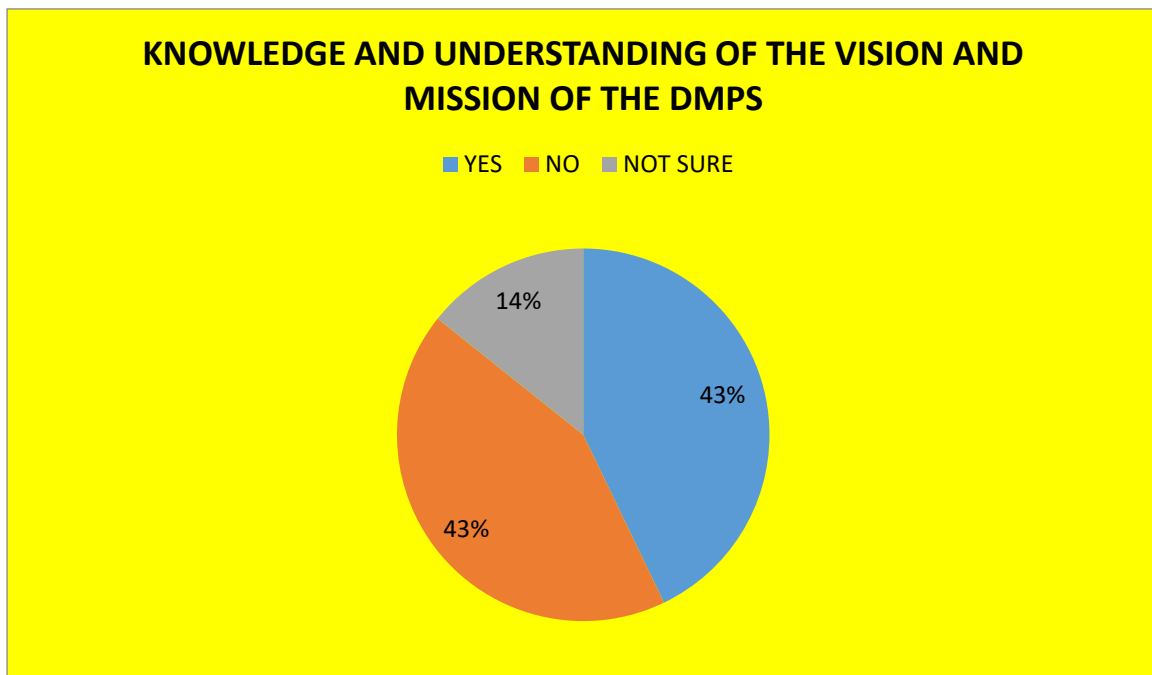


Figure 4. 24 Knowledge and understanding of the vision and mission of the DMPS

Regarding the vision and mission of the DMPS, 43% of the respondents stated that they had adequate knowledge and understanding of the vision and mission of the DMPS; however, an equal proportion of respondents stated that they did not have adequate knowledge and understanding of the vision and mission of the DMPS, and 14% of the respondents were not sure.

Figure 4.25 below reflects the cumulative responses of middle and lower managers within the study area regarding their understanding of the strategy implementation process at the DMPS.

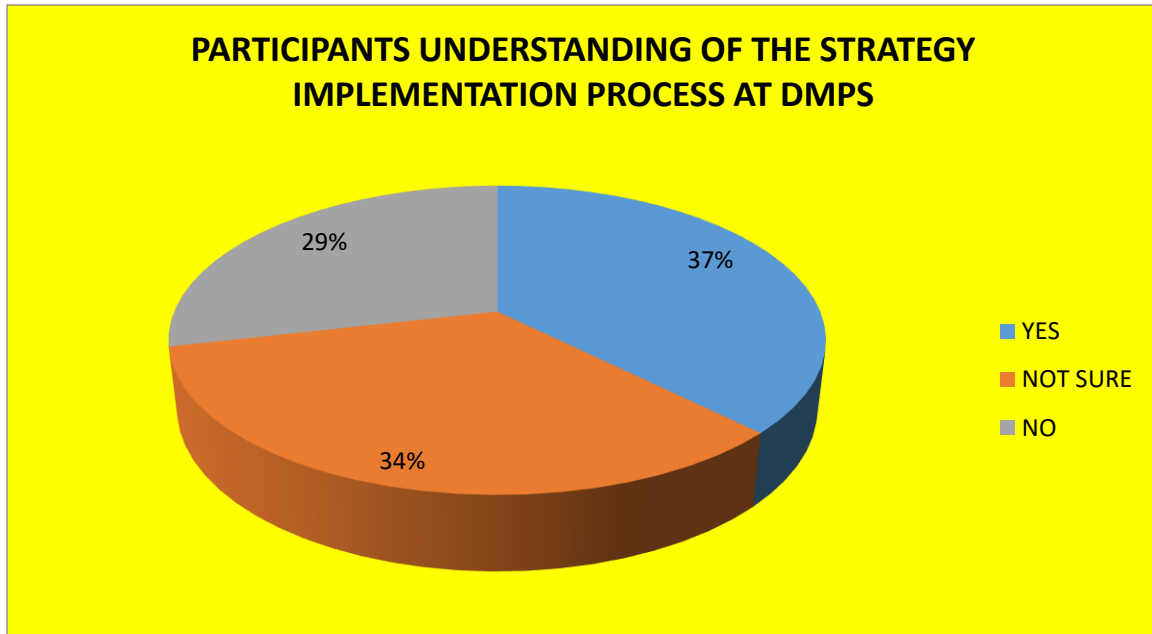


Figure 4. 25 Understanding of the strategy implementation process at DMPS

Approximately 37% of the respondents stated that they understood the strategy implementation process at the DMPS, while about 29% of the respondents indicated they did not understand it and 34% were not sure if they understood the strategy implementation process of the DMPS.

Figure 4.26 below displays the cumulative responses of middle and lower managers regarding their knowledge and understanding of an existing code of ethics that guides the behaviour of police officers.

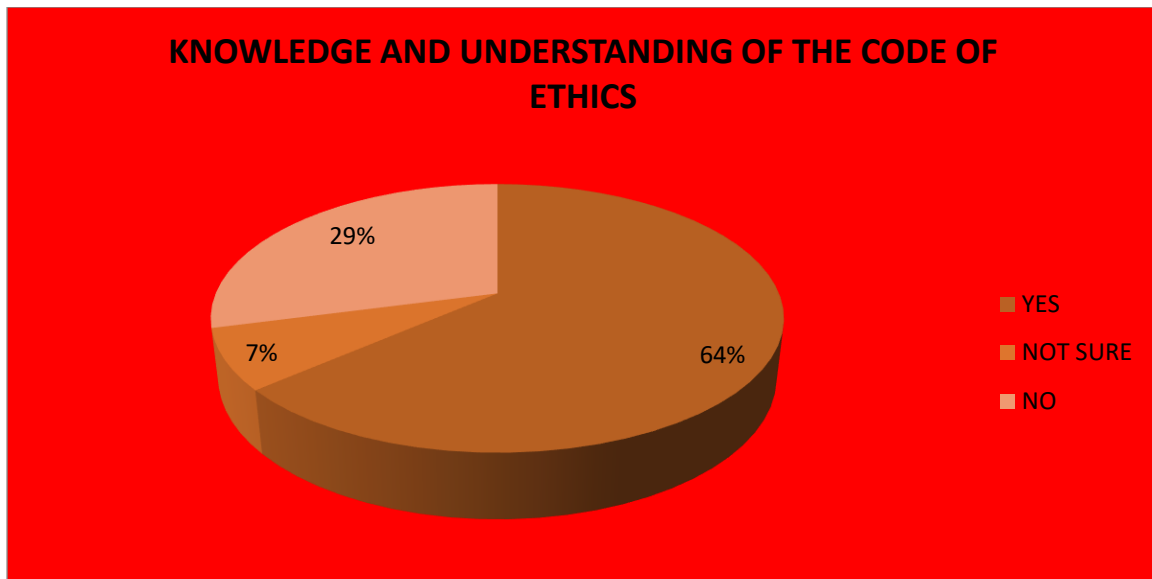


Figure 4. 26 Managers' knowledge and understanding of the code of ethics

Figure 4.26 reveals that 64% of the respondents had a good knowledge and understanding of the code of ethics that guided the behaviour of police officers, compared to 29% of the respondents who indicated that they did not have a good knowledge of the code of ethics and 7% of the respondents were not sure.

Figure 4.27 below graphically depicts the cumulative responses regarding respondents' knowledge and understanding of the strategy implementation monitoring system.

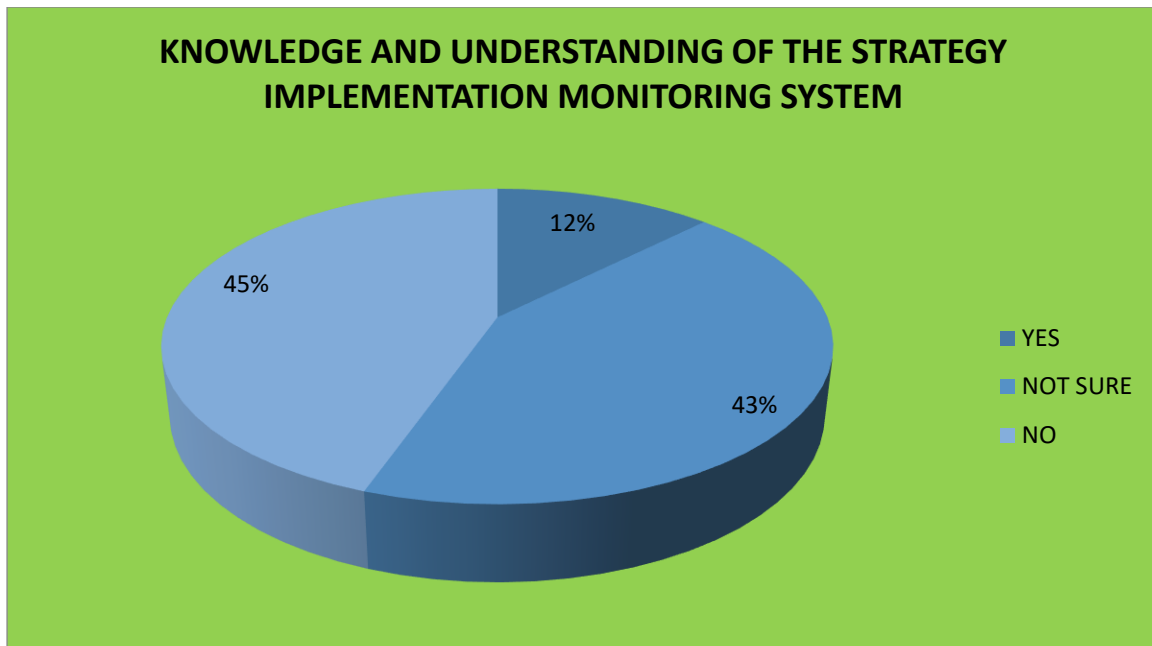


Figure 4. 27 Respondents' knowledge and understanding of the strategy implementation monitoring system

Only 12% of the respondents agreed with the statement that they had a good knowledge and understanding of the strategy implementation monitoring system. In contrast, approximately 45% of the respondents stated that they did not have a good knowledge and understanding of the strategy implementation monitoring system, and 43% of the respondents were not sure.

Figure 4.28 below shows the cumulative responses pertaining to whether or not the training provided to middle- and lower-level managers to equip them with strategy implementation skills is adequate.

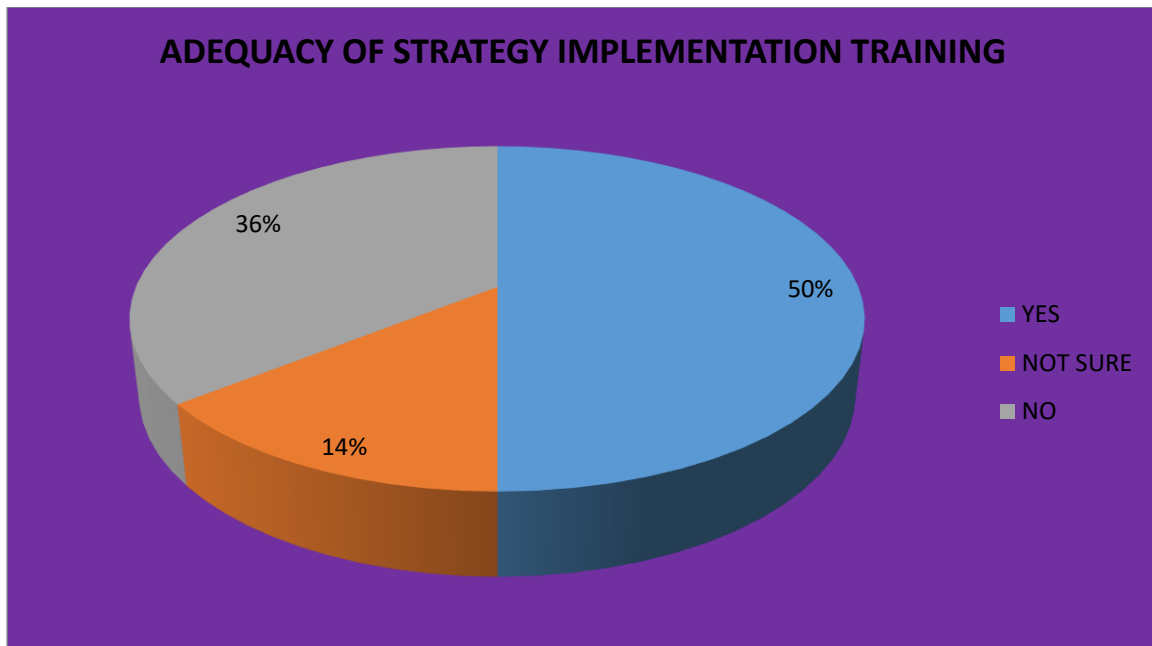


Figure 4. 28 Adequacy of strategy implementation training

Fifty percent of the respondents stated that the strategy implementation training provided was adequate, while 35.7% of the respondents indicated that the training was inadequate and 14.3% of the respondents were not sure.

4.7 CONCLUSION

The data gathered from the completed questionnaires allowed for the analysis and interpretation of the factors influencing strategy implementation at the Durban Metropolitan Police Service. The data analysis showed that the majority of junior and middle managers understood their role and had the necessary strategy implementation competencies.

Overall, it emerged that external political factors and internal politics have a detrimental effect on the strategy implementation process, and this negatively influences DMPS' ability to reduce the number of violations of the municipal by-laws and traffic laws as well as the levels of crime within the eThekweni municipal district.

The final chapter outlines the significant findings emerging from both the literature reviewed as well as the empirical study, draws conclusions, and finally makes recommendations.

CHAPTER 5

REVIEW, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents major findings of the research study, followed by the conclusions derived from the study and recommendations regarding strategy implementation at the Durban Metropolitan Police Service. Thereafter, the limitations of the study are outlined, and suggestions presented for future areas of research.

5.2 REVIEW OF THE MAJOR FINDINGS OF THE STUDY

An overview of the main findings of the studies emerging from the literature reviewed (in Chapter 2) and the empirical study undertaken amongst junior and middle managers responsible for strategy implementation at the Durban Metropolitan Police Service (DMPS) are presented below.

Arising from the literature reviewed for this study, the following significant issues regarding the strategic management process and more importantly strategy implementation at DMPS emerged:

- five phases underpin the strategic management process, and these are strategic intent, environmental analysis, strategy formulation, strategy implementation and strategy control and evaluation;
- organisations use the mission statement to express their beliefs, business ethics and values to stakeholders;
- apart from the vision statement being easy to understand and remember, it must also be positive, motivational, inspiring, attractive, challenging and future-oriented;

- the task of analysing the organisation's internal and external environment and thereafter selecting a suitable strategy constitutes strategy formulation;
- organisational leaders must be more sensitive to their ethical responsibilities to all stakeholders, which include the organisation's employees, consumers, suppliers, local communities and government;
- the three major factors influencing strategy implementation in an organisation are the leadership style, the reward system and the organisational culture;
- enabling tools such as performance appraisals, business systems and allocation of resources assist managers to successfully implement strategy;
- in order for strategy implementation in the police force to be successful, human resource and vehicle resource capacity should be adequate to achieve strategic objectives; managers have to undergo regular refresher training in strategy implementation; and communication channels between managers and operational teams must be improved;
- the diverse qualities of leaders and managers complement each other, and their know-how is paramount for successful strategy implementation;
- there are three key principles of any rewards model - the first key principle emphasises a need for clear and measurable performance targets for all parties prior to implementation; the second key principle states that rewards must be meaningful and relevant to motivate middle and lower managers to realise the strategic goals of the organisation, and the third key principle states that to facilitate the flawless implementation of strategy, the incentives provided ought to direct the employees' energy to achieving the strategic goals;
- an organisation's culture is grounded in and moulded by its fundamental tenets and principled standards, influencing common values, embedded attitudes,

core philosophies, and the organisation's customs that define the types of conduct, established work practices and ways of functioning;

- measuring an organisation's performance includes a comparison of expected outcomes to actual results, evaluating if there were deviations from the set-out plans, and evaluating team and individual performances;
- lower-level managers generally associate their strategic role strongly with the traditional perspectives on their roles as implementers of strategies and communicators, linking subordinates and higher levels of management;
- the provision of adequate resources is vital to motivate employees to effectively participate in strategy implementation. Resource allocation includes utilisation of vital resources such as employees, vehicles, machinery, and any other tools which the organisation uses to implement its strategy;
- the two major purposes served by organisational structure are, firstly, to co-ordinate the collaborative efforts of employees towards a common strategic goal, and secondly, to co-ordinate and align communication channels and decision-making process between the different management levels;
- a lack of accountability by those responsible for strategy implementation becomes a barrier to the effective implementation of strategy;
- if, during the strategy implementation phase, the performance of employees is not linked to the reward system, it leads to a mismatch between expected implementation periods and the exact time required to complete the execution of a strategic plan; and
- problem-solving in policing can be expressed as a method that discovers workable solutions for both the community and police. It encourages partnership between the police and community and provides enough information on the root causes of crime and disregard for municipal by-laws.

The model used in this approach enables the monitoring and evaluation of progress on given problems, including deviation from the expected course, and it places a challenge on managers to embark on initiatives in dealing with problems within the areas they manage.

From the empirical research carried out for this study, the following major findings regarding the factors influencing strategy implementation at the Durban Metropolitan Police Service emerged:

- seventy eight percent of the respondents either strongly agreed (30.4%) or agreed (48.2%) that their subordinates understand the strategic goals set by top management;
- fifty two percent of the respondents either strongly agreed (42.9%) or agreed (8.9%) with the statement that the majority of their subordinates are committed and dedicated to their work;
- the vast majority of the respondents (84%) either strongly agreed (41.1%), or agreed (42.9%) that the delay in permanently filling vacant managerial posts at DMPS negatively affected the achievement of its strategic goals;
- the majority of the respondents (45.5%) neither disagreed nor agreed that the DMPS' organisational structure clearly outlines the reporting lines and areas of responsibility of middle and lower managers;
- fifty percent of the respondents either strongly disagreed (21.4%) or disagreed (28.6%) with the statement that the organisational structure of the DMPS promotes effective communication amongst divisions in DMPS, while a large proportion of respondents;
- a total of 48.3% of the respondents disagreed (30.4%) or strongly disagreed (17.9%) with the statement that the internal communication tools allow for the effective distribution of information about strategy implementation at the DMPS;

- the majority of the respondents (98.2%) agree with the statement that they seek guidance from colleagues when faced with a difficult situation;
- the majority of the respondents (92.9%) concur that they set clear and measurable performance targets for their subordinates;
- the majority of junior/middle managers surveyed indicated that subordinates are motivated and are rewarded for achieving their performance targets;
- approximately 88 percent of the respondents agreed that the delays in the procurement processes negatively affect the achievement of the DMPS' goals;
- approximately 55% of the respondents agreed that the nature and quality of police training positively contributed to the achievement of DMPS' goals;
- an overwhelming majority of the respondents (96.4%) strongly agreed (64.3%) or agreed (32.1%) that political interference at the DMPS has a negative impact on the strategy implementation process;
- the majority of the respondents assert that the shift rotation system at the DMPS hinders the attainment of the organisation's goals;
- the majority of the respondents (81.8%) opined that internal politics have a negative impact on the strategy implementation process;
- the majority of the respondents stated that the reward system is a barrier to achieving DMPS' strategic goals; and
- approximately 95% of respondents agreed that resources are not distributed fairly amongst regions, divisions and units within the DMPS.

5.3 CONCLUSION

The key purpose of the research study was to determine the factors that influenced the implementation of the operations strategy at the DMPS. While there has been a significant increase in the number of police officers employed at the Durban Metropolitan Police Service (DMPS), traffic laws' violations, infringements of the municipal by-laws and the levels of crime within the eThekweni municipal region continue to increase unabated. This implies that the strategic goals of the DMPS are not being achieved. While there may be several reasons for this, the findings from the study undertaken at the DMPS show that several factors lead to the poor implementation of the operations strategy at the DMPS, and this, in turn, contributed to the non-achievement of the strategic goals of the DMPS.

5.4 RECOMMENDATIONS

Based on the findings from the study, the following recommendations are made to improve the implementation of the operations strategy of the DMPS:

- a review of the DMPS organisational structure to ensure its alignment with its strategic goals and to enable lower/middle managers to communicate effectively across its regions, divisions and units;
- lower- and middle-level managers should undergo mandatory training to provide them with necessary strategy implementation skills;
- guidelines must be developed to ensure a fair distribution of resources; including patrol vehicles and human resources;
- the shift rotation system of working 12 hours a day on four consecutive days followed by four consecutive days of rest for the police officers responsible for strategy implementation must be replaced with a shift rotation system that will ensure a successful implementation of the DMPS strategy;
- to establish a monitoring and compliance directorate to reduce internal politics and competition amongst regions, divisions and units of the DMPS, and to ensure a cohesive approach to the implementation of strategy; and

- to develop a communications procedure for receiving and dispatching official communication from political offices in all spheres of government, in order to reduce political interference at the Durban Metropolitan Police Service.

5.5 LIMITATIONS OF THE STUDY

The study examined the factors influencing strategy implementation at the DMPS only. Hence, the findings cannot be generalised to other metropolitan police departments in South Africa as well as other local law enforcement agencies.

5.6 RECOMMENDATIONS FOR FUTURE RESEARCH STUDY

The study investigated the factors influencing strategy implementation at the DMPS. Future studies relating to strategy implementation should be undertaken among other South African Metropolitan Police departments, the South African Police Service (SAPS), and other local, provincial and national and law enforcement agencies. A comparative study should also be undertaken on the strategic management processes at law enforcement agencies versus business organisations.

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ANNEXURE A

QUESTIONNAIRE

STRATEGY IMPLEMENTATION AT THE DURBAN METRO POLICE SERVICE

PLEASE INDICATE YOUR RESPONSE BY PLACING A CROSS (X) IN THE APPROPRIATE ROW

1. Your age?

1.1	Less than 30 years	1
1.2	31 – 40 years	2
1.3	41 – 50 years	3
1.4	Above 50 years	4

2. Your gender?

2.1	Male	1
2.2	Female	2

3. Your highest tertiary qualification?

3.1	Certificate/Higher Certificate	1
3.2	Diploma	2
3.3	B Tech./Degree/Advanced Diploma	3
3.4	Honours/Postgraduate Diploma	4
3.5	Masters/MBA	5
3.6	Doctorate (PhD/D. Phil/DBA)	6

4. What position do you occupy at the DMPS?

4.1	Senior Superintendent	1
4.2	Superintendent	2
4.3	Captain	3
4.4	Inspector	4
4.5	Sergeant	5

5. At which regional command are you based?

5.1	Central Regional Command	1
5.2	Inner West Regional Command	2
5.3	North Regional Command	3
5.4	Specialised Enforcement/HQ Command	4
5.5	South Regional Command	5
5.6	Outer West Regional Command	6

6. PLEASE INDICATE BY MEANS OF AN “X” THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH EACH OF THE STATEMENTS BELOW

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1	I ensure that my subordinates understand the strategic goals set by top management	1	2	3	4	5
6.2	My subordinates possess the requisite knowledge and skills to perform their duties efficiently and effectively	1	2	3	4	5
6.3	I am allowed to assemble a team of my choice for special operations	1	2	3	4	5
6.4	I am allowed to make changes to the daily work-plan to achieve operational goals	1	2	3	4	5
6.5	I am able to monitor my subordinates' performance in real-time	1	2	3	4	5
6.6	My superiors provide me with adequate support to achieve the operational goals of my unit	1	2	3	4	5
6.7	The training provided to managers to improve their leadership and managerial skills is effective	1	2	3	4	5
6.8	I am responsible for ensuring that my subordinates are committed and dedicated to their work	1	2	3	4	5
6.9	I am responsible for instilling strong ethical values in my subordinates	1	2	3	4	5
6.10	The leadership provided by my superiors plays a major role in the success of the strategy implementation process	1	2	3	4	5

7. PLEASE INDICATE BY MEANS OF AN “X” THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH EACH OF THE STATEMENTS BELOW

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.1	I participate in the formulation of the DMPS's strategic goals	1	2	3	4	5
7.2	The delay in permanently filling vacant managerial posts at DMPS negatively affects the achievement of its strategic goals	1	2	3	4	5
7.3	DMPS's organisational structure promotes the implementation of strategy	1	2	3	4	5
7.4	The organisational structure of DMPS promotes effective communication amongst managers at the DMPS	1	2	3	4	5
7.5	The organisational structure of DMPS enables managers from different levels in the organisation to effectively communicate with one another in the decision-making process	1	2	3	4	5
7.6	The DMPS organisational structure encourages clear accountability for the implementation of operational plans	1	2	3	4	5
7.7	The internal communication tools allow for the effective distribution of information about strategy implementation at the DMPS	1	2	3	4	5

7.8 Please give reasons for your response to Q 7.2 above:

8. PLEASE INDICATE BY MEANS OF AN "X" THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH EACH OF THE STATEMENTS BELOW

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8.1	My personal values and beliefs influence the success of the strategy implementation process	1	2	3	4	5
8.2	When faced with a difficult problem I spend a lot of time trying to find a solution	1	2	3	4	5
8.3	I am willing to seek the guidance of colleagues when faced with a difficult situation	1	2	3	4	5
8.4	I make personal sacrifices, like taking shorter breaks, to complete my tasks on time	1	2	3	4	5
8.5	Mentoring and coaching has improved my performance	1	2	3	4	5
8.6	I respond well in high pressure situations	1	2	3	4	5
8.7	I involve my subordinates in decision-making	1	2	3	4	5
8.8	I set clear and measurable performance targets for my subordinates	1	2	3	4	5
8.9	I provide my subordinates with regular feedback on their performance	1	2	3	4	5

9. PLEASE INDICATE BY MEANS OF AN "X" THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH EACH OF THE STATEMENTS BELOW

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9.1	The provision of patrol vehicles is adequate to achieve the operational goals of the DMPS	1	2	3	4	5
9.2	The delays in the procurement processes negatively affect the achievement of DMPS's goals	1	2	3	4	5
9.3	The number of police officers is adequate to achieve the goals of DMPS	1	2	3	4	5
9.4	The nature and quality of police training positively contributes to the achievement of DMPS's goals	1	2	3	4	5
9.5	Political interference has a negative impact on the strategy implementation process at DMPS	1	2	3	4	5
9.6	The shift rotation system at the DMPS (i.e., 4 days in and 4 days off) hinders the attainment of DMPS's goals	1	2	3	4	5
9.7	Middle and lower level managers share information with others to better achieve the operational goals	1	2	3	4	5
9.8	The reward system is a barrier to achieving DMPS's goals	1	2	3	4	5
9.9	There is a good working relationship between the DMPS, SAPS and other law enforcement agencies	1	2	3	4	5

9.10	Resources are distributed fairly amongst regions, divisions and units within the DMPS	1	2	3	4	5
9.11	Police officers are adequately supervised in the performance of their duties	1	2	3	4	5
9.12	Internal politics has a negative impact on the strategy implementation process	1	2	3	4	5

9.13 Please give reasons for your response to Q 9.5 above:

9.14 Please give reasons for your response to Q 9.6 above:

9.15 Please give reasons for your response to Q 9.8 above:

9.16 Please give reasons for your response to Q 9.10 above:

9.17 Please give reasons for your response to Q 9.11 above:

9.18 Please give reasons for your response to Q 9.12 above:

10. PLEASE INDICATE YOUR RESPONSE BY MEANS OF AN "X" FOR EACH OF THE STATEMENTS BELOW

No.	Statement	Yes	Not sure	No
10.1	The vision and mission of DMPS is clear	1	2	3
10.2	I clearly understand the strategy implementation process at DMPS	1	2	3
10.3	There is an existing code of ethics that guides the behaviour of police officers	1	2	3
10.4	There a clear alignment between operational goals and strategic goals	1	2	3
10.5	DMPS has an effective monitoring system to regularly review the implementation of its strategy	1	2	3
10.6	Training is provided to subordinates to provide them with the skills needed for strategy implementation	1	2	3

11. IS THERE ANY OTHER INFORMATION THAT YOU WOULD LIKE TO PROVIDE REGARDING THE STRATEGY IMPLEMENTATION PROCESS AT DMPS?

THANK YOU KINDLY FOR YOUR CO-OPERATION IN COMPLETING THE QUESTIONNAIRE

Please place the completed questionnaire in a box provided at the charge office. Alternatively, please contact the researcher on 073 246 9333 or 031 311 2992 to arrange for collection of the completed questionnaire

ANNEXURE B

STATISTICAL ANALYSIS OF DATA

Cronbach Alpha reliability and validity

Table 1: Cronbach Alpha reliability and validity

QUESTION	NUMBER OF ITEMS	CRONBACH'S ALPHA
6	10	0.810
7	7	0.792
8	11	0.705
9	8	0.701
10	10	0.713

(a) KMO and Bartlett's Test

Table 2: KMO and Bartlett's Test

Question	Section	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
6		0.680	222.032	45	0.000
7		0.714	119.735	21	0.000
8		0.671	209.824	55	0.000
9		0.642	119.076	36	0.000
10		0.599	133.752	28	0.000

(b) Rotated Component Matrix

Table 3: Rotated Component Matrix^a

Q6	Component		
	M.I	M.P	M.T
I ensure that my subordinates understand the strategic goals set by top management	0.430	-0.011	0.711
My subordinates possess the requisite knowledge and skills to perform their duties efficiently and effectively	0.527	0.678	0.145
I am allowed to assemble a team of my choice for special operations	0.874	-0.019	0.044
I am allowed to make changes to the daily work-plan to achieve operational goals	0.776	0.086	0.140
I am able to monitor my subordinates' performance in real-time	0.311	0.198	0.718
My superiors provide me with adequate support to achieve the operational goals of my unit	0.789	0.230	0.164
The training provided to managers to improve their leadership and managerial skills is effective	-0.235	0.341	0.598
The majority of my subordinates are committed and dedicated to their work	0.470	0.739	-0.142
The majority of my subordinates possess strong ethical values	-0.245	0.707	0.403

The leadership provided by my superiors plays a major role in the success of the strategy implementation process	0.066	0.683	0.231
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Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 14 iterations.

- **M.I (Managers Initiative)**
- **M.P (Manager's Performance)**
- **M.T (Manager's Training)**

Table 4: Rotated Component Matrix^a

Q7	Component	
	C.S	C.P
The organisational structure of the DMPS promotes the implementation of strategy	0.424	0.574
The delay in permanently filling vacant managerial posts at DMPS negatively affects the achievement of its strategic goals	-0.063	0.778
DMPS's organisational structure clearly outlines the reporting lines, and areas of responsibility of middle and lower managers	0.834	-0.258
The organisational structure of DMPS promotes effective communication amongst divisions in DMPS	0.582	0.387
The organisational structure of DMPS enables managers from different levels in the organisation to effectively communicate with one another in the decision-making process	0.318	0.797
The DMPS organisational structure encourages clear accountability for the implementation of operational plans	0.682	0.427
The internal communication tools allow for the effective distribution of information about strategy implementation at the DMPS	0.630	0.426

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 3 iterations.

- **C.S (Communication Structures)**
- **C.P (Communication Promotion)**

Table 5: Rotated Component Matrix^a

Q8	Component			
	M.C	G.S	S.T.C	P.V
My personal values and beliefs influence the success of the strategy implementation process	0.048	0.066	-0.050	0.933
When faced with a difficult problem I spend a lot of time trying to find a solution	0.012	0.801	-0.045	0.067
I am willing to seek the guidance of colleagues when faced with a difficult situation	0.074	0.739	0.264	0.216
I receive the necessary support to carry out my duties	0.306	-0.084	0.717	-0.371
I make personal sacrifices, like taking shorter breaks, to complete my tasks on time	-0.113	0.068	0.858	0.114
Mentoring and coaching has improved my performance	0.698	-0.002	0.284	0.127
I respond well in high pressure situations	0.282	0.702	-0.199	-0.295
I involve my subordinates in decision-making	0.836	0.183	-0.091	0.066
I set clear and measurable performance targets for my subordinates	0.894	-0.032	-0.054	-0.025
I provide my subordinates with regular feedback on their performance	0.743	0.093	0.308	-0.066
My subordinates are motivated and are rewarded for achieving their performance targets	0.747	0.199	-0.194	-0.145

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

- **M.C (Mentoring Coaching)**
- **G.S (Guidance and Solution)**
- **S.T.C (Support and Task Completion)**
- **P.V (Personal Values)**

Table 6: Rotated Component Matrix^a

Q9	Component		
	A.G	W.R	R.R.S
The provision of patrol vehicles is adequate to achieve the operational goals of the DMPS	0.804	0.250	-0.130
The number of police officers is adequate to achieve the goals of DMPS	0.762	-0.143	0.196
The nature and quality of police training positively contributes to the achievement of DMPS's goals	0.312	0.653	-0.006
The shift rotation system at the DMPS (i.e., 4 days in and 4 days off) hinders the attainment of DMPS's goals	-0.187	0.071	0.838
Middle and lower level managers share information with others to better achieve the operational goals	0.598	0.027	-0.335
The reward system is a barrier to achieving DMPS's goals	0.011	-0.348	0.784
There is a good working relationship between the DMPS, SAPS and other law enforcement agencies	0.112	0.771	-0.013
Resources are distributed fairly amongst regions, divisions and units within DMPS	0.624	0.342	-0.162
Police officers are adequately supervised in the performance of their duties	-0.115	0.813	-0.245

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

- **A.G (Attainment of Goals)**
- **W.R (Working Relationship)**
- **R.R.S (Rotation and Reward System)**

Table 7: Rotated Component Matrix^a

Q10	Component		
	1	2	3
The vision and mission of DMPS is clear	-0.053	0.779	0.135
I make input in the formulation of strategic goals	0.760	-0.148	0.101
I clearly understand the strategy implementation process at DMPS	0.068	0.222	0.818
There is an existing code of ethics that guides the behaviour of police officers	0.116	0.815	0.209
Upon being appointed, police officers take an oath of office to uphold the law	0.569	0.449	-0.540
There a clear alignment between operational goals and strategic goals	0.780	0.361	0.061
DMPS has an effective monitoring system to regularly review the implementation of its strategy	0.841	-0.005	0.185
Training is provided to subordinates to provide them with the skills needed for strategy implementation	0.288	0.203	0.779

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 6 iterations.

- **S.G (Strategic Goals)**
- **E.P (Ethics and Purpose)**
- **S.T (Skills Training)**

Table 8: Question 6 scoring patterns

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	Coun t	Row N %	
I ensure that my subordinates understand the strategic goals set by top management	Q6.1	2	3.6%	3	5.4%	7	12.5%	27	48.2%	17	30.4%	0.000
My subordinates possess the requisite knowledge and skills to perform their duties	Q6.2	8	14.5%	11	20.0%	5	9.1%	24	43.6%	7	12.7%	0.000

efficiently and effectively													
I am allowed to assemble a team of my choice for special operations	Q6.3	16	28.6 %	13	23.2 %	10	17.9 %	13	23.2 %	4	7.1%	0.117	
I am allowed to make changes to the daily work-plan to achieve operational goals	Q6.4	11	19.6 %	8	14.3 %	10	17.9 %	18	32.1 %	9	16.1%	0.230	
I am able to monitor my subordinates' performance in real-time	Q6.5	2	3.6%	9	16.1 %	16	28.6 %	22	39.3 %	7	12.5%	0.000	
My superiors provide me with adequate support to achieve the operational goals of my unit	Q6.6	7	12.5 %	21	37.5 %	9	16.1 %	13	23.2 %	6	10.7%	0.010	
The training provided to managers to improve their leadership and managerial skills is effective	Q6.7	8	14.3 %	16	28.6 %	25	44.6 %	6	10.7 %	1	1.8%	0.000	
The majority of my subordinates are committed and dedicated to their work	Q6.8	9	16.1 %	9	16.1 %	9	16.1 %	24	42.9 %	5	8.9%	0.001	
The majority of my subordinates possess strong ethical values	Q6.9	7	12.5 %	13	23.2 %	13	23.2 %	20	35.7 %	3	5.4%	0.005	
The leadership provided by my superiors plays a major role in the success of the strategy implementation process	Q6.10	22	39.3 %	7	12.5 %	9	16.1 %	16	28.6 %	2	3.6%	0.000	

Table 9: Question 7 scoring patterns

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	
The organisational structure of the DMPS promotes the implementation of strategy	Q7.1	5	8.9%	16	28.6%	10	17.9%	18	32.1%	7	12.5%	0.023
The delay in permanently filling vacant managerial posts at DMPS negatively affects the achievement of its strategic goals	Q7.2	3	5.4%	2	3.6%	4	7.1%	24	42.9%	23	41.1%	0.000
DMPS's organisational structure clearly outlines the reporting lines, and areas of responsibility of middle and lower managers	Q7.3	3	5.5%	6	10.9%	25	45.5%	11	20.0%	10	18.2%	0.000
The organisational structure of DMPS	Q7.4	12	21.4%	16	28.6%	7	12.5%	18	32.1%	3	5.4%	0.008

promotes effective communication amongst divisions in DMPS													
The organisational structure of DMPS enables managers from different levels in the organisation to effectively communicate with one another in the decision-making process	Q7.5	8	14.3%	18	32.1%	17	30.4%	8	14.3%	5	8.9%	0.015	
The DMPS organisational structure encourages clear accountability for the implementation of operational plans	Q7.6	6	10.7%	19	33.9%	18	32.1%	7	12.5%	6	10.7%	0.003	
The internal communication tools allow for the effective distribution of information about strategy implementation at the DMPS	Q7.7	10	17.9%	17	30.4%	11	19.6%	12	21.4%	6	10.7%	0.230	

Table 10: Question 8 scoring patterns

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
My personal values and beliefs influence the success of the strategy implementation process	Q8.1	2	3.6%	7	12.5%	17	30.4%	20	35.7%	10	17.9%	0.001
When faced with a difficult problem I spend a lot of time trying to find a solution	Q8.2	1	1.8%	4	7.1%	4	7.1%	28	50.0%	19	33.9%	0.000
I am willing to seek the guidance of colleagues when faced with a difficult situation	Q8.3	1	1.8%	0	0.0%	0	0.0%	35	62.5%	20	35.7%	0.000
I receive the necessary support to carry out my duties	Q8.4	4	7.1%	14	25.0%	15	26.8%	19	33.9%	4	7.1%	0.002
I make personal sacrifices, like taking shorter breaks, to complete my tasks on time	Q8.5	2	3.6%	1	1.8%	5	8.9%	29	51.8%	19	33.9%	0.000
Mentoring and coaching has improved my performance	Q8.6	3	5.4%	9	16.1%	11	19.6%	18	32.1%	15	26.8%	0.018
I respond well in high pressure situations	Q8.7	0	0.0%	2	3.6%	4	7.1%	35	62.5%	15	26.8%	0.000
I involve my subordinates in decision-making	Q8.8	1	1.8%	3	5.4%	6	10.7%	29	51.8%	17	30.4%	0.000
I set clear and measurable performance targets for my subordinates	Q8.9	1	1.8%	0	0.0%	3	5.4%	31	55.4%	21	37.5%	0.000
I provide my subordinates with regular feedback on their performance	Q8.10	1	1.8%	3	5.4%	2	3.6%	35	62.5%	15	26.8%	0.000
My subordinates are motivated and are rewarded for achieving their performance targets	Q8.11	2	3.6%	5	8.9%	11	19.6%	27	48.2%	11	19.6%	0.000

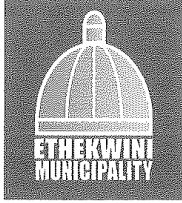
Table 11: Question 9 scoring patterns

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
The provision of patrol vehicles is adequate to achieve the operational goals of the DMPS	Q9.1	29	51.8%	12	21.4%	6	10.7%	4	7.1%	5	8.9%	0.000
The delays in the procurement processes negatively affect the achievement of DMPS's goals	Q9.2	2	3.6%	0	0.0%	5	8.9%	13	23.2%	36	64.3%	0.000

The number of police officers is adequate to achieve the goals of DMPS	Q9.3	24	42.9 %	20	35.7 %	1	1.8%	9	16.1 %	2	3.6%	0.000
The nature and quality of police training positively contributes to the achievement of DMPS's goals	Q9.4	2	3.6%	19	33.9 %	4	7.1%	21	37.5 %	10	17.9 %	0.000
Political interference at the DMPS has a negative impact on the strategy implementation process at DMPS	Q9.5	2	3.6%	0	0.0%	0	0.0%	18	32.1 %	36	64.3 %	0.000
The shift rotation system at the DMPS (i.e., 4 days in and 4 days off) hinders the attainment of DMPS's goals	Q9.6	11	19.6 %	14	25.0 %	2	3.6%	13	23.2 %	16	28.6 %	0.031
Middle and lower level managers share information with others to better achieve the operational goals	Q9.7	5	8.9%	11	19.6 %	20	35.7 %	17	30.4 %	3	5.4%	0.001
The reward system is a barrier to achieving DMPS's goals	Q9.8	8	14.3 %	8	14.3 %	9	16.1 %	15	26.8 %	16	28.6 %	0.230
There is a good working relationship between the DMPS, SAPS and other law enforcement agencies	Q9.9	4	7.1%	11	19.6 %	13	23.2 %	25	44.6 %	3	5.4%	0.000
Resources are distributed fairly amongst regions, divisions and units within DMPS	Q9.10	31	55.4 %	22	39.3 %	1	1.8%	1	1.8%	1	1.8%	0.000
Police officers are adequately supervised in the performance of their duties	Q9.11	7	12.5 %	25	44.6 %	7	12.5 %	16	28.6 %	1	1.8%	0.000
Internal politics has a negative impact on the strategy implementation process	Q9.12	10	18.2 %	0	0.0%	0	0.0%	15	27.3 %	30	54.5 %	0.003

Table 12: Question 10 scoring patterns

		Yes		Not sure		No		Chi Square
		Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	p-value
The vision and mission of DMPS is clear	Q10.1	24	42.9%	8	14.3%	24	42.9%	0.010
I make input in the formulation of strategic goals	Q10.2	14	25.0%	5	8.9%	37	66.1%	0.000
I clearly understand the strategy implementation process at DMPS	Q10.3	21	37.5%	19	33.9%	16	28.6%	0.712
There is an existing code of ethics that guides the behaviour of police officers	Q10.4	35	63.6%	4	7.3%	16	29.1%	0.000
Upon being appointed, police officers take an oath of office to uphold the law	Q10.5	33	58.9%	7	12.5%	16	28.6%	0.000
There a clear alignment between operational goals and strategic goals	Q10.6	15	26.8%	18	32.1%	23	41.1%	0.417
DMPS has an effective monitoring system to regularly review the implementation of its strategy	Q10.7	7	12.5%	24	42.9%	25	44.6%	0.004
Training is provided to subordinates to provide them with the skills needed for strategy implementation	Q10.8	28	50.0%	8	14.3%	20	35.7%	0.004



**CITY MANAGERS OPERATIONS OFFICE
DURBAN METRO POLICE SERVICE**

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06 September 2016

Dr S. Chetty
Durban University of Technology
Faculty of Management Sciences

Dear Sir/Madam

Re: Consent from the Organisation to conduct Research: Factors influencing strategy implementation at the Durban Metropolitan Police Service.

On behalf of eThekweni Municipality (Metro Police), I hereby grant permission for **Mr D. J Khanya** a student of **Durban University of Technology** in Management Sciences Faculty to conduct his research at Durban Metro Police Service.

However we trust that all information will be kept highly confidential.

Yours Faithfully

Mr E.B Nzama
Chief of Police
Durban Metropolitan Police Service

ANNEXURE D



LETTER OF INFORMATION

Title of the Research Study: Factors influencing strategy implementation at the Durban Metropolitan Police Service.

Principal Investigator/s/researcher: Dumile J. Khanya

Supervisor: Dr. S. Chetty

Brief Introduction and Purpose of the Study:

The Durban Metropolitan Police Service is a critical component of the eThekweni Municipality, entrusted with enforcing municipal by-laws, traffic laws, and crime prevention infringements. However, the department is facing challenges in adequately carrying these functions due to a number of reasons. This study seeks to evaluate factors that impact strategy implementation with the aim of making recommendations for improved implementation of strategy.

Outline of the Procedures: Information will be collected by means of a structured closed-ended questionnaire as well as through an interview. The questionnaire will be completed prior to the interview and the interview should be completed in an hour.

Risks or Discomforts to the Participant: You will not experience any physical, psychological, or social risk. In an event you feel uncomfortable due to participation in this research, you may withdraw without any prejudice

Benefits: The outcome of this study will be of benefit to the Durban Metropolitan Police Service in general, and not to you directly as a participant, the only benefit to the researcher will be limited to the gratification of having completed the research for academic purposes and possible publication of the study in a journal.

Reason/s why the Participant May Be Withdrawn from the Study: You have every right not to participate in this research study, and you may withdraw your participation at any time with or without notice. However, if you do not complete the questionnaire, your participation will be deemed invalid.

Remuneration: Participation in the research study is purely voluntarily and you will not receive any remuneration in any form whatsoever for your participation.

Costs of the Study: You will not cover any costs related to this research study.

Confidentiality: Information received through this research will remain confidential and it will be written such that it does not include your name or identify you in any manner. All research materials will be kept under the sole control of the Researcher in line with the DUT's Institutional Research Ethics Committee requirements.

Research-related Injury: The nature of this research study will not result in you suffering any physical injury or having an adverse reaction, if you feel unwell during the research study, it will be reschedule to a time when you are in a better condition to participate.

Persons to contact in the event of any problems or queries: in an event of any problems or queries relating to the research study, you are welcome to contact the researcher, Dumile Khanya on 073 2469333, or via e-mail: Dumile.Khanya@durban.gov.za; or the Research Supervisor, Dr. S. Chetty, on 031 373 5147 or e-mail: chettys@dut.ac.za; or the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: TIP, on 031 373 2382 or dvctip@dut.ac.za.

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable)

Date

Signature