

**BEHAVIOURAL CRITICAL SUCCESS FACTORS FOR DEVELOPING SUSTAINABLE
STRATEGIC MANAGEMENT FRAMEWORKS: TOWARDS STRENGTHENING RESILIENCE
OF ZIMBABWEAN URBAN COUNCILS.**

By

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Approval Form

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Dedication

This work is humbly dedicated to my wife Confidence Evangeline Chinongwa, and my lovely children, Panashe and Tinashe Ian Chinongwa.

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I acknowledge the hand and guidance of my Saviour Jesus Christ through the fellowship of the Holy Spirit throughout the course of my studies. I also whole heartedly appreciate the effort of my supervisors, the late Professor F. Manuere (may his soul continue resting in peace) and Dr N.E Marima for their unwavering guidance and encouragement throughout the study. It could not be achievable without their support and immense contribution. I also want to humbly appreciate the profound support I received from my all-time colleague and young brother, Dr Admire Mthombeni. Without his cheerfulness and personal guidance, honestly I could not have reached this far. I also appreciate the mentorship, astute and visionary leadership of Dr Mind Elliot Ngirandi. Through his unparalleled guidance and leadership acumen, I felt encouraged to engage in this programme. Many thanks also goes to Dr Rangarirai Mbizi, Chelesile Moyo my brothers, Dr Paul Nemashakwe, and Daniel Mangwanya as well as my lovely daughter, Nyasha Matangi, for helping me in many ways which include collection of the research data, as well as Dr Dondo B. for professionally proofreading and editing the entire thesis. The success of this project is owed much to you ladies and gentlemen. Last but not least, I also want to thank the staff members at Chinhoyi University of Technology especially those in the Directorate of Graduate studies, School of Entrepreneurship and Business Sciences, Library, Bursary, Catering Services and Registry for their professionalism in handling my issues during the course of my studies.

Abstract

The study sought to explore the behavioural determinants for developing sustainable strategic management frameworks necessary for organisational resilience of urban councils in Zimbabwe. The study was guided by the following objectives, (i) To evaluate the influence of strategic planning in the creation of sustainable strategic management frameworks necessary for strengthening organisational resilience of Zimbabwean urban councils; ii) To determine the influence of organisational behavioural factors in formulating sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe; iii) To assess the effect of employee traits on the development of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils; iv) To examine the impact of styles of leadership on the creation of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe; v) To evaluate the extent to which stakeholders' relationships influence the formulation of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils. vi) To determine the impact of developing sustainable strategic management frameworks on strengthening organisational resilience of Zimbabwean urban councils. A mixed research design was used which required the use of both qualitative and quantitative data. Qualitative data were collected through the use of structured questionnaire whereas an interview guide was used for qualitative data collection. The population of the study were all professional employees within the four categories of the urban councils namely cities, municipalities, towns and local boards. A sample size of 351 participants for quantitative data collection, was drawn using the Krejcie and Morgan (1970) sample size calculator whilst 15 interviews for qualitative data collection, were conducted until a saturation level was reached. A cluster sampling technique was used in this study. Analysis of quantitative data was done using an SPSS version 23 package whilst NVivo version 12 package was used for analysing qualitative data. The results of the study showed that strategic planning; organisational culture, organisational structure, technology innovativeness capability, leadership styles and stakeholder engagement have a positive and significant influence in the development of sustainable strategic management frameworks necessary for the resilience of urban councils in Zimbabwe. Additionally, the development of sustainable strategic management frameworks was found to be positively related to enhancing organisational resilience of urban councils in Zimbabwe. The study recommended that urban councils take behavioural critical success factors into consideration when developing sustainable strategic management frameworks which are necessary for strengthening the resilience of their organisations in view of the prevailing volatile, unpredictable, complex and ambiguous operating environment.

Key words: *behavioural; organisational culture; organisational resilience; sustainability; sustainable strategic management; strategic planning; urban councils.*

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List of Abbreviations

AG	Auditor-General
AVE	Average Variance Extracted
BCC	Bulawayo City Council
BCSF	Behavioural Critical Success Factors
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Composite Reliability
CRs	Critical Ratios
CUT	Chinhoyi University of Technology
EFA	Exploratory Factor Analysis
GCC	Gweru City Council
GFI	Goodness of Fit Index
KMO	Kaiser Meyer Olkin
MLGPW	Ministry of Local Government and Public Works
NFI	Normed Fit Index
OC	Organisational Culture
OR	Organisational resilience
OS	Organisational Structure
RMSEA	Root Mean Square Error Approximation
SD	Standard Deviation
SSMF	Sustainable Strategic Management Frameworks
SPSS	Statistical Package for Social Sciences
SRW	Standard Regression Weight
TLI	Tucker-Lewis Index
TIC	Technology Innovation Capability

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The business environment in which modern businesses operate is volatile, unpredictable, complex, and ambiguous (VUCA), marked by quick changes in customer preferences, globalisation, technology, and climate change. Numerous corporate organisations have experienced a decline in resilience as a result of this, and others have left the market (Rao & Shukla, 2023). It became increasingly important for business organisation management to develop long-term strategies in order to thrive in such challenging settings. A strategy refers to a set of measures that help an organisation become capable of handling the uncertain future (Mainardes et al., 2014 in Rao & Shukla, 2023). Therefore, in order to achieve better performance and a competitive advantage for the organisation, strategic management entails identifying the strategies through analysis of both the internal and external environment (Elif & ŞENGÜL, 2015 cited in Rao & Shukla, 2023).

Strategic management frameworks are considered to be among the best management instruments for enhancing organisational performance through well-thought-out decision-making and methodical creation and application. According to Elbanna et al. (2020), strategic management teaches organisations how to deal with an increasingly uncertain future and make timely business decisions. Furthermore, Maldeniya, Chathuranga, and Marasinghe (2021) and Uwanyiligira (2021) claim that the approach has demonstrated efficacy in stabilising problematic companies and guaranteeing consistent superior performance over competitors. Before its introduction in public sector companies in the 1980s, strategic management had long been the domain of public sector organisations (Lynch, 2008, in Fang, 2023). Since the introduction of the new public management (NPM) reforms, the idea has grown in prominence inside organisations in the public sector (Hansen, et al., 2011; Weiss, 2016 in Hoglund, 2018). Accordingly, it was discovered that strategic management was the most important and basic procedure for businesses in this industry to attain the intended results (Meyer, 2012; Meyer, 2016; Mapetere, et al., 2012; Ohaegbu & Awele, 2015 in Eposi & Potgieter, 2021). Governments worldwide have recently been considering its effectiveness due to its vital responsibilities in governance and the performance of mostly local government bodies in protecting public finances (Pandisha et al., 2022).

It is still widely acknowledged that strategic management and approaches are essential to an organization's survival, particularly in uncertain times (Van Cauwenbergh & Cool, 1982 in Rao & Shukla, 2022). There are several obstacles to successful strategy execution given the constantly shifting environment (Brinkschröder, 2014 in Rao & Shukla, 2022). One of these obstacles is dealing with social and environmental issues because, historically, these were seen as external aspects of manufacturing industries. Nonetheless, of late, these problems have gained global strategic importance (Shrivastava, 2000 in Rao & Shukla, 2022). Thus, to close this gap, the field of management has formed a sub-discipline of strategic management called sustainable strategic management (SSM) (Parnell, 2008 in Rao & Shukla, 2022).

An awareness of the value of sustainability in business has been progressively increasing in previous years. This is because firms were competing with one another to incorporate sustainability into their strategic management frameworks as it was discovered that sustainable practices may save money, foster innovation, engage employees, and improve reputation (David, 2017 in Alkhodary, 2023). Additionally, while sustainability offers a framework for companies to match their social, environmental, and corporate objectives, Leal Filho (2020) underlines that sustainability should be a key element of strategic management. In the current unstable economic environment, the incorporation of social and environmental factors into organisational strategic management frameworks is becoming more and more significant. Thus, creating frameworks for sustainable strategic management that operate well is one way to assist businesses become more resilient in the face of unstable operational environments. In that case, in order for organisations functioning in a volatile and unpredictable environment to track and measure their progress towards achieving their purpose and strategic goals, they must prioritise key success elements in their business operations. Consequently, one strategy that aids businesses is the creation of efficient, long-lasting strategic management frameworks.

In this study, behavioural critical success factors (BCSF) for developing sustainable strategic management frameworks (SSMF) relevant for strengthening organisational resilience, were explored in the context of urban councils in Zimbabwe against the backdrop of service delivery challenges being experienced. This chapter thus gives the background to the adoption of sustainable strategic management by organisations in different parts of the world and articulates the statement of the problem, research objectives and the research questions that informed the study. The chapter further outlines the research hypotheses which are also presented in the form of a conceptual framework and proposes the justifications of carrying out the study. The chapter also explains the significance of the study, its scope, what the study assumes and provides

operational definitions of some of the key abstract terms used in the study. The chapter finally provides an outline of how the study would be organised and ends with a summary.

1.1 Background of the study

Local authorities are important public institutions whose roles include providing essential services to people in their areas of jurisdiction. They are the institutional point of reference closest to the citizens and to economic and social organisations which are responsible for promoting a culture of sustainable development by drawing up comprehensive multi-level strategies and setting an example for the behaviour of the community (Laurian et al., 2017 in De Matteis & Borgonovi, 2021). Furthermore, Wang et al (2014) cited in De Matteis and Borgonovi (2021), emphasises that it is essential that local authorities have people in place with appropriate skills to integrate the principles of sustainable development into their policies and planning documents. Sustainable development urges local authorities to question their own institutional role, the way they carry out their mandate and their ability to make choices for the community that also look to the future, choices made in light of the value and necessity and also from a strategic point of view (Zeemering, 2018 in De Matteis & Borgonovi, 2021). As such, local authorities must not make a mistake of focusing on short term actions intended to achieve an adequate level of efficiency on the expense of long-term actions such as those linked to sustainability (Ball, 2002 in De Matteis & Borgonovi, 2021).

However, the majority of local authorities in both developed and developing countries across the world are facing service delivery challenges to the detriment of citizens' well-being (Slack, 2007; OECD, 2010 in Motsi et al., 2023). For instance, in Malaysia, local authorities have continued to experience increased pressure to improve service delivery. Close to 70% of the population in the country live in urban areas and this exerts an increased pressure for the demand of waste management services (Johari et al., 2014 in Motsi et al., 2023). Additionally, there are water problems which of course are linked to the issue of governance not scarcity as the country experiences plenty of rainfall and has many water resources (Chan, 2009 in Motsi et al., 2023). On the other hand, Canada is another country which is experiencing municipal services challenges which are mainly a result of the rapid growth of urban areas (Spicer & Found, 2016 in Motsi et al., 2023). Actually, municipal service delivery challenges are prevalent in metropolitan areas in the country. Nevertheless, service delivery challenges will remain an unsolved issue unless some mechanisms are put in place to address the challenge by local authorities in the country (Motsi et al., 2023).

In the Middle East, some countries are still facing challenges in the adoption of sustainable strategic management frameworks. For instance, in Jordan, unlike in the private sector, public sector organisations such as municipalities are still struggling to practice strategic management (Tamini, Khalil & Abdullah, 2018; Taamneh, Almaaitah & Alqdha, 2020). Most municipalities in the country do not have long term strategies an indication of a weakness or absence of strategic management practice. Thus, as Almeani (2015) in Taamneh et al (2020) indicated, these challenges cannot be ignored as they have economic, social and political implications to the country. Similarly, in Lebanon, public administration development and reforms are not easy to be implemented (Saleh, 2011, in Tamini et al, 2018). In Saudi Arabia, most central government agencies do not exercise strategic management thus most public organisations in the country operate without a written mission and vision statements (Hashm & Aamery, 2006 in Tamini et al, 2018).

Similarly, local authorities in developing countries face multiple problems and challenges in delivering expected services, though they differ depending on the different political, economic and social conditions of the country (Mangai, 2017; Morudu, 2017; Ngcamu, 2019; Dube, 2019 cited in Motsi et al., 2023; Taamneh, Almaaitah & Alqdha, 2020). For instance, in Nigeria serious service delivery challenges being experienced in the country's local authorities are being attributed mainly to corruption, constrained institutional capacity, lack of skills, lack transparency, lack of accountability, lack of public consultation in governance issues and failure to comply with municipal laws, among others (Majekodunmi, 2012 in Kalonda & Govender, 2021). Tanzania faces a similar problem of the poor application of strategic management techniques. According to recent Chief Auditor-General reports, the majority of councils in the country do not meet the standard qualification for regulating resources at the workplace (Theresia & Ludwing, 2015 in Pandisha et al, 2022). People have suffered in varying degrees from inadequate service delivery as a result of poorly executed strategic management practices (Boundless, 2013, in Pandisha, et al, 2022).

In South Africa, government failures in service delivery are more visible at local levels and the quest for service delivery is long overdue (Fernando, 2019). The continuous negative audit reports by the Auditor General on municipalities and increasing service delivery protests by local communities are a sign of lack or poor strategic management practices (Auditor-General Report, 2016, & Chikulo, 2016 cited in Nkadameng, 2019). This has been attributed to corruption, political patronage and lack of requisite skills (Nkomo, 2017 in Motsi et al., 2023). Similarly, in Namibia, the country's 2019 Auditor General's report indicated that many local authorities failed to achieve clean audits due deficiencies in the provision of adequate services, among others (Kalonda &

Govender, 2021). Particularly, there has been public outcry and protests over quality of service delivery by residents in town of Katima Mulilo in the country (Mushaukwa, 2018; Kalonda & Govender, 2021). This has been mainly over uncollected garbage, potholes in-town roads and shortage of water supply among others (Routh, 2018 in Kalonda & Govender, 2021). Even in Zambia, strategic planning has not improved service provision by local authorities in the country even after the government had encouraged local authorities to develop strategic plans as a means to improve service delivery responsibilities in their areas of jurisdiction (Taylor et al 2018).

In Zimbabwe, the 32 urban councils, which are divided into cities, municipalities, towns and local boards, are equally experiencing environmental and social challenges, such as water scarcity, solid waste disposal, and all forms of pollution due to industrial wastes and emissions, littering and sewer burst pipes (Mafume et al., 2016; Mandeverere & Jerie, 2018 in Shabani & Jerie, 2023; Marange, et al, 2023). These local authorities have been characterised by a continuous deterioration in service delivery for decades (Dube, 2019). Additionally, the successive Auditor-General's reports on local authorities continue to expose the bad state of these institutions (Chilunjika, Mutema & Dube, 2020). For instance, the Auditor-General report on local authorities for the financial year ended 31 December 2018 presented to the Parliament of Zimbabwe in 2019, paints a grim picture of inadequate service provision in the country's cities, towns and smaller urban settings. Similarly, the 2016 first report of the Parliamentary Portfolio Committee on Local Government, Rural and Urban Development on service delivery by the local authorities also pointed to poor service delivery by the majority of urban councils visited.

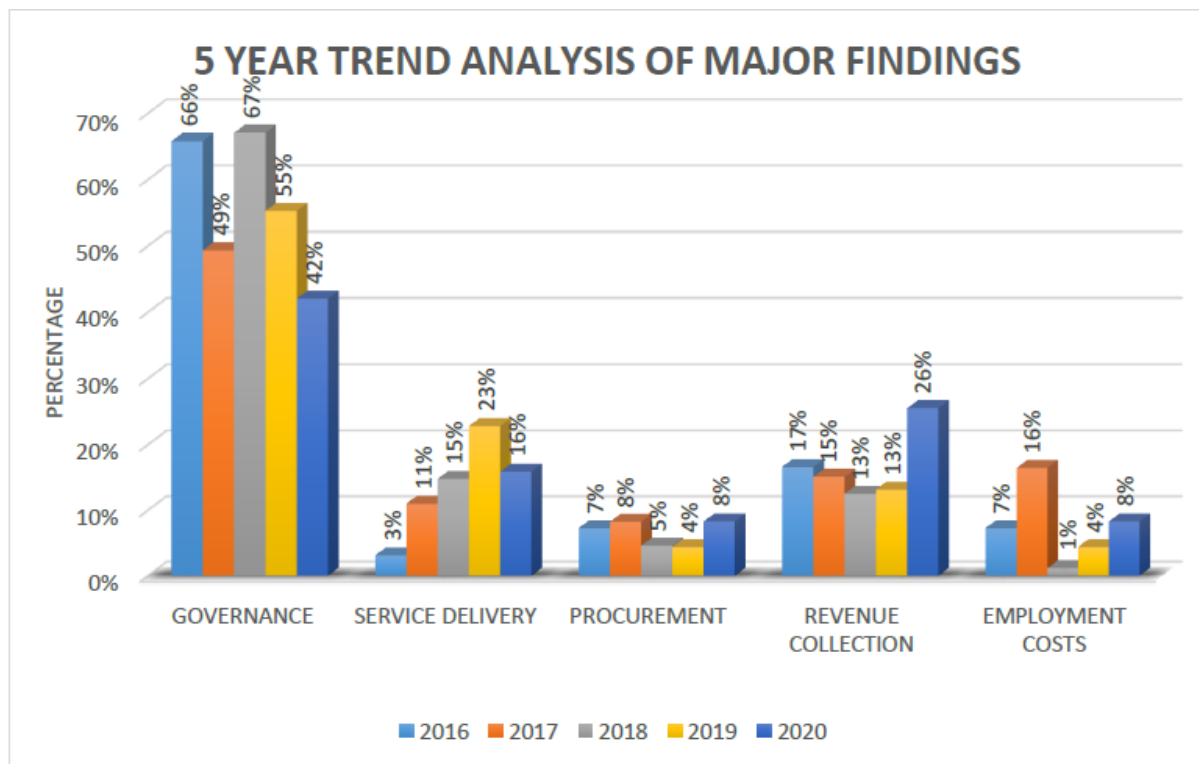


Figure 1.1: Five-year comparative performance analysis of Local Authorities in Zimbabwe

(Source: Auditor-General Report, 2020)

As shown in Figure 1.1, the findings of the Auditor-General's report for the financial year ended December, 31, 2019 on local authorities presented to Parliament in 2021 indicate that the majority of local authorities in the country are operating without key Policy documents such as strategic plans. Additionally, governance and service delivery issues are related to the perennial absence of key policies, procedure manuals, non-compliance with laws and other regulatory provisions and mismanagement of assets in some of the local authorities (Auditor-General's report, 2020). This bears testimony to the weak or lack of sustainable strategic management frameworks in these local authorities in Zimbabwe. This resultantly affects their resilience capability in view of the prevailing volatile environment in which they are operating.

Additionally, extant literature reveals that between 60% and 90% of strategies fail (Kaiyal, Huey, Blaskovits and Bennell, 2020; van der Maas, 2017; Kihara, 2017 in Twun, 2021), with fewer than 15% claiming successful implementation. On the same note, Twum (2021) asserts that the major unresolved problems in strategic management are persistently high rate of strategy implementation failure over the years. Baroto, Arvand and Ahmad (2014) in Kabeyi (2019) observed that 60% of corporate strategies are never implemented while 70% to 90% of organisations fail to realise the success of implementing their strategies. Moreover, only 63% of

financial objectives envisioned by companies' strategies are achieved and that strategies most often fail due to ineffective execution. To be more specific, failure or poor strategic management practices have resulted in the downfall of notable international companies which include among others, Wal-Mart which failed in Germany, Xerox Corporation, Nokia and Kodak (Hamza & Nizam, 2016; Habib & Yazdanifard, 2017; Wu, et al, 2017 & Moon, 2019).

In this regard, integrating sustainability into strategic management processes can help an organisation to create long-term value for stakeholders, manage environmental and social risks and enhance viability and resilience given a volatile operating environment (Alkhodary, 2023). Additionally, infusing sustainability into strategic management provides a framework for achieving organisational goals and can result in the identification of new business opportunities, reduced costs, improved brand reputation and a positive impact on society and the environment (Banerjee, 2018 in Alkhodary, 2023). Though the concept of sustainable strategic management (SSM) is relatively new, some local authorities across the world have been able to embrace it with positive results. For instance, in Sweden, municipalities are seen as forerunners when it comes to sustainability efforts (Sanchez-Gassen, 2018 in Krantz & Gustafsson, 2021). Similarly, in Germany, the implementation of strategies is described as a precondition for municipalities to act as sustainability leaders locally (Heinrichs & Schuster, 2017 in Krantz & Gustafsson, 2021). In Romania, the growth of small and medium in the country is attributed to the practice of sustainable strategic management in the sector (Welsh & Dragusin, 2009 in Paun & Pinzaru, 2021). In the United States of America, the application of sustainable strategic management saved the economies of Fitchburg town in Massachusetts, Bridgeport town in Connecticut and Kansas City which were collapsing as a result of climate change, pollution and economic recession (Taylor et al., 2007 in Stead & Stead, 2014).

It is, therefore, against this background that the study sought to explore behavioural critical success factors relevant to developing sustainable strategic management frameworks necessary for strengthening the resilience of urban councils in Zimbabwe. The determination of explicit success factors for the development of effective sustainable strategic management frameworks will result in the development of a sustainability-oriented strategic management model. In that way, the study contributes to the existing literature on sustainability and strategic management, provide practical recommendations for local authorities in Zimbabwe to integrate sustainability into their operations thereby promoting sustainable development in the country. It can also lead to long-term success of local authorities in a rapidly changing business environment.

1.3 Statement of the problem

Local authorities are government agencies established to offer a variety of services in the communities they serve. However, of late, there have been challenges in meeting these service delivery expectations mainly by urban councils. Erratic water supplies, poor road maintenance, unreliable refuse collection and poor sewer pipe maintenance are some of the main challenges visible in almost all urban councils. The situation is exacerbated by the prevailing volatile, unpredictable, complex, and ambiguous (VUCA) operating environment characterised by the advent of globalisation, fast-changing technology, climate change and changes in consumer tastes. Service delivery incapability by these government agencies reveals their weak resilience given the prevailing operating environment. If the situation is left unresolved, serious and various forms pollution and land degradation will occur leading to outbreak of diseases, road accidents and silatation of water bodies, among others. For organisations operating under such difficult conditions, formulation of sustainable and compatible business interventions such as sustainable strategic management frameworks become necessary to strengthen the organisational resilience of these organisations. The concept of sustainable strategic management has proved to be effective in enhancing the resilience of both private and public sector organisations operating in highly competitive and unpredictable environment, mainly in developed countries. However, developing countries appear to be still struggling to adopt the concept, as evidenced by the recurring deterioration in service delivery capability, mainly visible in the majority of urban local authorities. Against this background, the study therefore, sought to explore behavioural critical success factors necessary for the development of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe.

1.4 Research objectives

The primary research of the study was to determine behavioural critical success factors necessary for the formulation of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe. The main objective was further split into the following secondary research objectives: -

- 1) To evaluate the influence of strategic planning in the creation of sustainable strategic management frameworks necessary for strengthening the organisational resilience of Zimbabwean urban councils.

- 2) To determine the influence of organisational behavioural factors in formulating sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe.
- 3) To assess the effect of employee traits on the development of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.
- 4) To examine the impact of styles of leadership on the creation of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe.
- 5) To evaluate the extent to which stakeholders' relationships influence the formulation of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.
- 6) To determine the impact of developing sustainable strategic management frameworks on strengthening the organisational resilience of Zimbabwean urban councils.

1.5 Research questions

The primary research question was 'To what extent does behavioural critical success factors affect the development of sustainable strategic management frameworks relevant for strengthening organisational resilience of urban councils in Zimbabwe?' The main research question was split into sub-research questions as follows: -

- 1) To what extent does sustainable strategic planning influence the development of strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils?
- 2) How do organisational behavioural characteristics influence the formulation of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe?
- 3) How is the influence of employee traits in the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of Zimbabwean urban councils?

- 4) To what extent does the impact of leadership styles have on the development of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe?
- 5) To what extent do stakeholders' relationships influence the development of sustainable strategic management frameworks relevant for strengthening the organisational resilience of Zimbabwean urban councils?
- 6) What is the impact of the formulation of sustainable strategic management frameworks on strengthening the organisational resilience of Zimbabwean urban councils?

1.6 Research hypotheses/ research propositions

The research hypotheses are presented in the form of a conceptual framework in Figure 1.2 below. A conceptual framework is a visual depiction of the relationships among dependent and independent variables, which paints a picture of the concepts and constructs of the subject under study (Chukwuere, 2021). Thus the research hypotheses were reduced to a diagram depicting the researcher's assumption of the relationship between given variables. The conceptual framework established the foundation upon which research questions for the study were developed.

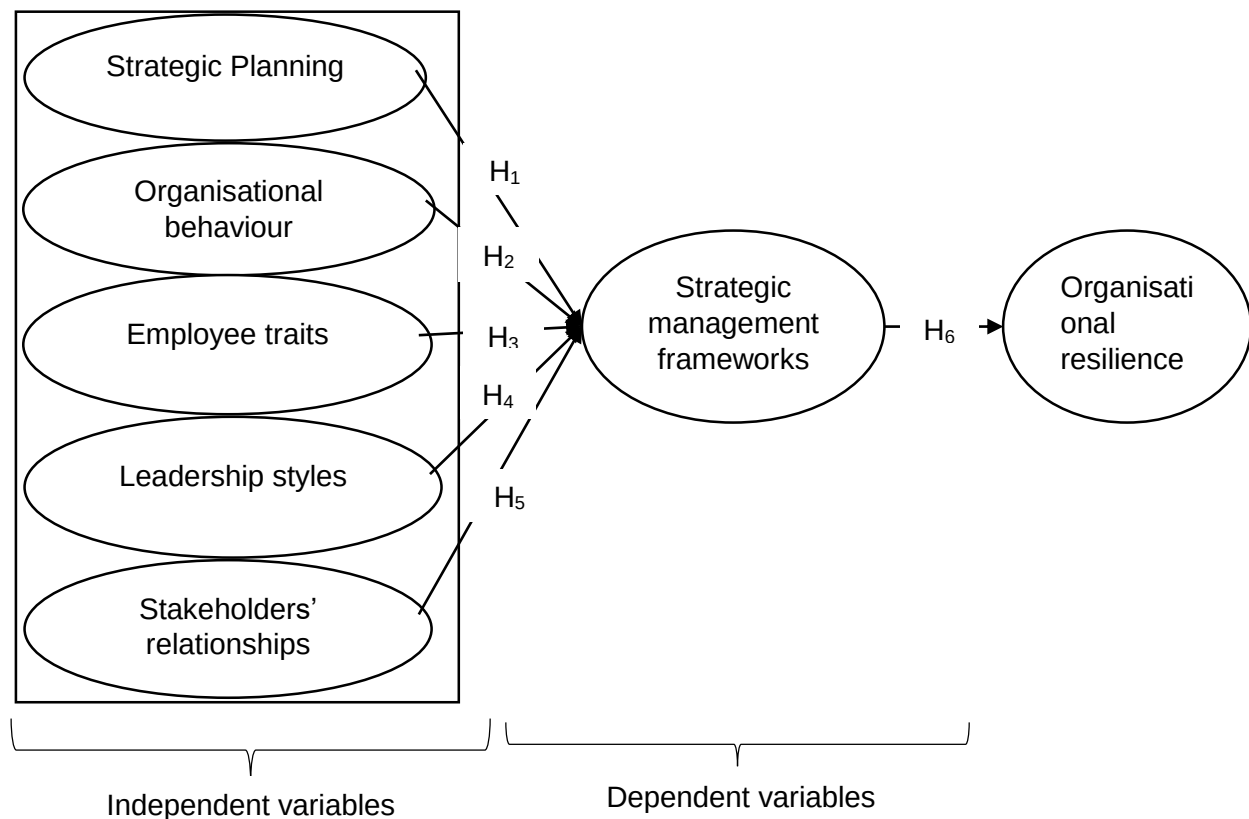


Figure 1.2 Behavioural Critical Success Factors for developing sustainable strategic management frameworks

Source: Author's Construction, 2024

H₁ – Strategic planning influences the creation of sustainable strategic management frameworks which are relevant for strengthening the organisational resilience of Zimbabwean urban councils.

H₂ – Organisational characteristics determine the formulation of sustainable strategic management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe.

H₃ – The traits of employees have an effect on the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of Zimbabwean urban councils.

H₄ – Styles of leadership have an impact on the creation of sustainable strategic management frameworks relevant to strengthening the resilience of urban councils in Zimbabwe.

H₅ – The nature of stakeholders' relationships determines the formulation of sustainable strategic management frameworks for strengthening the organisational resilience in urban councils in Zimbabwe.

H₆ – The development of sustainable strategic management frameworks has an impact on strengthening the organisational resilience of Zimbabwean urban councils.

1.7 Justification/significance of the study

The development of sustainable strategic management frameworks in an organisation is positively linked to the strengthening of organisational resilience in business management. However, the continued deterioration in service delivery by urban councils in Zimbabwe attests to a lack of development of sustainable strategic management frameworks, which results in weak organisational resilience against the volatility prevailing in the operating environment. The few studies on factors affecting the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of organisations mainly found these to be of an economical nature. No studies were found to be investigating the impact of social or behavioural factors on this aspect, a gap the current study identified and filled. Additionally, these studies mainly focus on the private sector in developed countries with very few in developing countries. Against this background, it is the assumption of this study that there are behavioural critical success factors relevant to the development of sustainable strategic management frameworks which are necessary for strengthening the organisational resilience of companies operating in the prevailing volatile business environment such as in Zimbabwe. Furthermore, the study is relevant as it contributes significantly to strategic management and business management theories. Moreover, some interest groups such as the government, industry, investors, donor agencies, members of the general public and fellow researchers will benefit in various ways, from the findings of this study.

1.7.1 The government

Since local authorities are public entities, the government, which is the main stakeholder, is interested in their performance. Therefore, the study informs national policy formulation and review of the practice of strategic management by these key institutions with a view to enhancing their performance. As such, the findings of the study will provide the necessary information relevant to the formulation of policies to be used in guiding the routine management of these councils.

1.7.2 The industry

The industry, in this case, refers to all local authorities in Zimbabwe. The findings of the study will provide a framework for benchmarking by all local authorities in the country in terms of their performance. Even private sector organisations will be able to learn from the results of the study in their view of factors affecting strategic management practices in their operations.

1.7.3 Donor agencies

These are non-governmental organisations which provide assistance to communities in the jurisdiction of local authorities, mainly in terms social issues. Such organisations are interested in this kind of research as it helps in the provision of information on factors bedevilling these local authorities in service delivery in their areas of jurisdiction. This, in turn assists them in planning to provide the necessary help accordingly.

1.7.4 The general public

Members of the public are the ultimate beneficiaries of the services to be provided by the local authorities, hence their interest in the performance of these organisations. The results of the study assist in the identification of some of the areas impeding the efficient service delivery by these local authorities. The results will, therefore, provide the necessary information to citizenry, thus equipping them to voice their concern for the improvement of service delivery. Such also helps to improve the relationship between the two parties leading to confidence, which will result in increased financial inflows from levies, rates and licences, thus spurring up economic development in communities.

1.7.5 The Researchers

The findings of the study will form the basis and guidance for a further research. The study also provides a framework on which theories in the areas of strategic management, organisational behaviour and leadership, can be developed, thus contributing to the body of knowledge. The creation of the body of knowledge itself, enhances the adoption of strategic management in organisations which subsequently enhances their performance. At personal level, the study will not only assist in the attainment of a higher qualification, but in having a broad and in-depth knowledge of the subject under study.

1.8 Assumptions

It was the assumption of the study that: -

- a) Urban councils were aware of their service delivery challenges.
- b) Urban councils in Zimbabwe were developing ineffective strategic management frameworks leading to their weak organisational resilience against volatility in the operating environment.
- c) The causes of formulating unsustainable strategic management frameworks for the organisational resilience of Zimbabwean urban councils were not known.
- d) The research philosophy, paradigm, approach and design used were appropriate and relevant for the research study.
- e) Research participants would provide honest and truthful responses on the questionnaire on behavioural critical success factors influencing the development of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.
- f) The findings of the study would be generalisable to other organisations in different industry and geographical areas across the world.

1.9 Scope of the study

The scope of the study was divided into delimitation and the limitations of the research study.

1.9.1 Delimitation of the Study

The study sought to determine behavioural critical success factors for the development of strategic management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe. Thus, the study investigated only behavioural critical success factors, focusing, again only on urban councils in Zimbabwe. So other forms of factors and organisations fell out of the scope of the study. Additionally, only variables specified in the objectives of the study were considered as the basis of the study. Furthermore, only the thirty-two (32) urban councils which are divided into cities, municipalities, towns and local boards in Zimbabwe, were all considered for investigation. This is because it was practically impossible to

study all the local authorities in the country. The other reason for focusing only on urban councils was their notable increased service delivery challenges.

1.9.2 Limitations of the study

There are some factors which were identified and posed as challenges to the smooth undertaking of this research study. However, remedies were taken in order to ameliorate their impact on the undertaking of the study.

a) Cholera outbreak

The data collection stage coincided with the heightened phase of the cholera outbreak in the country. As such, respondents became evasive in handling the questionnaires used for data collection. On the other hand, this restricted the movement of the researcher and his assistants for research-based activities such as distributing and collecting questionnaires. Therefore, the researcher resorted to the use of technological forms of communication such as emails and WhatsApp so as to minimise the effects of this limitation.

b) Access to information

For the success of the research study, certain information was critical. However, accessing this information in the organisation was a challenge. To ameliorate this challenge, the researcher sought permission from urban councils' parent Ministry, the Ministry of Local Government and Public Works (MLGPW), which was granted and gave permission to the council employees to provide the required information.

c) Cooperation of research participants

Naturally, people are sceptical about participating in research studies. Therefore, to deal with this problem, the researcher started by explaining the purpose of the study to the participants and producing written permission/clearance letters from both the Ministry and the respective municipality. The researcher also made it clear to participants that partaking in the research study was voluntary.

d) Incidental costs

Any research study involves financial demands to cater for transport, food, communication, data collection and stationery. Thus, in order to circumvent this, the researcher secured a personal study loan from a local bank which was enough to meet all the envisioned costs.

1.10 Definition of key terms

- a) **A conceptual framework** consists of the study variables, dependent, independent, and at times intervening or control variables and the presumed relationships among the variables (Miles et al., 2014, in Salawu, et al., 2023).
- b) **A Framework** is a set of ideas utilised to create decisions and judgements (MacMillan English dictionary, 2002, in Salawu, et al., 2023).
- c) **A theoretical framework** (TF) is a collection of related ideas that can be used to direct research with the intention of foretelling and explaining study results (LeCompte & Preissle, 1993 in Salawu, et al., 2023).
- d) **Local authority** may be referred to as a local government, local council or a municipality. In Zimbabwe these are defined by relevant Statutes such as the Urban Councils Act (Chapter 29:15) and the Rural District Councils Act (Chapter 29:13).
- e) **Resilience.** An organisation's ability to absorb a disturbance and maintain its performance, stability or recovery, relating to its ability to recover and return to an original performance state, or adapting or benefiting, relating to its ability to adapt to the disturbance moves to a new equivalent or better state (Helfgott, 2018 in Koh, et al., 2023).
- f) **Service delivery** – the extent to which the services provided by the listed sectors meet or exceed the expectations of the beneficiaries who are the general public (Makudza, 2021).
- g) **Strategic management** – a set of managerial decisions and actions that result in the formulation, implementation and evaluation of actions that are necessary for sustaining the success of an organisation's long-term performance (Bauman, 2018 in Eresia-Eke & Soriakumar, 2021).
- h) **Strategic planning** – organisational management activity that is used to set priorities, consolidate energy and resources, strengthen operations capability, ensure stakeholders and workers are working towards common goals, and assess and align the organisation's direction with the changing environment (David, 2011; Dyer, Godfrey, Jensen & Bryce, 2016 in Kabeyi, 2019).

- i) **Sustainable strategic management** – the analysis, formulation and implementation of business strategies that are economically competitive, socially responsible and in line with the cycles of nature (Stead & Stead, 2017).
- j) **Sustainability** - meeting the current needs without compromising the ability of future generations to meet their own needs (Brundtland, 1987 in Alkhodary, 2023).

1.11 Organisation of the study

The study sought to explore behavioural factors affecting strategic management practices in urban councils in Zimbabwe. The research study was organised into five chapters as indicated below: -

Chapter 1 covers the background of the study, statement of the problem, research objectives and questions and the justification/significance of the study. It further dealt with the assumptions, challenges, scope of the study and the definition of abstract terms used in the study. Chapter 2 reviews related literature with the aim of contextualising the study. Chapter 3 focuses on the methodology which was used to collect, present and analyse data. Chapter 4 dealt with the presentation and analysis of the collected data. Chapter 5 focuses on the analysis of the study findings while Chapter 6 covers the conclusions, recommendations and implications of the study.

1.12 Chapter summary

The study sought to explore behavioural determinants necessary for the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The chapter started by discussing the background of the study and defined the statement of the problem. This was followed by the identification of the research objectives from which the research questions were drawn. The chapter outlined and described the significance and the assumptions of the study. The research hypotheses and propositions were then presented in the form of a conceptual framework. The conceptual framework provided a foundation through which the research problem was contextualised. Furthermore, the chapter presented the scope of the study, which was explained in two dimensions, namely the delimitation and the limitations of the study. The chapter also presented groups of people and institutions who are likely to benefit from the study. Abstract and key terms were defined as the chapter concludes with the structure of the thesis. The next chapter covers the review of research literature in terms of theoretical, empirical and cocptual perspectives.

CHAPTER TWO

THE REVIEW OF RELATED LITERATURE

2.0 Introduction

The previous Chapter one, covered the introduction and the setting of the research study. The current chapter reviews the literature on sustainable strategic management and organisational resilience. A researcher cannot perform a significant study without first understanding the literature of the area of study (Boote & Beile, 2005; Justus Randolph, 2009 in Borozzo, 2021). Additionally, Boumezrag (2022) proclaims that one of the elemental steps in undertaking a research study is to scan through the literature related to the field of investigation in order to get familiarised with the existing body of knowledge. As such, Hart (1998) cited in Boumezrag (2022) describes literature review as the selection of available materials on the topic, containing information, ideas, data and evidence reported from a specific perspective to reach some objectives or present some arguments on the essence of the topic and the way it may be explored, in addition to the effective evaluation of these materials equivalent to the targeted research. Therefore, in exploring the behavioural critical success factors for developing sustainable strategic management frameworks necessary for strengthening the organisational resilience of Zimbabwean urban councils, the researcher examined a body of literature through discernment of relations, contradictions, gaps, and inconsistencies in the literature and by proposing the needed step or procedure that has to be taken to find solutions to the research problem (Meesala, 2014 in Boumezrag, 2022). Theoretical frameworks that informed the study were discussed, while a conceptual framework that demonstrates the influence of the identified dependent and independent variables was developed. Empirical perspectives were also presented in the form of views and findings from previous research studies on the subject. The research gaps were also identified, and the chapter ends with a summary.

2.1 Organisational Resilience

Global challenges such as global pandemics, financial crises and climate change increasingly expose organisations to survival-threatening conditions (Hollands, Haensse & Lin-Hi, 2023). This causes an organisation to regularly practice risk management thereby increasing opportunities for developing organisational resilience capabilities (Parker & Ameen, 2018 in Hollands et al., 2023). The concept of organisational resilience has gained considerable momentum over the past years since its inception, as researchers and practitioners aimed to understand the dynamics of

the concept and its potential in adding value during difficult times (Annarelli & Nonio, 2016; Linnenluecke, 2017 in Hollands et al., 2023). The concept is described as a company's capacity to endure and perhaps even prosper under adverse conditions (Seville et al., 2008, in Emeana & Onuoha, 2023).

As a strategy, resilience focuses on how an organisation navigates uncertainty by defining and managing its interactions with the environment (Wildavsky, 1998 in You, 2023). The environment is a network of relationships that includes socio-political actors like the local community, economic players like suppliers and consumers, technological players like the introduction of Industry 4.0 and the Internet of Things (IoT), and natural players like the onset of climate change (You, 2023). Since these interactions are interdependent and interrelated, circumstances where players fail to cooperate and coordinate, can give birth to uncertainty. Resilience practice is, therefore, crucial for increasing an organization's ability to anticipate, address, and recover from crises. Additionally, according to You (2023), factors to be considered to improve resilience are cognitive capability which entails perception and interpretation of the changing environment by formulating a resilient strategy, followed by behavioural capability, which is the use of knowledge and skills in identifying or re-configuring resources needed for strategy implementation, as well as relational capability referring to creating conditions under which perception and action are aligned.

Organisational resilience has been described as both a proactive and passive measure. Establishing internal procedures and frameworks within businesses to facilitate the latent resilience development is a proactive measure (Somers, 2009 in Moura & Tomei, 2021). This is possible in organisational settings that encourage flexibility and appropriate improvisation, when risk management is centred on vulnerability mitigation, and when response planning and early warning systems are established to enable proactive action (Swalha, 2015 in Moura & Tomei, 2021). Thus, according to the Commonwealth of Australia (2011), referenced in Moura and Tomei (2021), organisational resilience entails much more than just using strategic management techniques to ensure company continuity or effectively manage risks.

However, since the concept was relatively new in business management literature, there is a lack of concise knowledge on the dynamics of organisational resilience, so it remained unclear how organisational resilience actually worked and could be practically achieved (Boin & Van Eeten, 2013; Duchek et al, 2020; in Hollands et al., 2023). Furthermore, although theories on the concept of organisational resilience have proliferated, there is still a scarcity of empirical studies on the subject and its contributing factors (Duchek et al., 2020; Hillmann, 2021; Raetze et al., 2021). Therefore, the development of sustainable strategic management frameworks is viewed as

relevant for enhancing the resilience of organisations operating in highly volatile and unpredictable environment.

2.2 Overview of Sustainable Strategic Management

Strategic management is a term which was coined in the 60s and 70s of the last century and is credited to the works of Frankenhofs and Granger (1971); Ansoff (1972); Schendel and Hatten (1972) and Irwin (1972) as cited in Shokhakimovich (2020). It was adopted as an important tool in the business and public sectors with its emergence in military affairs, as well as a reaction to an uncertain, turbulent and chaotic environment (Chiwawa, et al, 2021). The concept of strategic management has been defined differently by various authors. Pearce and Robinson (2011) in Dennis et al (2019) defines strategic management as a set of decisions and actions that result in the formulation and implementations of plans designed to achieve a company's objectives. Similarly, Bauman (2018) in Eresia-Eke and Soriakumar (2021) defines strategic management as a set of managerial decisions and actions that result in the formulation, implementation and evaluation of actions that are necessary for sustaining the success of an organisation's long-term performance. In other terms, Anwar and Qadir (2017) in Ali and Anwar (2021) also define strategic management as a combination of actions and decisions that determines the long-term performance of a company.

The practice of strategic management in organisations has been found to have a positive relationship with organisational performance (Askarany & Yazdifar, 2012; Mohamud, Mohamud & Mohammed, 2015; Monday, Akinola, Ologbenla & Aladeraji, 2015, in Uwa, 2021). Additionally, strategic management practices were found to enhance organisational growth and competitive advantage (Olanipekun et al., 2015 in Uwa, 2021). However, of late, businesses are now recognising sustainability as critical for long-term success as consumers are also demanding socially and environmentally responsible products and services (Ali, 2021; Dina, 2020). So there is a growing need to encompass the concept of sustainability in strategic management practices.

The concept of sustainability is increasingly becoming important for governments, organisations and individuals (Alkhodary, 2023). Meeting the current needs without compromising the ability of future generations to meet their own needs is the importance of sustainability (Brundtland, 1987 in Alkhodary, 2023). Furthermore, Leung et al (2020) found that social sustainability has recently emerged as a critical theme with businesses that prioritise the health and safety of employees and support local communities. These organisations prove to be more resilient in times of crises. On the other end, economic sustainability was also found to be critical, with practices such as

investing in renewable energy and reducing waste leading to improved financial performance and long-term value creation (Fan et al., 2021). Therefore, in the context of corporate sustainability, this can be translated as 'meeting the firm's needs of current and direct stakeholders which include shareholders, customers and employees and indirect stakeholders such as the communities, pressure groups and the government, without compromising its ability to meet the needs of future stakeholders (Dyllick & Hockerts, 2002, in Azra, 2022). In this regard, corporate sustainability can be achieved through the integration of the three dimensions of sustainability which are economic sustainability, social sustainability and environmental sustainability into the organisational activities (Dyllick & Hockerts, 2002 in Azra, 2022). Thus organisations have to also measure their performance by including social and environmental effects in addition to financial performance as suggested by 'triple-bottom-line' concept of profit, people and planet (Elkington, 1997 in Alkhodary, 2023).

The serious problems experienced by society and the planet that sustains it, the health of which business sectors are entirely dependent upon, clearly require significant and deep changes to strategic management mindsets and practices (Farias, et al., 2020). Unfortunately, relatively little change is visible in the strategic mindsets that guide most organisations. This disconnection between societal sustainability needs and current strategic management thinking may be linked to the historical frameworks of growth-oriented neo-classical economics and the business paradigms based on its foundations (Friedman, 1970; Jensen & Meckling, 1976 in Farias, et al., 2020). Worse, there has been very little change in the strategic management frameworks and tools offered in the mainstream of the field.

Since corporate strategies tend to emerge from strategic analysis, the tools used for strategic analysis must incorporate essential factors for assessing a firm's external and internal situation from a sustainability point of view (Farias et al., 2020). Sadly, the types of holistic, systems-level, social, and environmental factors needed for such analysis are mainly or entirely absent in the traditional management tools that appear in mainstream strategic management sources for use by policymakers. As such, important strategic diagnostic tools such as stakeholder analysis, macro-environmental analysis, business-model development and SWOT analysis pay little attention to the social and environmental threats and opportunities experienced by businesses (Farias et al., 2020). Strategies that emerge from these analytic exercises tend to pay much attention to organisational growth, ignoring its consequences at the societal and environmental levels. As a result, it is necessary to change or modify strategy diagnosis and formulation practices to ensure that sustainability is embedded deeply in the organisation's practices. All this compels

the development of analytic tools that force policymakers to focus on an organisation's broader responsibilities (Farias et al., 2020).

The financial performance is the primary emphasis of the economic sustainability dimension, whilst the environmental dimension addresses the influence of operations on the natural environment, and the social dimension takes into account the impact on shareholders (Alkhodary, 2023). In addition to offering a framework for achieving corporate objectives, the incorporation of sustainability into strategic management can boost brand recognition, create new business prospects, cut expenses, and have a beneficial social and environmental impact (Banerjee, 2018 in Alkhodary, 2023). As a result, companies are now evaluated on their social and environmental performance in addition to their financial performance, giving rise to the concept of sustainable strategic management.

This shift from strategic management to sustainable strategic management (SSM) necessarily begins with a shift in thinking regarding the basic relationship between the economy, society and the natural environment (Stead & Stead, 2017). It is a spiralling integrative process that expands and lifts the scope of traditional strategic management. Sustainable strategic management involves analysing, formulating and implementing business strategies that are economically competitive, socially responsible and in sync with the cycles of nature. It refers to strategic management policies and processes that seek competitive advantages consistent with a core value of environmental sustainability (Stead & Stead, 2017). It is considered spiralling because it is a higher level, more socially and ecologically responsible strategic framework that has emerged from the upwardly spiralling coevolutionary interactions between the sustainable rich business environment and the strategic interests of business organisations (Stead & Stead, 2017). More often sustainable strategic management is described as “a veritable tool for improving the competitiveness, performance levels and structural development of organisations” (Momanyi, 2020). Organisations that practice sustainable strategic management are more ambitious and more environmentally and socially responsible and tend to share similar best practices. These include sustainability in programmatic planning, periodic meetings with all stakeholders and regular feedback, state of the art transparency and dissemination of information on the organisation's performance, clearly defined processes and roles designed for achieving performance, periodic reporting on the organisation's sustainability performance and resultant continuous search to attain specific recognition, mixes of products and services which lead to attaining sustainability on the long-term, (Meza-Ruiz et al., 2017 in Paun & Pinzaru, 2021). Therefore, it is no longer about mere strategic management practices, but sustainable strategic

management which incorporates social and environmental issues so as to enhance organisational resilience.

The organisation should pursue sustainable plans that take into account every option for providing for both the present and future generations (Stead & Stead, 2013 cited in Szymczyk, 2019). In order for current and future generations to coexist in harmony with nature, a new hierarchy of values and organisational behaviour patterns must be established. This entails preventing the extensive destruction of natural resources in the name of mass production and profit-making, limiting and controlling excessive consumption, and managing waste in an inappropriate and harmful way (Gwada et al., 2019; Goosen, 2012; Starik & Kanashiro, 2013 in Szymczyk, 2019). Organisations must therefore adopt new ways of thinking and approaching management for all initiatives to support sustainable development and take into account the interests of society and the environment as a foundation for the organization's future. As such, if the essence of strategic management has so far been improved value addition and the value for the client, the modern strategic management should be sustainable, thus focusing on creating the value for clients, the environment and society based on long-term business solutions.

Furthermore, the recent changes in the operating environment due to climate change, demographic alterations and resource scarcity have prompted organisations to seek more sustainable resource uses products and processes. This means that their business models have to be developed in such a way that meets social, ecological and economic challenges (Höse, Suß & Götze, 2022). Thus the turbulence makes it necessary to define strategic management frameworks that offer solutions to complex problems that affect business operations from an economic, social and environmental point of view (Salvador & Sancho, 2021). As such, the concept of strategic management has evolved in the practical and theoretical sphere to develop the best possible range of strategies to improve business activities in light of the fast-changing operating environment (Szymczyk, 2019). This involves an emphasis on integrating environmental issues into organisations' activities and taking care of the interests of society. Therefore, strategic management has to combine economic aspects with ecological and social care bearing in mind the needs of the future generations. The advantages of integrating sustainability in business frameworks such as strategic management are summarised on Table 2.1.

Table 2.1: Advantages of sustainability in strategic management

Sustainability impact	Discussions
Driving competitive advantage through stakeholder engagement	Value is created by sustainability for all parties involved, not just shareholders. The necessity of having ongoing conversations with and learning from important stakeholders accounts for a large portion of the strategic value of sustainability (Whelan & Fink, 2016 in Paun & Pinzaru, 2021).
Improving risk management	Incorporating partners from every stage of the supply chain, sustainable strategic management necessitates thoughtfully chosen long-term investments in resources that are occasionally significantly impacted by social transformations and/or climatic change. In order to effectively implement sustainable strategies in supply chains, managers must assess inbound and outbound logistics activities across the value chain's primary activities and work together to mitigate risks related to partners' secondary activities (Carter & Rodgers, 2008 in Paun & Pinzaru, 2021).
Fostering innovation	Organisations that embrace sustainability discover new avenues for conducting business, sometimes yielding incredibly tangible and inventive results. In conclusion, sustainability offers a new source of innovations and a competitive advantage while also placing normative demands on innovation to become more socially and environmentally conscious (Hansen et al., 2009 in Paun & Pinzaru, 2021).
Improving financial performance	Financial performance can be positively impacted, if sustainable policies are implemented appropriately, or even increased. Only businesses with effective operations and asset utilisation may benefit from the relationship between corporate social performance and financial success, which can help firms obtain funding and cut costs (Lassala et al., 2017 in Paun & Pinzaru, 2021).

Building customer loyalty	Consumers who follow sustainable business practices are more likely to support these businesses because they value authenticity and are less likely to believe that a company is engaging in possible CSR. False sustainability claims are what this phrase refers to when businesses use them to deceive customers and easily win over stakeholders. Consumers today anticipate greater honesty, openness, and a measurable worldwide influence from businesses (Raza et al., 2020; Wheland & Fink, 2016 in Paun & Pinzaru, 2021).
Attracting and engaging employees	If employees' personal needs are satisfied at work, they will positively perceive organizations that actively practice sustainability. Regardless of the existence of other factors, some employees' job satisfaction and retention intention are negatively impacted by their low view of the customer or ecological aspects of corporate social responsibility (CSR) (Lee & Chen, 2018 in Paun & Pinzaru, 2021).

Source: (Whelan & Fink, 2016; Carter & Rogers, 2008; Hansen et al., 2009; Lassala et al., 2017; Raza et al., 2020; Lee & Chen, 2018 in Paun & Pinzaru, 2021)

2.3 Sustainable Strategic Management Frameworks

Sustainable strategic management frameworks are structured approaches that organisations use to intergrate sustainability into their strategies, decision-making and operations. These frameworks aim to balance economic, social and environmental considerations so as to ensure long-term success and positive impact (Rao & Shukla, 2023). Some common sustainable strategic management frameworks include the Triple Bottom Line (TBL), Sustainability Balanced Scorecard (SBSC), Circular Economy Framework and the United Nations Sustainable Development Goals (UNSDGs), among others (Rao & Shukla, 2023). According to the authors, these frameworks provide guidelines, metrics and tools to help organisations in assessing and prioritising sustainability issues, set goals and targets, develop sustainable strategies and initiatives, measure and report performance and continuously improve and innovate. By embracing sustainable strategic management frameworks, organisations can reduce their negative impacts, capitalise on opportunities and contribute to a more sustainable future.

Sustainable strategic management is an embodiment for a sustainable flow of economic activities in an organisation and the economy (Stead & Stead, 2008 in Rao & Shukla, 2023). In this sense, it is defined as a process of evaluating, enunciating and employing commercial strategies that are

ecologically responsible and economically viable to the society (Stead & Stead, 2014 in Rao & Shukla, 2023). Sustainable strategic management is a multidisciplinary concept which brings in the contributions from diverse fields such as the hospitality industry to measure the selection of environmentally sustainable strategies in formulating a competitive advantage (Parnell, 2008; Walsh & Dodds, 2017 in Rao & Shukla, 2023). It also brings in contributions from the automobile industry to stimulate the sustainability by smearing various business strategies and managerial insinuations, and the banking industry to assess the sustainability practices through an integrated strategic multi-criteria decision-making process (Wesseling et al., 2015; Raut et al., 2017 in Rao & Shukla, 2023). Moreover, sustainable strategic management has also been adopted in the semi-conductor, food and medical, and tourism industry, respectively, to measure the sustainability performance through an integrated strategic management model (Duman et al., 2018; Hsu et al., 2011; Mayakul et al., 2018 cited in Rao & Shukla, 2023). These applications and integration of sustainable strategic management concept in various industries and domains have made reasonably essential for the researcher to explore behavioural critical success factors necessary for its application in urban councils in Zimbabwe so as to enhance their resilience in view of the difficult prevailing environment.

The sustainable balanced scorecard derives from the original balanced scorecard with an adapted structure and content to integrate the three pillars of sustainability (Bieker, 2003 in Pereira & Oliveira, 2020). The concept is still relatively new in the management field (Ricart, Rodriguez & Sanchez, 2005 in Gloria et al., 2020). The balanced scorecard is probably the most important recent innovation built to enhance organisational value by allowing top managers to better manage their organisations' critical processes resulting in an enhanced competitive market position and firm value (Kaplan & Norton, 2001 in Gloria, Okonewa & Onyinyechukwu, 2020). The balanced scorecard is an instrument for assessing and measuring the performance of organisations and to support management control. It is defined as a set of financial measures (reflecting results of past actions) complemented by operational measures on customer satisfaction, internal processes, innovation and improvement of the organisation (the drivers of future financial performance) showing managers a quick and wide view of the business (Kaplan & Norton, 1992 in Pereira & Oliveira, 2020). On that note, the balanced scorecard identifies the objectives of four perspectives namely financial, customers, internal processes and learning and growth, linked in a distinct cause and effect relationship systemised in a strategic map. However, integrating sustainability development with the balanced Scorecard approach emphasises that an all-embracing sustainability approach is a way of limiting negative environmental and social impacts (Fakoya, 2013 in Gloria et al., 2020). Sustainability can be incorporated in the Balanced Scorecard by means of integrating environmental and social measures into the existing four

viewpoints. This provides a framework to evaluate and ensure that sustainability is part of the routine processes of the organisation (Gloria et al., 2020). This also emphasises the cause-and-effect relationship between sustainability and corporate strategies (Butler, Henderson & Raiborn, 2011 in Gloria et al., 2020). It is therefore important to formulate a Sustainability Balance Scorecard (SUSBSC) for organisations and then to identify environmental and social aspects that are strategically relevant accordingly (Figge et al., 2002 in Gloria et al., 2020).

In this regard, the broader structure of the balanced scorecard provides sustainable balanced scorecard with a methodology to bridge the gap between the strategic and operational level of the institution (Kalender, 2016 in Pereira & Oliveira, 2020). The sustainable balanced scorecard provides initial guidance for managers to make decisions about integrating environmental and social objectives into the organisation's performance management system (Hansen & Schaltegger, 2016 in Pereira & Oliveira, 2020). Since the balanced scorecard helps in the identification and management of simultaneous improvements in environmental, social and financial business objectives, a sustainability balanced scorecard fulfils the main requirement of sustainability for a permanent improvement of business performance concerning such objectives (Figge et al., 2003 in Pereira & Oliveira, 2020).

According to Elkington's 1996 Triple Bottom Line (TBL) idea, organisations create value in a variety of ways that must be taken into consideration (Elkington, 2006 in Nogueira, Gomes & Lopes, 2022). The concept was introduced to the business community in 1994 as a new sustainability taxonomy that would incorporate new rules for sectors to follow while tackling the 2015 United Nations Sustainable Development Goals (SDGs) (Loviscek, 2021). The framework was presented as a new challenge for businesses to incorporate human and environmental security into the strategic business model and to create new tools and taxonomies to evaluate the harm being done to society and the environment, according to Griggs et al. (2013), cited in Loviscek (2021). According to Wu (2013) in Nogueira, Gomes, and Lopes (2022), the Triple Bottom Line is defined as the three Ps: profit, planet, and people. It encompasses three dimensions: economic, environmental, and social. Therefore, in order to calculate company performance in its sustainable interpretation, traditional economic outcomes, environmental and social dimensions were included (Hourneaux, et al., 2018 in Nogueira, Gomes & Lopes, 2022).

According to the Triple Bottom Line paradigm, businesses engaged in socially and environmentally conscious behaviour stand to gain financially (Gimenez, 2012 in Nogueira, Gomes & Lopes, 2022). Activities at the confluence of an organization's social, environmental, and economic performance can also yield financial rewards; these activities are linked to long-term economic returns and competitive advantage (Cater & Rogers, 2008 in Nogueira, Gomes &

Lopes, 2022). Therefore, the sustainable practices of the triple bottom line can boost economic growth and strengthen an organization's competitive edge. Therefore, sustainable strategic management is implemented, which incorporates social and natural capital in addition to the traditional economic value, as profitability is no longer the only metric of an organization's performance that also symbolises sustainability results (Gregory, Stead & Stead, 2021). Furthermore, there is an urgent need to design business plans based on the Triple Bottom Line framework as a result of the growing concern for assessing the causes and reasons that affect an organization's profitability and sustainability (Nogueira, Gomes & Lopes, 2023).

Among the frameworks for sustainable strategic management is the circular economy notion. According to Kirchherr et al. (2017) in Ahmad et al. (2023), it is described as an economic system that substitutes reducing, alternatively reusing, recycling, and recovering materials throughout the production/distribution and consumption process with the idea of "end-of-life." Although the circular economy originated from a more technical standpoint, it is increasingly recognised that significant changes must be made to company models, supply networks, corporate strategies, and ultimately society as a whole (Ghisellini et al., 2016; Kirchherr et al., 2017 in Ahmad et al., 2023). The significance of incorporating circular economy ideas into strategic decision-making procedures is underscored in order to accomplish objectives related to sustainable development. The significance of incorporating circular economy ideas into strategic decision-making procedures is underscored in order to accomplish objectives related to sustainable development. A wide range of circular economy activities are linked to innovative competitive strategies, and these practices can be used to implement various competitive strategies (Mura et al., 2020).

The circular economy is envisioned as an inventive business strategy that promotes both a thriving society and a sustainable economy. Social and economic sustainability are two aspects of sustainable development that are incorporated into the circular economy (Ghisellini et al., 2016 in Díaz-Duarte et al., 2024). The urgent need to switch from linear to circular economic models is highlighted by the literature on the circular economy and its implications for strategic management. According to Nuñez et al. (2018) in Díaz-Duarte et al. (2024), it is evaluated based on factors including resource management (reduce, reuse, and recycle), effective energy, water, and material management, environmental impact in terms of emissions and generated waste, and indicators of the shift towards the circular economy. The three fundamental components of the circular economy are value creation, value transfer, and value capture. These components represent both concrete, measurable economic benefits and intangible, non-financial gains (Urbinati et al., 2017; Ranta et al., 2018; Secundo et al., 2017; Wamba et al., 2015 in Díaz-Duarte et al., 2024). The necessity of coordinating commercial goals with ambitious sustainability goals

is thus highlighted by this new idea. Thus, achieving sustainable levels of consumption and production through the use of cleaner production techniques and efficient product life cycle management is the main aim of the circular economy, which ultimately aims to promote a balance between environmental protection and economic development (Lorek & Spangenberg, 2014; Geissdoerfer et al., 2017 in Díaz-Duarte et al., 2024).

The incorporation of social, environmental, and economic factors into regular organisational management is known as sustainable performance (Truong, Huynh & Nguyen, 2023). Technology breakthroughs have made it simple for businesses to implement sustainable business strategies. Any company needs to be both financially successful and ecologically conscious (Ho et al., 2009; Luthra et al., 2013 in Truong et al., 2023). Monitoring and management of air pollution, solid waste disposal, and the use and management of natural resources are necessary throughout the development process (Zhu et al., 2007 in Truong et al., 2023). Economic, social, and environmental factors are among the many perspectives used to assess the sustainability initiative's performance.

According to Zhu et al. (2008), Nishitani et al. (2016) in Truong et al. (2023), an organization's economic performance is defined as its ability to make a total profit as well as its ability to save costs through wise purchasing decisions, waste management, energy use, waste disposal methods, and the imposition of fines for environmental damages. Energy conservation, emission reduction, and waste reduction are all part of environmental performance. Since energy conservation, waste pollution, and emission reduction are regarded as environmental performance criteria, it involves reducing air emissions, the use of hazardous products, water waste, and solid waste (Zhu et al., 2005; Chiou et al., 2011, Lee et al., 2012; Rao, 2002 in Truong et al., 2023). Social performance is typically used to quantify how sustainability policies affect customer loyalty and happiness, worker health and safety, and the reputation of the company and its products (Ashby et al., 2012; Zailani et al., 2012 in Truong et al., 2023).

2.4 Sustainable Strategic Management Process

The procedure of sustainable strategic management follows through the traditional strategic management process. The only difference is that with sustainable strategic management, the thrust is the integration of sustainability elements at each stage along the process (Momanyi, 2020). In the current business environment, when businesses are always dealing with the unavoidable inflow of technology and globalisation, strategic management is seen as a good approach in an attempt to set an organisation apart from its rivals. According to Batman & Scott

(2009) as referenced in Onyekwelu (2020), strategic management is a process that incorporates every department within the business in the design and execution of strategic goals and objectives. As a result, as Nsirim (2022) asserts, it's a procedure that calls for dedication to strategic plans, which are a subset of business management techniques that involve the ability for an organisation to identify both long- and short-term goals and objectives.

Through the implementation of strategies that capitalise on internal strengths, take advantage of ecological opportunities, neutralise pressure from outside, and avoid internal weaknesses, the strategic management process seeks to ensure that organisations maintain a sustained competitive advantage (Hitt et al., 2009; Ireland et al., 2001; Reading, 2002, in Auka, 2016). The four main components of the strategic management approach are environmental scanning, strategy creation, strategy implementation, and strategy control (Wheelen & Hunger, 2008 in Auka, 2016). Strategic management practice is articulated in these components.

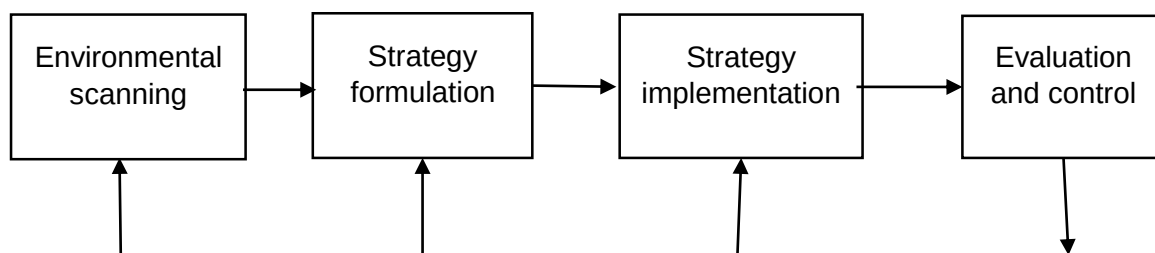


Figure 2.1 Basic Elements of the strategic management process (Wheelen & Hunger, 2008 in Auka, 2016)

2.4.1 Environmental scanning

Ordinary organisational systems are under tremendous strain because to the unprecedented rate of change in the environment in which businesses operate. Therefore, in order to secure their sustainability, organisations must adjust to these environmental changes. The process of connecting an organization's strategy with its surroundings begins with environmental scanning, sometimes referred to as environmental analysis. Zhang, Majid, and Foo (2011), referenced in Pourmohammadi et al. (2020), state that environmental scanning functions as a radar for spotting environmental cues and aids in the creation of workable plans that will steer the organisation in the appropriate direction. It is a management technique that uses environmental data to improve decision-making by gathering, analysing, and applying data (Lester & Waters, 1989 in YahiaMarzouk & Jin, 2022). It is a process of gathering information from an organisation's internal and external environments, and carefully monitoring these environments with a view of identifying future threats and opportunities. Based on analytical findings, an organisation is able to predict

the future, identify threats, develop a mitigation strategy and response, and take advantage of opportunities available, thus enhancing its performance (YahiaMarzouk & Jin, 2022). Therefore, environmental scanning is an effective strategic management process for predicting and comprehending internal and external organisational factors and their linkages so as to decrease the level of uncertainty. The aim of the exercise is to identify changes that may influence an organisation's activities in the future.

2.4.2 Strategy formulation

According to Jean, Diana, and Avan (2011) in Dekings, Awiti, and Aketch (2019), strategy formulation is the procedure of defining the best method of action to realise project goals and objectives and ultimately realise the dream. Similarly, Thompson and Strickland (2003) in Palladan and Adamu (2018) define strategy creation as a stage or sub-process of strategic management where a company establishes its goals, determines its direction, and plots its route. Additionally, strategy formulation is defined by Daft (2006) in AIDhaheri, Ameen, and Isaac (2020), as the evaluation of the environments within and without, and the incorporation of the findings into objectives and plans of the organisation. Specifically, Kabeyi (2019) argues that the process of formulating a strategy consists of six primary steps: creating a vision and mission; recognising external chances and pressures to the organisation; assessing internal strengths and weaknesses; establishing the firm's lasting goals; producing competing or alternative strategies; and selecting which strategies to pursue. Due to the specific tasks being carried out sequentially throughout time, the process of formulating a strategy is itself a process. The strategy formulation process often includes the strategic planning phase, which, as Bryson (2004) in Palladan and Adamu (2018) states, is an attempt to make rudimentary selections and conduct activities that mould and direct an organization's identity, purpose, and actions. Moreover, Bryson (2018) notes in George (2021) that strategic planning usually entails analysing an organization's mandate, mission, and vision and its external and internal environments, identifying strategic issues, and putting strategies in place to address these issues. Consequently, the vision, mission, and objectives phases of a strategic plan are what determine whether it succeeds or fails (Azizi & Rahman, 2019).

There are two primary methods for formulating strategies: plan or deliberate (design) and process (emergent), according to Ansoff, Declerck, and Hayes (1976) in Palladan and Adamu (2018). A purposeful and proactive method of formulating strategies is the planned or deliberate approach. According to Porter (1980), as cited by Palladan and Adamu (2018), strategy creation is the intentional positioning of an organisation using well-thought-out analytical frameworks and guided

processes. However, as noted by Palladan and Adamu (2018), the emergent school of thinking views the formation of a strategy as an ongoing, flexible, and open-ended process that involves realigning and aligning an organisation to its changing environment. They understand how crucial it is for organisations to coordinate their internal practices to the external conditions. As a result, Hrebiniak (2006) in Palladan and Adamu (2018) alluded to the fact that a weak strategy or insufficient strategic planning effort cannot be offset by a strong implementation, since a weak or ambiguous strategy might have a negative impact on implementation efforts. Therefore, to ensure the success of the complete strategic management activity, which includes strategy execution, control, and assessment, the strategic formulation process must be carried out meticulously.

2.4.3 Strategy Implementation

Effective strategy formulation and implementation are crucial components of the process because a successful strategy alone cannot ensure success unless it is carried out well (Hitt et al., 2017; Rates, Heijltjes, Glunk & Roe, 2011; Homkes & Sull, 2015, cited in Tawse & Tabesh, 2020). Thus, strategy implementation is defined by Yusuf and Saffu (2009) in Dekings et al. (2019) as the translation of the chosen strategy into a strategic planning action to accomplish strategic goals and objectives, whereas Wheelen and Hunger (2012) see it as the culmination of all the decisions and actions necessary for carrying out a strategic plan. In practical terms, it is known as implementing the strategy and ensuring that sub-organizational entities start successfully carrying out their assigned responsibilities within the strategic plan. This could be accomplished by creating an organisational structure that can carry out the plan, by providing funding and programmes to carry out the strategy, by creating an information system, and by generating follow-up reports to track the implementation process's progress. Additionally, to ensure the strategy's effectiveness, an internal regulatory framework must be established (Babafemi, 2015, in Azizi & Rahman, 2019).

Putting strategies into practice is a complex and challenging task, as acknowledged by Aaltonen and Ikavalko (2002) and Kazmi (2008) in Namada (2020). Accordingly, Miller (2002) and Mankins and Steele (2005) in Namada (2020) reported that 40% of the intended value is never realised because of implementation issues, and that businesses fail to adopt 70% of their plans. Additionally, Sterling (2003) in Namada (2020) concurred with the aforementioned facts, by indicating that 70% of strategies are never implemented successfully because of shifting market conditions, the introduction of new technology, and a lack of resources. According to Namada (2020), strategy implementation includes all decisions and actions necessary to carry out a plan. As such, Namada (2020) proposed institutional alignment across the organisation to enhance

plan implementation success. Miller, Eisenstat, and Foote (2002), as cited by Reddy and Scheepers (2019), say that this entails correlating the strategy to an organization's performance, ability to maintain a competitive advantage, strengths, and internal resource competitiveness. Planning actions, coordinating efforts, and aligning systems all help to effectively support strategic management. In order to effectively plan an action, it is necessary to assign tasks, set deadlines, estimate resource requirements, and determine expected output (Nemada, 2020). The author further elaborated on the idea that successful strategy execution requires alignment with regard to structure, culture, and systems. Thus communication, decision-making, and commitment-building are derived from the compatibility of institutional alignment and support firm organisational performance (Carlopio & Harvey, 2012 in Namada, 2020).

According to Palladan and Adamu (2018), there are a number of determinants that affect strategy execution. From their research findings, Waterman, Peters and Phillips (1980) in Palladan and Adamu (2018) identified seven determinants namely strategy context, system, structure, skills, style, staff and super-ordinate goals as key execution drivers. Similarly, in a study undertaken in the United States of America, Jame (2012) in Palladan and Adamu (2018) suggested strategy consensus, top down communication, organisational structure and training as the main determinants of strategy implementation. In summarising the major findings, Aaltonen and Ikavaiko (2002); Mbraka and Mugambi (2014) and Okumus (2003) in Palladan and Adamu (2018) identified strategy development, environmental uncertainty, people, leadership, organisational culture, operational planning, organisational structure, communication, resource allocation, control and outcome as the main determinants of strategy formulation and implementation.

2.4.4 Strategy control and evaluation

According to Jaeger and Adair (2013) in Dekings et al. (2019), strategy control and assessment is the process of figuring out how well a certain strategy works to accomplish the project's goals and implementing adjustments as needed. It is the last phase in the strategic management procedure. Strategic evaluations should be done in terms of the three scopes of sustainability, namely ecological, social and economic (Höse, Suß & Götze, 2022). This entails three simple steps: looking at the fundamentals of a company's strategy, contrasting expected and actual outcomes, and taking corrective action to make sure performance adheres to expectations, the need for evaluation and monitoring is to control such unforeseen and unexpected eventualities (David, 2011, in Kabeyi, 2019). An assessment of a strategy's implementation can reveal flaws and force a restart of the whole process. According to Ivancic (2013) in Hieu and Nwachukwu (2019), determining whether strategy execution satisfies organisational objectives is the primary

task of strategy evaluation, which makes the effective evaluation approach crucial. As a result, the strategic management process's outcomes are tracked, any deviations are fixed, and compliance is encouraged in order to meet predetermined objectives through assessment and control. A thorough synopsis of the complete strategic management process is provided by Wheelen and Hunger (2012)'s strategic management model, which is displayed on Figure 2.2. The model is an all-inclusive presentation that covers every task that needs to be completed at every phase of the process.

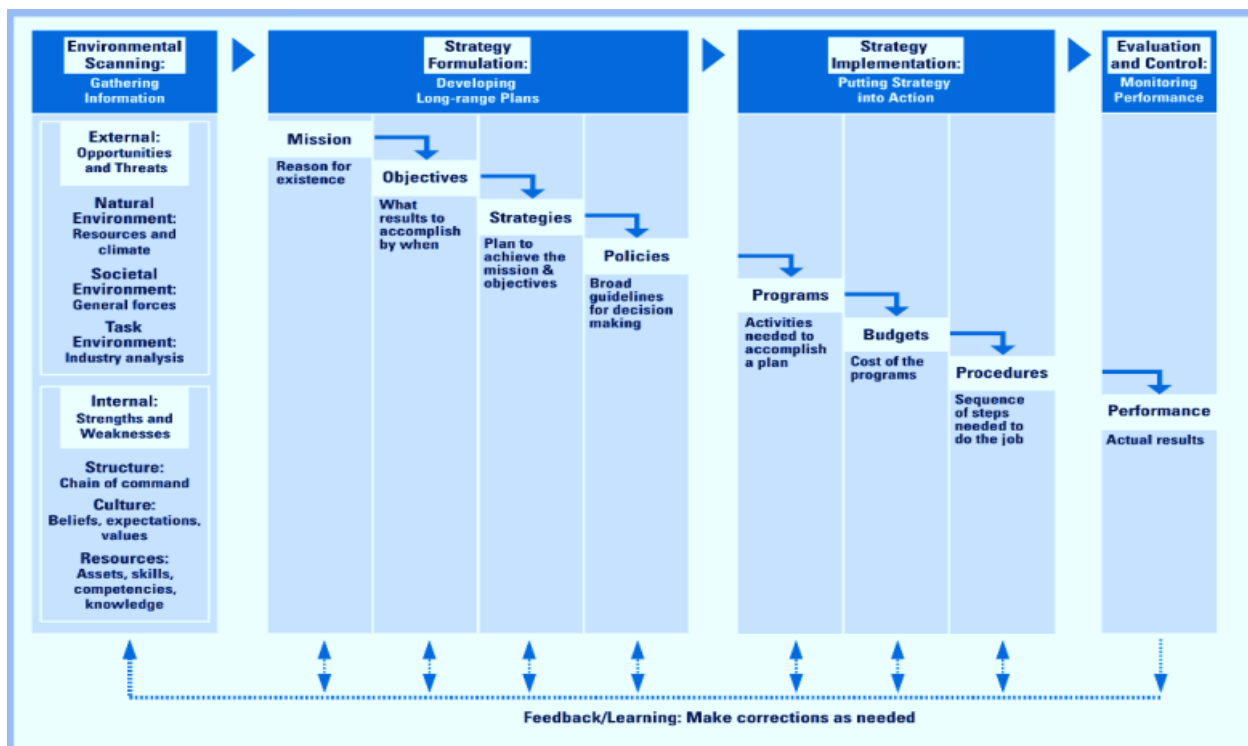


Figure 2.2. The Strategic Management Model (Wheelen & Hunger, 2012)

2.5 Behavioural Critical Success Factors for Developing Sustainable Strategic Management Frameworks

The importance of sustainable strategic management initiatives and the organisational capability to adopt and adapt to new initiatives cannot be over-emphasised (Tolici, 2021). In order to build strategic management frameworks for the organisational resilience of urban councils in Zimbabwe, this study set out to investigate the behavioural crucial success determinants. The aspects of strategic planning as well as organisational culture, structure, and technical inventiveness were investigated in this investigation. Furthermore, the investigation used a variety

of variables, including stakeholder relationships, leadership styles, employee commitment, skills, and motivation.

2.5.1 Strategic Planning

The process of planning entails balancing three factors: time, resources, and goals. It is a deliberate and practical approach. According to Alomi et al. (2018) in Almansoori (2021) this indicates that the objective is to accomplish the biggest goal in the quickest amount of time and with the best feasible use of possible resources. In order to achieve coherence and consistency between strategies, interim goals, and short-term goals, as well as to ensure that all disparate efforts are focused on accomplishing the intended goals, it is necessary to undergo strategic analysis, choose, and identify alternatives (Zainal et al., 2014 in Almansoori, 2021). The plan and thrust that guides and supports organisational management are made clearer through strategic planning, which also helps with crisis management, boosts an organization's capacity to handle external risks, establishes a shared vision and objective for all employees, and increases employee commitment to the organisation and its intended goals (Almansoori, 2021).

According to Twaissi & Aldehayyar (2021), formal strategic planning refers to an organization's examination of the strategic elements and positioning that it should systematically seek and control in order to gain a competitive advantage. In order to achieve sustainable, long-lasting corporate performance, the notion entails setting long-term objectives for an organisation and using a strategic approach to achieve those objectives. From its inception in the 1950s until the mid-1960s and the mid-1970s, the phrase experienced significant popularity (Kabeyi, 2019). The process of developing organisational policies, programmes, and actions intended to accomplish institutional goals is known as strategic planning. It centres on planned and working goals, objectives, and strategies (Hughes, 2003, in Kabeyi, 2019). Additionally, according to Allison and Kaye (2005) referenced in Mulyaningsih et al. (2021), strategic planning is a methodical process that the organisation decides upon and develops consensus among important stakeholders regarding priorities that are critical to its mission and sensitive to the operating environment. Furthermore, according to Ong (2015), referenced in Kabeyi (2019), strategic planning is a formal, intentional process that examines the present state of affairs and sets goals while allocating resources with the intention of achieving organisational competitive advantage. Therefore, strategic planning lays out the precise goals, descriptions of the resources, methods, and procedures needed to accomplish the desired and profitable performance (Best et al., 2007; Voelker et al., 2001 in Rasouli et al., 2020).

Based on the aforementioned definitions, it can be inferred that strategic planning pertains to the formulation of the organisational vision and the identification of the essential procedures, actions, and priorities required to actualize the stated vision. Stated differently, the process entails assessing the organization's needs, external circumstances, customer interactions, organisational strengths, and weaknesses with the purpose of determining the organization's mission, objectives, and tactics (Rasouli, et al., 2020). Therefore, the devising, application, and controlling phases of the strategic planning process are comprised of three primary parts (Armstrong, 1982; Shrader et al., 1989 as referenced in Mulyaningsih et al., 2021). The process of articulating entails creating a mission statement, identifying the primary goals, assessing the internal and external environments, and weighing your options. Management usually uses the technique to create goals, assign tasks, assign resources, set deadlines for accomplishing specific tasks, and give systems for monitoring advancement (Chiwawa et al., 2021). A strategic plan, or organisational blueprint, is the end product of the strategic planning process and offers a path forward to be pursued. Strategic plans ought to be evaluated, on average, every three to five years (Mulyaningsih et al., 2021).

Creating strategic plans can open doors for cooperation with other organisations' partners, including the government, sponsors, funders, and development partners, for mutual gain. The organisation can carry out certain activities and projects that are designated for completion by developing strategic plans and making them available to development partners. In addition, strategic plans can be helpful documentation tools for institutional assessment for accreditation purposes. According to Auld (2010) and Luxton (2005) in Mensah (2020), documentation demonstrating that any institutional engagement employing institutional resources supports the institution's mandate, mission, vision, and goals may be required by institutional accreditation organisations. Accrediting commissions or bodies may, therefore, request documentation from the organisation demonstrating how its objective is being fulfilled through efficient use of its resources. Mensah (2020) also suggested that companies with well-crafted strategy plans should have no trouble passing these accreditation exams, since this will improve their reputation, trustworthiness, and public image.

2.5.2 Organisational culture

The values, beliefs, and principles recognized by the business culture serve as the foundation for management within any given organisation and the strategic choices that are made. According to Robbins (2013) in Muafi and Kusumawati (2020), organisational culture is a common meaning system that its members have that sets the organisation apart from other organisations. Broadly

speaking, it is defined as the shared values, beliefs, and implicit presumptions among members of an organisation (Cameron & Quinn, 2011; Denison, 1999; Deshpande & Webster, 1989; Miron et al., 2004 as referenced in Janjua et al., 2021). Taking this into consideration, a broad definition of organisational culture is a set of core values that a specific organisation establishes, acquires, or grows as it attempts to resolve difficulties related to both internal and external integration. As the correct approach to perceive, comprehend, and respond to the issues the organisation faces, these ideas are transmitted to new members since they have shown to be effective enough to be acknowledged as true (Schein, 1984 cited in Karlsson et al., 2022). Thus, assumptions, artefacts, and values are the three components that contribute to the utility of organisational culture in connection to organisational performance (Schein, 1985, & Childress, 2013, quoted in Phatiranage et al., 2020). The authors claim that whereas artefacts are the outward manifestations of corporate culture, such as work procedures, workspace design, and organisational structures, assumptions stand in for unwritten but significant organisational principles. Values also serve as a representation of an organization's business strategy and members' views.

Regarding the origins of organisational culture, Ruiz-Palomino and Marfnez-Cañas (2014), Schein (2010), and Uddin et al (2013), as cited in Phatiranage et al (2020), believe that it comes primarily from the founders' beliefs and presumptions as well as the members' experiences and learnings. Due to their early opportunity to establish the organization's strategy and direction, founders, as the major sources of organisational culture, can have a considerable impact (Andish et al., 2013 in Phatiranage, et al., 2020). This is because the early strategy and direction of the company were shaped by the operational assumptions of the founders, which may have been derived from their unique experiences and cultural backgrounds (Toma & Marinescu, 2013, in Phatiranage, et al., 2020).

The body of research indicates that organisational strategy and culture are related, and that this relationship significantly improves organisational performance (Vestal et al., 1997; Zwaan, 2006; Muafi, 2008; Chen et al., 2018 in Muafi & Kusumawati, 2020). Similarly, Suzuki (2023) cites the institutional theory of John Meyer and Brian Rowan (1970), which postulates that an organization's culture can impact its strategy by affecting its norms, values, and beliefs. According to the notion, a strategy's effectiveness can also be influenced by culture, therefore if a plan aligns with the firm's culture, it may be more successful. The ingrained, common organisational culture patterns are thought to play an important role in defining the operational procedures of an establishment (Fajilan et al., 2021). It may be inferred that the organization's operations, competitiveness, sustainability, and knit of deeply held beliefs, values, norms, assumptions, and

attitudes are determined by all outwardly visible behaviours and practices (Muriithi, 2021). As such, in a fast evolving environment, a strategy that is only vaguely in line with the organisational culture may have a lower chance of success.

According to Alina and Cerasela (2018), culture helps an organisation achieve its goals by encapsulating them in its common values and beliefs, while strategy finds the direction and emphasis, elaborates plans, and creates a formal atmosphere for employees to grasp the organization's aims. In a successful organisational culture, the mission and vision are employed in business management to establish the organization's short- and lasting objectives, according to Nongo and Ikyanyon (2012), referenced in Pathiranage et al (2020). Thus, in order to ensure organisational success, it is widely acknowledged in business management that ensuring a successful alignment between organisational culture and business mission is a key responsibility (Denson, 1990; Eaton & Kilby, 2015 in Pathiranage et al., 2020). In business management, performance and the choice of an organization's future course are improved when an effective organisational culture and mission are in line with organisational goals (Raza et al., 2014 in Pathiranage, et al., 2020).



The values, beliefs, and principles recognized by the business culture guide strategic decision-making within organisations (Alina & Cerasela, 2018). Strong organisational cultures are the basis for success, but they can also pose serious obstacles to the implementation of important strategic changes (Cornerstone, 2010, in Weyama, 2020). In concurrence, Linnenluecke and Griffiths (2010) in Reddy and Scheepers (2019) assert that organisations that possess the right cultural values are better able to react quickly to the requirements and desires of their customers as well as the actions of their competitors, making them strategically relevant. Furthermore, as noted by Rashid et al. (2003) and Lee et al. (2008) in Karlsson et al. (2022), organisational culture can be used to achieve goals if it is managed well. On the other hand, Bititci et al. (2006) in Karlsson et al. (2022) assert that poorly managed organisational culture may be the main cause of an organization's failure. Accordingly, one of the primary management techniques and a crucial tool for strategic management is developing a forward-thinking and supportive corporate culture (Janjua, Hanif, & Baig, 2021). Failure, or at least disappointment, is usually the outcome for

organisations that do not acknowledge the ways in which their cultures influence their ability to execute strategy (MacCormack et al, 2012, in Reddy & Scheepers, 2019).

Organisational culture establishes the values, attitudes, and principles that guide strategic decision-making (Alina & Cerasela, 2018). While organisational culture serves as a solid basis for success, it can also provide a serious obstacle to the implementation of a big strategy shift (Cornerstone, 2010, in Weyama, 2020). According to Reddy and Scheepers (2019), Linnenluecke and Griffiths (2010) concur that having the right cultural values enables firms to react quickly to the requirements and desires of their customers as well as the actions of their competitors, making them strategically relevant. Organisations that do not acknowledge the ways in which their cultures influence their ability to execute strategy generally position themselves for failure, or at the very least, disappointment (MacCormack et al., 2012, in Reddy & Scheepers, 2019).

Employee behaviour is formed and synchronized by an organization's culture to promote dedication to achieving goals (Aryasri & Aijaz, 2013 in Reddy & Scheepers, 2019). Stated differently, Cameron and Quinn (2011) and Paais and Pattiruhu (2020) in Janjua et al. (2021) consider organisational culture to be crucial to a company because it facilitates the alignment of employee attitudes and behaviours with the company's aims and objectives. According to Nitin, William, and Bruce (2003) in Janjua et al. (2021), organisational culture supports the claims made by individuals by tying business activities to the organization's overarching goals and objectives. Therefore, before implementing any organisational growth and change project, Rukh and Qadeer (2018) highlight that cultural diagnosis is an unavoidable aspect.

Organisational culture types are explained by the Competing Values Framework (CVF) model. The model was first presented by Quinn and Cameron (1988) and Cameron and Quinn (1999, 2011), according to Muafi & Kusumawati (2020). The framework is comprised of four quadrants, each of which has two primary dimensional methods focused on organisational effectiveness: vertical and horizontal. Two indicators make up the horizontal axis: 1) flexibility, discretion, and dynamism; and 2) stability and control. The two indicators that make up the vertical axis are 1) internal focus and integration; and 2) exterior focus and differentiation. According to the concept, these two-dimensional interactions result in four different sorts of cultures: market, adhocracy, hierarchical, and clan cultures. Figure 2.6, below, shows the structure.

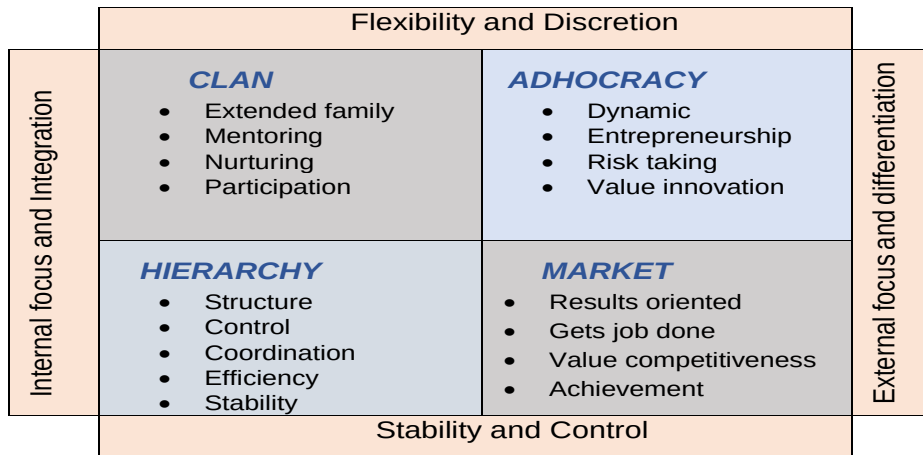


Figure 2.4: The Competing Values Framework

Source: Cameroon and Quinn (2006) in Muafi and Kusumawati (2020)

An organisation is said to adhere to a hierarchical organisational culture if it follows formal, defined regulations. Here, the emphasis is on efficiency, and staff members are urged to consistently and accurately follow company procedures. Production's effectiveness, efficiency, and stability are closely protected in accordance with the laws in place so that they can focus more on the reliability, security, and convenience of operations. More accurately, hierarchical organisational cultures are characterised by leading rational analysis, leading information clarity, leading high reliability, leading processes, and leading through measurement (Cameron & Quinn, 2011; Quinn & Cameron, 1988; Chen, Huang, Liu, Min & Zhou, 2018, in Muafi & Kusumawati, 2020)

Additionally, if an organisation follows the adhocracy organisational culture, it indicates that the organisation is very creative, innovative, and vigorous, with an entrepreneurial orientation (Muafi & Kusumawati, 2020). Workers at such companies have the courage to take significant risks by trying and trying new things. This is a result of the fact that its leaders are risk-takers with an entrepreneurial mindset. Every employee in the company shares the same strategic attitude to experiment with novel ideas, approaches, and cutting-edge management techniques. They are dedicated to become industry leaders in the creation of distinctive, valuable new products. This is a result of the employees' freedom to work and express themselves, particularly when they have unique ideas. The organisational culture of adhocracy is more prominent. More specifically, an adhocracy organisational culture is characterised by leading innovation and entrepreneurship, leading the future, leading change and improvement, leading creativity, and leading flexibility and agility (Quinn & Cameron, 1988; Chen et al., 2018, in Muafi & Kusumawati, 2020).

Furthermore, a clan or supportive culture is more focused on how people interact with one another as seen by internal cohesion, worker welfare, employee loyalty, and worker dedication to the firm. According to Cameron (2004), Cameron & Quinn (2006), and Tseng (2010) in Oboreh (2020), clan culture is associated with participation, teamwork, loyalty, morale, tradition, cooperation, consensus-building, and individual development. This kind of culture prioritises its human capital above all else, places a strong emphasis on each person's degree of wellbeing, and cultivates a happy work environment rather than maximising financial ratios and market objectives (Keskin et al, 2005, in Oboreh, 2020). Clan organisations therefore prioritise flexibility over control and structure. Employees in these types of organisations are therefore motivated by a common vision, objectives, and results rather than by rigid policies and guidelines. Therefore, clan organisations are believed to prioritise internal communication and engagement among its members (Oboreh, 2020).

Located at the bottom of the quadrant is the market or competition culture, which is identified as primarily focused on achieving a goal or objective. As a result, productivity, effectiveness, competitiveness, and results optimisation are the main corporate values associated with this culture (Oboreh, 2020). Since their main goal is to complete transactions (sales, exchanges, contracts) with other parties in the hopes of gaining a competitive advantage, such organisations typically emphasise gaining prestige, status, and profitability, as noted by Cameron & Quinn (2011) cited in Oboreh (2020). Value flows between various members and stakeholders in market organisations are modest and are considered as transactions (exchanges of value), both internal and external. According to Cameron (2004) and Cameron & Quinn (2006) in Oboreh (2020), a market culture is characterised as a result-driven work environment where the focus is on winning, outperforming the competition, increasing pricing, and maintaining market leadership. One benefit of a market-based culture is that it is task-directed.

2.5.3 Organisational structure

The well-planned framework of an organisation that gives it a framework for operation is known as its organisational structure (Ansoff & McDonnell, 1990, in Ogaga, et al., 2019). The document delineates the formal mechanisms for coordination and interaction patterns to be employed, together with the allocation of responsibilities and reporting lines (Hugh and Fildman, 1986, cited in Fauzi, et al, 2021). Accordingly, the formal arrangement of duties and responsibilities inside an organisation is what Robbins and Coutler (2007) in Oracha et al. (2021) define as organisational structure. Similar to how Astuty et al. (2021) see organisational structure as a formal system that controls how work, authority, and responsibilities are divided, grouped, and coordinated inside an

organisation to help achieve desired results, Mansoor et al. (2012) in Yusof (2021) see organisational structure as the chain of command and accountability. Additionally, as stated by Robbin and De Cenzo (2005) in Yusof (2021), organisational structures are coherent systems that aid in the most effective completion of tasks and support the management team in pursuing the firm's strategy. In contrast, as stated by Daft (2010) and Moorhead and Gryphon (2008) in Astuty et al. (2021), organisational structures are choices regarding authority, task division, and a set of coordination mechanisms.

Therefore, based on the definitions given above, it can be concluded that structure has two essential functions: first, it must offer a framework for duties, reporting lines, task grouping, and workforce division based on completed work; second, it must serve as a means of connecting and coordinating organisational elements to create a coherent whole by combining and coordinating task division to guarantee task completion.

Numerous studies carried out by earlier researchers, like Hugh and Fieldman (1986), indicated that key components of the internal environment are organisational structures, which have a critical function (Fauzi et al., 2021). Thus Salau (2022) defines the organisational structure of a strategic management as the long-lasting plan within a company to carry out the responsibilities well-defined by its strategy, which comprise the delegation of power and responsibility, the reporting structure, and the system for incorporating its operations. Additionally, Salau (2022) highlights that a single structure cannot be optimal for every strategy or environment. Consequently, some businesses struggle to implement strategic management due to their incapacity to quickly modify their structures in response to changing surroundings and evolving strategies. For instance, Chandler (2002) in Salau (2022) discovered that certain companies had centralised structures when their product lines were narrow, however expansion and diversification demand the existence of separate multi-divisional structures.

The organisational structure of a business must complement its strategy, according to Omar (2021), and strategy and structure must work together harmoniously for an organisation to fulfil its goals. Organisational structure, according to Aslam (2021), outlines how specific organisational activities are directed to achieve organisational objectives. These objectives include formal and informal rules, roles, and responsibilities, and organisational components like degree of complexity, formalisation, and centralization that shape these roles and responsibilities. According to Mapetere et al. (2021), who agree with the concept, businesses must invest in management structures that support the flexibility needed for strategic management. In support of this idea, Barnat (2014) in Mapetere et al. (2021) further affirms that institutionalising strategy through appropriate organisational structure is essential to its implementation in order for it to

permeate daily decisions and actions in a way that is consistent with the long-term strategic success. Neis, Pereira, and Maccari (2017), referenced in Mapetere et al. (2021), came to the conclusion in their study that the organisational structure's components both influence and are influenced by the stages of the strategic planning process. According to Mapetere et al. (2021) there is a high probability that an incongruity between strategy and corporate structure will hinder the advancement of organisations and their mission. Thus, it is imperative for institutions to allocate their time, resources, and energy towards ensuring that strategy formulation and implementation remain consistently in line with corporate structure (Thompson, 1991; Gerdin & Greve, 2004, & Fullerton et al, 2013, in Maine et al, 2021).

No single structure works well for all organisational strategies and situations, claims Salau (2022). Thus, complexity, formality, and centralization are all included in the organisational structure, as Fauzi et al. (2021) remark. Complexity is defined as the degree of division of labour, specialisation, degree of differentiation within the company, and extent of dispersion of company units. Specifically, specialisation inside an organisation, according to Green et al. (2005) in Iranmanesh (2020), is worried with the degree to which positions are precisely articulated for the necessary ability, knowledge, and experience (Beersma et al., 2003; Wheelen, 1994 in Fauzi et al., 2021). The degree to which a corporation depends on written communications, rules, instructions, and processes is known as formalisation, according to Bres et al. (2019) in Iranmanesh (2020). Furthermore, Jaworski and Kohli (1993) in Iranmanesh (2020) characterise centralization as negatively associated with information dissemination and intelligence collection; hence, it might reduce debate and intellectual exchanges, which are essential for formulating completely new ideas in strategy development. Conversely, decentralisation, as defined by Moreno-Luzon and Peris (1998) in Iranmanesh (2020), is the process of shifting responsibility and coordination from upper management to lower management or employees who take ownership of their work and show a commitment to the organization's goals, increasing the effectiveness of strategic management practices.

Based on the aforementioned, Burns and Stalker (1967) in Sahin and Sesen (2021) deduce that organisational structures can be broadly divided into two categories: mechanical and organic systems. Thus, rigid, hierarchical structures governed by strict formalisation and top-down management are referred to as mechanistic systems (Burns & Stalker, 1994; Reigle, 2001 in Yusof, 2021). Moreover, increased specialisation and high formalisation (coercive) levels indicate a mechanical framework that determines authority distribution through centralization (hindering) (Masnour and David, 2021). Moreover, Damanpour (1991) in Sahin and Sesen (2021) believes that in a mechanical organisational structure, the units that comprise the organisation act

independently of one another while carrying out the tasks allocated to them under order to accomplish their low degree of complexity and their aims. Accordingly, Cunliffe (2008) acknowledges in Sahin and Sesen (2021) that these characteristics hinder employees' ability to contribute to decision-making and inhibit them from voicing novel ideas.

On the other hand, limited formalisation, a network structure of power and control, and flexible job descriptions are characteristics of organic organisations (Burns & Stalker, 1994; Reigle, 2001 in Yusof, 2021). Moreover, Dust et al. (2014), as cited in Sahin and Sesen (2021), define biological systems as flexible structures with adaptable laws that promote cooperation and communication. While Cunliffe (2008) cited in Sahin and Sesen (2021) affirmed that decision-making authority is spread throughout the business and that this allows for quicker adaptation to changes in the external environment. Furthermore, as acknowledged by Burns and Stalker (1961) in Mansour and David (2021), organic systems employ a less rigid design that minimises formalisation, promotes task complexity, and decentralises power. In keeping with the concept of strategic management in businesses, they promote innovation, creativity, and teamwork with decisions made by consensus (Mansour & David, 2021). From the preceding, it can be inferred that certain organisations struggle to implement strategic management because they are unable to quickly modify their organisational structures in response to shifting market conditions and evolving business plans. Thus, as summarised by Hage and Dewar (1973) and Tatikonda (1999) in Sahin and Sesen (2021), organisational constructions that facilitate employee suppleness and decision-making involvement are beneficial to the strategic management process because they provide workers more autonomy and the chance to manage uncertainty.

2.5.4 Technological innovation capability (TIC)

According to the Oslo Manual (2007) in Boateng & Li (2022) an innovation is defined as the use of a new or significantly enhanced product or service, or process, a new marketing strategy, or a new organisational method in business operations, workplace organisation, or external contacts. However, Hobbay and Rush (2007) in Lestari and Ardianti (2019) defined technological competency as the body of knowledge, expertise, experience, and organisational base that enables a corporation to acquire, develop, and apply technology to obtain a competitive advantage. In contrast, Ortega (2010) in Lestari and Ardianti (2019) asserts that a company's technological capability is its ability to do technical jobs, develop new products, develop new processes, and manage its facilities effectively. The internal and external technologies (equipment and procedures) that are critical to the expansion of a company are included in the technological context. The ability of a company to innovate has been broadly defined as its ability to use

creativity to adapt its existing knowledge, expertise, and resources in order to create new goods, services, management procedures, and markets to target and penetrate in order to improve customer satisfaction, maximise profitability, and maintain a competitive edge (Calik et al., 2017, in Boateng & Li, 2022). The process of implementing ideas, information, and inventiveness into products and services that meet specific needs or add value at a reasonable price that consumers are willing to pay for is known as the implementation process (Mamasioulas et al., 2020). Innovating company models are founded on technological capacity, open innovation capacity, sustainability, or ecological innovation (Teece, 2010 as quoted in Valdez-Juárez & Castillo-Vergara, 2021).

Technical capability, open innovation capacity, sustainability, or ecological innovation are the foundations of innovative business models (Teece, 2010, quoted in Valdez-Juárez & Castillo-Vergara, 2021). The concept of technological capacity pertains to an organization's capability to create and innovate novel procedures and goods, enhance human capital competencies and knowledge, and convert knowledge into highly valuable outputs in order to boost overall performance (Wang et al., 2006; Ulas 2019, in Valdez-Juárez & Castillo-Vergara, 2021). The degree of financial and corporate performance is also determined by an organization's technological and innovative capabilities (Bagheri, 2019 in Valdez-Juárez & Castillo-Vergara, 2021).

Adopting a specific technological innovation over current systems can have social and economic benefits (Greenhalgh et al., 2004 referenced in Boateng & Li, 2022). Adoption in this context might be defined as the deliberate act or process of accepting and making use of something novel or distinct. As a result, Ali and Soar (2016) cited in Boateng and Li (2020) clarify that adopting innovation entails creating, developing, and modifying fresh concepts that streamline organisational procedures. To put it another way, technology innovation and adoption refers to the identification, acceptance, and utilisation of new technological opportunities as well as the mobilisation of the necessary human resources to turn them into the creation of new goods and services, new manufacturing process components, and long-term competitiveness (Todorovic et al., 2022).

According to Dosi and Nelson (1994), cited in Zastempowski et al. (2020), evolutionary theory is important from an enterprise perspective since it shows that the company is a learning organisation whose primary resource is knowledge that is created continuously and cumulatively. Furthermore, Hit et al. (2000) in Kalko et al. (2022) claim that the main element affecting organisational success is technical innovation. In agreement, Hung and Chou (2013) in Kalko et al. (2022) claim that one of the most important factors for a business to increase performance in

the modern global market is technical innovation. Consequently, the degree of an organization's competitiveness both domestically and globally is often determined by its capacity for innovation. According to Kalko, Erena, and Debele (2022), firms can gain a competitive advantage by exploring, utilising, and combining a variety of specialised skills and knowledge through internal R&D projects and external technology acquisition. This perspective is in line with the knowledge-based view. Moreover, Amesho et al. (2021) reiterate that city governments, metropolitan areas, and other organisations want to have a sustainable competitive advantage that may be achieved through efficient management of innovation and technology. The authors also noted that, in terms of competitive advantages resulting from innovation and technology, a small number of metropolitan areas, municipalities, and city governments hold the top spots.

Absorptive capacity, one of the elements of technology innovation capability, is the ability of businesses to perceive the relevance of new knowledge, absorb it, and apply it to business objectives (Cohen & Levinthal, 1990, referenced in Kalko et al., 2022). The ability of a business to use outside knowledge during the stages of organisational learning processes that involve acquisition, assimilation, transformation, and exploitation is similar to the definition of absorptive capacity given by Lewin, Massini, and Peeters (2011) and Zahara and George (2002) in Kalko, Erena, and Debele (2022). In Kalko, Erena, and Debele (2022), Lichtenthaler (2009) states that this capability is essential for a firm's competitive edge. Furthermore, a firm's capacity to assimilate technology is dynamic and can influence its capacity to produce and apply the knowledge required to develop other organisational capabilities, such as organisational learning and innovation, which provide the organisation with the building blocks for the creation of a competitive advantage that leads to performance excellence (Barney, 1991; Kumar and Nti, 1998; Dyer & Singeh, 1998; Kim, 1998; Saadi & Che Razak, 2019). Consequently, a firm's capacity to maintain a competitive edge is mostly dependent on technological innovation among a wide range of new concepts and technologies.

Technology transfer is the other part of technology innovation competence (Appiah-Adu, Okpattah & Djokoto, 2016, as quoted in Kalko, Erena & Debele, 2022). Transferring new techniques, innovations, technologies, and specialised technical skills and talents from one organisation to another with the goal of promoting innovation, creativity, and business performance is known as innovation management. Numerous factors, including corporate social responsibility, economic expansion, labour productivity, environmental protection, organisational strategy, sustainable competitive advantage, and business success, are significantly impacted by technology (Zahra & Kirchhoff, 2001; Dollinger, 1995, in Saadi & Che Razak, 2019). In order to ensure the fulfilment

of their vision and objectives, businesses must thus identify and supervise technology transfer procedures and activities (Bozeman, 2000, in Kalko, Erena & Debele, 2022).

Regarding what motivates innovation, there are two schools of thought: the resource school and the market school (Zastempowski et al., 2020). According to Zastempowski et al (2020), the market perspective suggests that the environment created by the market influences or encourages the level of innovation activity exhibited by businesses. However, the resource viewpoint holds, citing Zastempowski et al. (2020), that market orientation does not offer businesses functioning in dynamic and ever-changing markets solid and secure foundations upon which to create an innovation strategy. The resources school, according to Grant (1996) in Zastempowski et al. (2020), concentrates on the enterprise, its competencies, and abilities. Technology resources, which include machinery, tools, various equipment, knowledge, and skills that a firm possesses or has control over, are therefore considered to be among a firm's most valuable resources today and are what propel its technological prowess (Dollinger, 1995; Deeds, 2001; Kelley & Nakosteen, 2005; Chinho et al., 2011, in Saadi & Che Razak, 2019).

2.5.5 Employee motivation

According to Wukir (2013) in Sudiardhita et al. (2018), motivation is the process that explains a person's intensity, direction, and tenacity in trying to attain an intended objective. Put differently, James and Stoner (2019) characterise it as an individual's psychological attributes that influence their degree of dedication to an objective. Therefore, the process of encouraging people to take the appropriate steps to achieve their objectives or targets can be defined as motivation (Lin et al., 2021). Employee behaviour is thought to be triggered by and guided by a psychological process that helps them achieve specific goals or objectives (Kreitner & Kinicki, 2008, in Chikukwa, Msosa, & Mlambo, 2020). Motivational elements hence provide an extra source of elevated worker job satisfaction (Catharina & Victoria, 2015 quoted in Kumari et al., 2021). According to Nyinyimbe (2020), motivation is therefore a crucial instrument for achieving employees' superior performance inside an organisation, which results in organisational effectiveness.

Employees are thought to be the most crucial and influential elements in helping an organisation achieve sustainability (Kucharcikova, 2014 in Lorincova et al., 2019; Zaborova & Markova, 2018). A vital competitive advantage for any organisation may be derived from motivated workers who put forth a lot of effort to meet both personal and organisational goals (Glisovik et al 2019). Consequently, it's critical to comprehend the motivation process, what drives different people, and

how a company may balance the two types of motivation to produce an environment where staff members are encouraged to perform to the best of their abilities. Extrinsic and intrinsic motivation are the two main categories into which employee motivation falls. In terms of achieving organisational goals, Kanfer et al. (2017) in Begiri (2019) state that employees can help make these goals a reality if they know about them, take responsibility for them, and think they are attainable, all while keeping in mind that these goals also have benefits for the employees that are both self- and externally driven.

Behaviour determined by internal rewards, also referred to as motivators or satisfiers, and determined by internal attitudes is referred to as intrinsic motivation. Amabile (1993) cites Beqiri (2019) asserts that people are organically motivated when they pursue personal challenges, self-expression, curiosity satiation, enjoyment, or interest in their work. As a result, elements including autonomy, personal growth, advancement potential, and engaging in challenging work are thought to have an impact on intrinsic motivation. Increased motivation is influenced by things like a sense of achievement, accountability, individual development, acknowledgment, and the work itself. Because internal motivators are ingrained in people rather than forced upon them, they are therefore more likely to have a deeper and longer-lasting impact when they are associated with the calibre of work (Armstrong, 2006 in Beqiri, 2019). It follows that staff members who possess intrinsic drive are more likely to complete duties without encouragement or direction from others.

Conversely, extrinsic factors are those that are inherent in the outside world and linked to the workplace of employees. Hygiene or discontent avoidance are other terms for extrinsic motivators. While they can reduce motivation, these hygiene variables cannot ensure satisfaction (Ghazi et al., 2013, in Kumari et al., 2021). Beqiri (2019) posits that extrinsic motivation stems from the controlling aspects of the job, such as oversight, promised rewards, promises made, or constructive critique of completed work. Furthermore, extrinsic immediate benefits, as opposed to delayed rewards, boost employee motivation by improving goal accomplishment activities (Woolley & Fishbach, 2018 in Begiri, 2019). Hence, while extrinsic motivational elements, such as prizes, advancement, pay increases, and recognition, are effective, their impact is transient. In contrast, intrinsic motivational elements are innate, competitive, and personally inspiring, and they have a longer-lasting impact (Ali & Anwar, 2021).

Given the aforementioned, it is critical to understand the driving forces behind employee motivation to achieve intended results (Gagne, 2018; McAdam et al., 2019 in Lees and Dhanpat, 2021). In a similar vein, as companies depend on their workers' drive to participate and produce results, it's critical to pinpoint the elements that influence and strengthen that drive (Hitchcock & Stavros, 2017 in Lees & Dhanpat, 2021). Employee strategic alignment is not assured until they

comprehend organisational outcomes and how to contribute (Ouakouak & Ouedraogo, 2013 in Lees and Dhanpat, 2021). When workers recognise how their actions affect organisational outcomes, they are more inclined to take initiative and modify their behaviour to meet strategic objectives (Boswell, 2006; Copeland, 2013). When employees recognise how their efforts affect organisational outcomes, they are more inclined to take initiative and modify their conduct to meet strategic objectives (Boswell, 2006; Copeland, 2013; McAdam et al., 2019 in Lees and Dhanpat, 2021). Consequently, human capital is significantly increased when strategic management procedures match employees and their growth to the strategy (Kaplan & Norton, 2005 in Nyong'a & Maina, 2019).

2.5.6 Employee commitment

Individual commitment is necessary for a plan to be successful, particularly during the implementation phase (Nwachukwu, Chlœdkovē, & Olatunji, 2018). Employee commitment and follow-through are necessary for the transition of strategy into outcomes (Gagne, 2018; Ouakouak & Ouedraogo, 2013; Street et al., 2018 in Lees & Dhanpat, 2021). Therefore, employee engagement and involvement are essential for successfully implementing strategic change in organisations (Fiegenger, 2005; Elbanna, 2008 quoted in Nwachukwu et al., 2018). Additionally, Boswell (2006), Copeland (2013), and McAdam et al. (2019) found that when employees understand how their behaviours affect organisational outcomes, they are more likely to take the initiative and change their behaviour to achieve strategic objectives. Likewise, Tonnessen and Gjefsen (1999) cited in Nwachukwu et al. (2018), concur that when employees are aware of their company's strategy, they feel like they belong to the team and are more motivated to work towards common objectives.

According to Fiegenger (2005) and Elbanna (2008) in Nwachukwu, Chlœdkova, and Olatunji (2018), executing successful strategy transformation in companies requires employment involvement and commitment. Nwachukwu, Chlœdkovē, and Olatunji (2018) thus hypothesise that in order for strategies to be implemented successfully, enterprises must establish an organisational climate that encourages employees' dedication to strategy execution. Additionally, Armstrong (1982) in Nwachukwu et al. (2018) discovered that fostering employee dedication to strategy execution enhances business performance. Consequently, it follows that in order to match strategy implementation with strategy decisions, employee engagement is required. Implementing strategic change in a company successfully requires the dedication and involvement of its employees (Fiegenger, 2005; Elbanna, 2008 in Nwachukwu et al., 2018). Research has shown that employees' dedication to strategy implementation positively affects the strategy's success

and speed of implementation (Dooley et al., 2000; Nachukwu et al., 2018). As to Dooley et al. (2000) cited in Nachukwu et al (2018), commitment improves employee engagement, reduces the time needed to implement strategies, and enables prompt responses to business environment changes.

According to Dordevic et al. (2020), affective commitment is the most desired type of commitment since it describes workers' emotional bond and sense of belonging to the company. In addition, Meyer and Allen (1991) stress in Dordevic et al. (2020) that workers displaying this kind of dedication exhibit high levels of motivation, a strong confidence in the organization's objectives, and a readiness to actively engage in its growth. In light of this, affectively devoted workers remain with their companies because they want to, feel valued, enjoy what they do, serve as excellent resources, and represent their companies well (Caleb, 2020). Therefore, emotive commitment is thought to be more desired in organisations than the previous concepts so as to ensure the success of any strategic management approach.

In contrast, continuous commitment is defined as the perceived economic benefit of staying with the company as opposed to quitting it (Meyer & Allen, 1991 in Dordevic et al., 2020). Furthermore, Dordevic et al. (2020) noted that employees who perceive that their employment would come with significant expenditures will likely be obligated to stay with that organisation rather than choosing to do so. Employees at higher positions on the hierarchical ladder therefore frequently demonstrate this kind of dedication. If the company has a flawless plan for staff members' progression, a good compensation system, and a professional development programme, it can boost this kind of commitment (Akhtar & Tan, 1994; Shouksmith, 1994 in Dordevic et al., 2020).

This form of commitment can be increased if the organisation has a clear plan for employee promotion, a good reward system, and a career development plan, according to Akhtar and Tan (1994) and Shouksmith (1994) in Dordevic et al., (2020). Despite the fact that this set of workers is valuable to a company because of their ability to perform well, over time their degree of normative commitment may wane, which could impair their output (Derdevic et al., 2020). In light of the aforementioned explanations, it may not be advisable for an organisation to use the two aspects of commitment when practicing strategic management.

2.5.7 Employee competencies

The knowledge, competencies, and aptitudes necessary to carry out duties that support strategic objectives are referred to as the condition of competence (Hamel, 1990; Sanchez & Heene, 1997, in Tawse & Tabesh, 2020). Since these competences are based on organisational members'

activities when they engage in strategic management practice, they are similar to "operational capabilities," (Helfat & Winter, 2011 in Tawse & Tabesh, 2020). However, unlike operational capabilities, these competencies are not dynamic in nature.

Furthermore, according to Helfat and Winter (2011) in Tawse and Tabesh (2020), operational abilities define the calibre of strategic management task outputs and allow for "repeated and reliable performance of an activity." Additionally, this is consistent with the resource-based view (Barney, 2001; Wernerfelt, 1984), which suggests that competencies that might result in a competitive advantage are produced via the configuration and acquisition of both tangible and intangible resources (Tawse & Tabesh, 2020). For example, Tawse and Tabesh (2020) cite Petersen, Prayer, and Scannell (2000) as saying that contract negotiation and business in a foreign language are necessary skills for a successful implementation of a global sourcing strategy. Muhlbacher and Bobel (2019) also note that the implementation of a shared value approach requires networking ability as a basic prerequisite. Because of this, one of the essential conditions for a strategic management process to be implemented successfully in an organisation is the capacity to carry out operations, which are typically characterised by terms like competence, competency, and expertise that are needed by a strategy (Tawse & Tabesh, 2020).

Using the right persons in the correct establishments with the appropriate skills is crucial for operational competency (Othman, 2007 cited in Tawse & Tabesh, 2020). This can be achieved through structural actions like using the balanced scorecard in combination with prescribed scenario planning, which helps an organisation better forecast the competences needed to handle future competitive contingencies. Furthermore, organisation learning is highlighted by Beer (2003), Lee and Puranam (2016), and Okumus (2001) cited in Tawse and Tabesh (2020), as a way to enhance strategy implementation competency. Additionally, Douglas and Judge (2001) and Kale and Singh (2009) cited in Tawse and Tabesh (2020) give examples of structural initiatives that can have an impact on this, which includes formalising communication routes and implementing control systems and performance monitoring tools. Furthermore, competence is the key to successfully implementing a strategy. This is because management improvement and relational sustenance for a non-blaming culture help create a "honest organization-wide conversation" that enhances feedback and information flow (Beer, 2003; Beer & Eisenstat, 2004 cited in Tawse & Tabesh, 2020).

In a similar vein, Bijuna, Mohan, and Sequeira (2016) in Murugi and Ongoto (2018) add employee empowerment as a planned expansion of the knowledge, abilities, and feelings required for staff members to function in supporting roles and carry out supplied processes effectively. Furthermore, as stated by Kinyanjui and Juma (2014) in Murugi and Ongoto (2018), employee

empowerment also improves a panel of employees' capabilities in a very effective way by motivating them and converting them into well-organized and well-mannered persons, which consequently affects the organization's performance. Therefore, strategic management in companies is designed to make use of workers' abilities and energy while keeping in mind the ultimate aim of completing tasks and achieving the intended objectives.

Similarly, employee development is regarded as the procedure of improving an individual's current knowledge, exposure, and overall performance qualities (Odongo & Owuor, 2015 in Murugi & Ongoto, 2018). Any organization's institutionalisation and operationalization of strategy are predicated on equipping employees with the necessary abilities to do the work more quickly and effectively (Mbaka & Mugambi, 2014, in Murugi & Ongoto, 2018). Organisations will successfully implement change efforts if managers and supervisors can develop their workforce's capacity. For this reason, the employee competences variable was shown to be one of the key dimensions for evaluating behavioural aspects influencing strategic management practice.

2.5.8 Leadership

According to Cheng (2002) as cited in Mjaku (2020), leadership is the process of creating and attaining goals as well as influencing the behaviour of others. Variations in leadership styles affect an organization's vision, mission, culture, structure, and regulations; these factors are also linked to the organization's strategic management (Hill & Jones, 2007 in Mjaku, 2020). The leader's job in the strategic management procedure is to examine the situation and determine the difference between the desired and present state of affairs (Jabbar & Hussein, 2017, in Mjaku, 2020). The creation and application of strategies are shaped in large part by the leadership quality. The primary responsibility of leadership in strategic management is to ascertain that the organization's vision and goals are in line with each other. This allows the organisation to effectively compete in a dynamic environment, provide training, and inspire staff to work towards the organization's goals.

The capacity to direct a team of persons towards shared objectives is a managerial talent known as leadership (Rahman et al., 2019). A major barrier to effective strategic management practices has been identified in the literature as a deficiency in leadership, particularly strategic leadership at the highest level of the organisation (Brookes & Grint, 2010; Bey et al., 2013, quoted in Mubarak & Yusoff, 2019). This is because, as Bamberger, Meshoulam and Biron (2014) and Barney (2012) in Mubarak and Yusoff (2019) noted, strategic management is a systematic approach to the primary duty of management, which is to position and relate the company to its history in a manner

that will ensure its sustained success. Leadership has a crucial role in the effective development and execution of strategies (Bey, Hauschild & McAloone, 2013, cited in Mubarak & Yusoff, 2019)

According to Mubarak and Yusoff (2019), leadership has the responsibility to present, impart and practice the values and business culture to everybody within the firm. Therefore, the vision and pledge of leadership enables the environment for active strategy development and efficient strategy execution. Comparatively, strategic leadership, according to Ertas (2015); Fiedler (2006) and Franke and Felfe (2011) cited in Mubarak and Yusoff (2019), stands for “the leader’s capability to forecast, envision, and sustain flexibility and to empower others to generate strategic change as necessary”. The primary focus of strategic leadership is to enhance the ability to align and integrate internal as well as external business environment (Freeman, 2010, cited in Mubarak & Yusoff, 2019).

For leadership to be effective, it needs to adapt to changing circumstances and environmental elements. The capacity of the leader to assess the circumstances in order to choose the best leadership style and know when to transition to a different one is what mostly determines the efficiency of situational theories. Situational theories of leadership state that in order for a leader to be effective in a variety of circumstances, they must adapt their style of leadership accordingly (Hanisch & Wald, 2012 in Gande & Hlophe, 2023). Accordingly, a leader's behaviour pattern when interacting with subordinates is regarded as their management style (Joram & Otieno, 2018 in Maturire & Nkechi, 2022). Additionally, it is defined by Omolayo (2007) in Nyonga and Maina (2019) as the leader's pattern of behaviour when interacting with the workforce. Consequently, situational theories state that leaders need to be able to analyse circumstances and adapt their style of leadership accordingly (Gande & Hlophe, 2023).

The firm's vision, mission, culture, structure, goals and regulations are influenced by the various leadership beliefs, and these factors are also linked to the strategic management of the organisation (Hill & Jones, 2007, cited in Elkhdr, 2019). On the other hand, Elkhdr (2019), describes a leadership style as a specific behaviour displayed by a leader when managing, inspiring, and mentoring others. Official and informal hierarchies within an organisation, as well as the procedures involved in making decisions, are significantly influenced by the leadership styles employed (Elkhdr, 2019). Effective leaders are adaptive; they can change to fit their needs and mould their companies into what they want. According to Voelkl (2004) in Elkhdr (2019), autocratic leaders make choices without consulting other staff members; as a result, their own decision-making abilities must be extremely strong. However, because this type of leadership demonises and suppresses others, it is only appropriate in a small number of firms. In strategic management, where all stakeholders must engage, democratic leadership and behaviour are

generally highly acceptable. Notably, Voelkl (2004) in Elkhedr (2019) avers that the effects of management and leadership styles on developing strategies may vary depending on the changing circumstances. For example, using an autocratic style in large organisations is not recommended, but it may be employed in smaller ones.

Among the several forms of leadership, transformational leadership is thought to be the most effective. The four categories of behaviours that are associated with leadership performance include intellectual stimulation, motivation, commitment, and effort (Kollenscher et al., 2017, in Fuertes et al., 2020). As stated by Wright, Moynihan, and Pandey (2012) in Hendriks & Reddy (2020), it involves motivating subordinates by giving them a feeling of vision, mission, and purpose. In light of this, Sadeghi and Pihie (2013) in Hendriks and Reddy (2020) further claim that this type of leadership acts as a change agent by fostering the growth of followers, directing them, maximising resources, and resolving obstacles in order to improve organisational effectiveness. Thus, transformative leaders are able to offer ideological justifications and will through idealised influence and inspirational motivation. As suggested by Shamir et al. (1993 in Hendriks & Reddy, 2020), transformational leaders can thus link individual skills and capabilities to the necessary core competencies in the interest of the organization's mission through idealised influence and inspirational motivation. In light of this, Jansen et al. (2009) in Hendriks and Reddy (2020) came to the conclusion that leaders exhibiting transformational style characteristics comprehend the value of capabilities, can acknowledge them as their personal, and will make an effort to explore core capabilities across the entire business.

Transactional leadership is characterised by low motivation, which is why workers are offered incentives (Oberfield, 2012; Hendricks & Reddy, 2020). Furthermore, Sarros and Santora (2001), cited in Gande and Hlophe (2023), assert that transactional leaders limit their influence to tangible results rather than meaningful ones because they tend to see performance in terms of monetary value, ignoring the fact that organisations naturally rely on the exchange of leaders and workers to achieve strategic goals. According to McCluskey (2014) in Gande & Hlophe (2023), transactional leadership also promotes a fleeting exchange of satisfaction, which commonly fosters animosity between leaders and subordinates. Furthermore, this leadership style ignores other issues in favour of a one-size-fits-all strategy. In this case, the rewards given to those who fulfil the responsibilities assigned by the leader and the punishment meted out to those who don't demonstrate the exchange process between the leader and subordinates. In this case, the incentives for completing tasks assigned by the leader and the penalties for disobeying instructions demonstrate the exchange process between the leader and subordinates, ensuring performance towards the realisation of standards and goals (Sadeghi & Pihie, 2013 cited in

Hendriks & Reddy, 2020). Consequently, it was discovered that transactional leadership styles, which primarily emphasise efficiency, resources, and time restrictions, are less hazardous and more compelling when it comes to accomplishing short-term objectives (Lowe et al., 1996 in Gande & Hlophe, 2023).

According to Sarros & Santora (2001) cited in Hendriks and Reddy (2020), the laissez-faire leadership style includes "non-commitment, laziness, complacency, avoidance and abdication of responsibility." As Westerlaken and Woods (2013) in Hendriks and Reddy (2020) put it, leaders who practise this kind of leadership delay or do not make decisions when required, they are reluctant to give rewards, they make no effort to support the needs of their employees, and as a result, employees are not empowered or motivated. Northouse (2010), cited in Hendriks and Reddy (2020), further considers this leadership style as anarchic and as lacking leadership. A research by Koeche and Namusonge (2012) in Mukabi, Olel, and Gogo (2020) on the impact of leadership styles on organisational performance found that both democratic and autocratic leadership styles enhanced the execution of strategic plans in schools. It has been discovered that laissez-faire leadership works best with highly competent and experienced workers who can function with little to no direction; as a result, it must be supplemented with another leadership style (Ikiara & Kariuki, 2018 in Gande & Hlophe, 2023).

Numerous scholars have posited that the implementation of motivational traits by organisations to influence their workforce, along with the promotion of excellence standards and value-based principles, can all lead to improved organisational performance through effective strategic leadership (Bass & Riggo, 2006; Sayyadi, 2019; Gracial-Morales et al., 2008 cited in Tolici, 2021). Setting organisational standards and demonstrating a commitment to the purpose, vision, and values of the company are the responsibilities of leaders in order to inspire staff to achieve organisational goals (Tolici, 2021). By directing an organization's intellectual resources to enhance organisational performance, strategic leadership promotes successful strategic management initiatives (Garcial-Morales et al., 2008, cited in Tolici, 2021; Sayyadi, 2019). Moreover, it is generally acknowledged that one of the primary forces behind the successful execution of strategies is leadership, particularly strategic leadership (Kaplan & Norton, 2004, in Nyong'a & Maina, 2019). So, as argued by Kaplan and Norton (2004) and Hrebiniak (2005) in Nyong'a and Maina (2019), one of the main obstacles to the successful implementation of a strategy is a lack of leadership, particularly strategic leadership by an organization's top management.

Elenkov (2002) in Tolici (2021) examined how two types of leadership namely transformational and transactional, affect the functioning of organisations. Additionally, the author revealed that

whereas transactional leadership had less of an impact on organisational outcomes, transformational leadership directly and favourably predicted organisational performance. Thus, the author came to the conclusion that an inventive and cooperative work atmosphere, where a successful transformational leadership approach is implemented, affects organisational results and enhances organisational performance. On the other hand, Mosia and Veldsman (2004) contend in Nyong'a and Maina (2019), that organisations are shifting towards employee involvement and participation as societies grow more democratic. Therefore, horizontal leadership styles like participative leadership, which involves group decision-making, are replacing vertical leadership styles like transactional and transformational leadership (Nyong'a & Maina, 2019).

2.5.9 Ethical leadership

One of a leader's most important responsibilities is to inspire subordinates in a company to behave morally (Yazdanshenas & Mirzaei, 2023). Using the concept of ethics, Bolat and Seymen (2003), referenced in Sabir (2020), state that the ability to decide what is good and bad or right and wrong to achieve common goals in an organisation is what is meant to be considered leadership. Sincerity, trust, integrity, fairness in award distribution, support, open and transparent communication, honesty in business dealings, the establishment of unambiguous ethical standards, the emphasis of ethical values, and the ability to hold people accountable for engaging in unethical behaviour are all included in the broad domain of ethical leadership (Yukl et al., 2013, in Sabir, 2020). Rather than concentrating simply on the ethical aspects of other leadership styles, ethical leadership is a collection of behaviours or a distinct leadership style in and of itself (De Hoogh & Den Hartog, 2008 in Sabir, 2020).

A competitive advantage, organisational sustainability, and, above all, the restoration of public trust is all fueled by ethical leadership. When leaders uphold ethical principles at work, which encourage reciprocity, knowledge sharing, job satisfaction, and engagement, employees feel safer and have greater faith in the workplace (Junaidi, 2023). Personal experiences and observations of leaders' actions impact the behaviour of employees within a business (Junaidi, 2023). When workers participate in decision-making processes, discuss hot-button issues inside the organisation, and voice their opinions, ethical leadership cultivates a feeling of community among the workforce. Accordingly, moral responsibility, employee competence, altruistic drive, sincerity, and moral obligation are all associated with ethical leadership (Rechberg & Syed, 2013 in Junaidi, 2023).

An organization's definition of ethical behaviour is based on the moral standards of its management, or leaders, and the culture to which they make a substantial contribution (DeGeorge, 1986 in Chifulumnanya 2018). Therefore, leading in a way that respects the rights and dignity of others within an organisation is considered an ethical leadership style (Zuma, 2000 in Bhana & Bayar, 2020). Thus, normatively suitable behaviour demonstrated by an individual through interpersonal interactions and personal deeds, as well as the encouragement of such behaviour in followers through decision-making, two-way communication, and reinforcement, constitute ethical leadership (Metwally et al., 2019). According to the definition, followers of ethical leaders view them as having normatively acceptable behaviours, such as thoughtfulness, equity, dependability, honesty, and inventiveness. Furthermore, a leader is expected to influence followers' attitudes and behaviours through ethical leadership, such as emphasising integrity, respecting subordinates, and supporting their efforts. The author claims that ethical leaders serve as role models of ethical behaviour and attempt to instill such behaviour in their followers by using communication and reinforcement systems to communicate ethical standards and reward (discipline) ethical (unethical) behaviour, respectively. They also motivate their subordinates to be more flexible to changes and innovative in places of work, which improves their performance (Yidong & Xinxin, 2012 in Masianoga & Govender, 2023). Ethical leaders give sense to the subordinates' role within their companies and help them make their work more meaningful. Additionally, a leader should emphasise integrity, respect subordinates, foster their growth, elevate the significance and autonomy of their work, and make just and reasonable decisions in order to effect the attitudes and behaviours of their followers (Engelbrecht et al., 2013; Yidong & Xinxin, 2012 in Masianoga & Govender, 2023).

Based on the aforementioned definitions of ethical leadership, it can be inferred that the behaviour of ethical leaders sets an example for their subordinates because it is considered proper. According to Chifulumnanya (2018), ethical leaders strive to make just decisions, integrate ethical considerations into their decision-making process, and assess the ethical implications of their choices. Furthermore, Kanungo and Mendonca (1996) cited in Chifulumnanya (2018) indicated that moral leadership is essential for giving guidance that helps an organisation to fulfil its mission and vision in order to meet its goals. In order to guarantee ethical behaviour by the leader and the follower, ethical leadership structurally entails a strategic planning process that places policies, the decision-making process, consultation, accountability, and ethical standards in place (Butts, 2010). Therefore, a leader's duty is to guarantee that the objectives of the company are met by adhering to universally accepted moral standards and ethical values.

2.5.10 Stakeholder involvement

Stakeholder engagement is a crucial organisational management tactic. Any group or individual that may be impacted by the accomplishment of the organization's goals is referred to as a stakeholder (Freeman, 2010, in Osobajo, et al., 2023). In a similar vein, Savage et al. (1991) in Osobajo et al. (2023) defined stakeholders as organisations or individuals that have a stake in and the ability to affect an organization's operations. Accordingly, the practice of involving people and groups that either influence or are impacted by an organization's operations is known as stakeholder engagement (Sloan, 2009, in Berebon & Sorbarikor, 2020). The planning and management of the entire organisational environment, including both the internal and external environments, is referred to as strategic managerial activity (Pandey, 2005 in Berebon & Sorbarikor, 2020). The idea is defined as a component of organisational capability that addresses decision-making connected to stakeholders within the framework of programme execution. organisations can use stakeholder engagement as a way to influence other organisations and bring structures and procedures in line with the organization's vision and goal (Katiku, 2011, in Berebon & Sorbarikor, 2020). Therefore, an organization's interactions with its constituent stakeholders may be a more effective way to closely monitor and assess how well it is performing in society.

By concentrating on the groups and persons that are either impacted by or have an impact on the organization's actions, stakeholders' theory evolved as another contribution to a better understanding of organisational management (Freeman & Medoff, 1984 in Osobajo et al., 2023). According to the notion, meeting the demands and expectations of different stakeholders is just as important for organisational success as maximising profits (Chan, 2021). According to the notion, it becomes crucial to seek out stakeholder support during project implementation through suitable and sufficient participation. Most organisational initiatives cannot be implemented successfully without the support of stakeholders, and many projects may fail in the absence of this support (Berman & Wang, 2000; Borgianini, 1998 in Chan, 2021). This is due to the fact that an organization's ability to manage its relationships with stakeholders and categorise its responses as reactive, defensive, accommodating, or proactive is the best way to assess corporate social performance (Clarkson, 1995 in Chan, 2023).

An organisation must take a practical approach to creating ethical and long-lasting business policies that allow all pertinent parties to accomplish long-term strategic objectives through various policies and initiatives for development. Achieving long-term success and sustainable strategic goals should be seen as a process of safeguarding the interests of all parties involved, not just the important ones. In general, this behaviour promotes social responsibility, business

ethics, and increased sustainability, all of which contribute to the successful operation of an organisation. The goal of stakeholder engagement is to increase the involvement of stakeholders in projects by optimising project management processes (Tengan & Aigbavboa, 2017 in Osobanjo et al., 2023). Therefore, interaction and involvement with stakeholders inside the project can be used to understand stakeholder engagement. Through communication, information sharing, and shared accountability, organisations engage their stakeholders in the decision-making process (Svendsen, 1998 & Waddock, 2002 cited in Osobanjo et al., 2023). A project's ability to effectively engage stakeholders can make or break it, and it requires an organisation to maintain constant contact with its shareholders (Gao & Zhang, 2001 in Osobanjo, et al., 2023). Therefore, an organization's interactions with its stakeholders can have an impact on a project's success or failure (Molwus et al, 2017 in Osobanjo et al, 2023). According to these opinions, an organization's stakeholders must work together and depend on one another. Consequently, maintaining good interactions with stakeholders is crucial.

2.5.11 Sustainable strategic management and organisational resilience

Key institutional capacities of local government can be identified through the incorporation of ideas from public policy examination and organisational management (Salvador & Sancho, 2021). Therefore, the following capacities need to be taken into account: cooperation, organisational management, analytical capacity, and strategic capacity. Strategic capability refers to an organization's capacity to clearly define goals and communicate a vision for the interconnected policies (Salvador & Sancho, 2021). Under these circumstances, it is critical that organisational leaders blend the articulation of strategic goals with their proper growth from the operational to higher levels of the company (Howlett & Walker, 2012 in Salvador & Sancho, 2021). Within this capacity, the distribution of sufficient funds for the creation of organised action plans is prioritised. This capacity includes setting priorities for allocating sufficient funds to create well-thought-out action plans that are connected to management capabilities. Since the creation of planning and leadership strategies is grounded on complete information structures that enable supple and adaptive suggestions that allow learning and readjustments, the strategic capacity and analytical capacity are closely associated (Salvador & Sancho, 2021).

Conversely, analytical capability pertains to the ability of civic organisations to gather, handle, and apply alternative forms of data and evidence in order to enhance decision-making procedures and the creation of civic actions founded on "better knowledge of the external context, internal conditions, and performance results" (Mayne & Fernandez-Monge, 2020). The availability of experts with analytical abilities who are connected to a central advisory unit, validated by various

organisational levels to support their participation and output, are some of the essential elements linked to the analytical aptitude (Salvador & Sancho, 2021). Key to maintaining this capability are the information systems connected to the collection of data, processing, analysis, and preparation so that they may be addressed in the right manner and presented to various recipients (Ramesh et al., 2016; Ramiñán, 2018 in Salvador & Sancho, 2021).

Organisational management capability is centred on how well resources and activities are articulated in order to establish the strategy and achieve the goals that use it (Ramesh, 2016 in Salvador & Sancho, 2021). The administration of the budget, human resources, organisational dynamics, and administrative structure are all included in this capacity. The main concern within the capacity of organisational management is the layout of organisational structures and job roles that are specifically dedicated to tasks associated with sustainable development policies. Both the primary area's organisational structures that are directly relevant to sustainable development policies and the jobs or individuals in leadership positions in other related areas, such as those in charge of the energy, transportation, or urban planning sectors, must be taken into account (Salvador & Sancho, 2021). The second concern pertains to the dynamics and processes within organisations and how they are tailored to meet the demands of the strategy while also streamlining, promoting, and simplifying the activities related to sustainable development policies. Salvador and Sancho (2021) highlight that the third issue pertains to human resource management, specifically focusing on the company's interior information and communication policies, as well as the socialisation and learning dimensions that foster personal implication with policy objectives.

Finally, the ability to collaborate is connected to the proficiencies needed to foster network activities that include outside parties in the creation of public initiatives to advance sustainable development. According to Torney (2018) in Salvador & Sancho (2021) it entails creating dynamics in which citizens share duties and create shared goals. This can be achieved by encouraging the involvement of public opinions in the decision-making procedure via open participation systems (Salvador & Sancho, 2021). Therefore, articulating accountability and transparency mechanisms is implied by the collaborative capacity. Consequently, the aforementioned four competencies have an impact on various organisational activities and should be viewed as a cohesive unit. Their interplay serves as a necessary condition that motivates local authorities to devise solutions for policies that tackle challenges related to globalisation, climate change, and technological advancements, among other issues. Sustainable growth is thus encouraged by this.

2.6 Theoretical Frameworks

A theory is defined as a set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomenon by specifying relations among variables, with the purpose of explaining and predicting the phenomenon (Kerlinger & Lee, 2000 in Farrow et al, 2021). Theories are critical in research as they clearly explain the relations between variables and make specific and substantive predictions about outcomes involving the variables, principles and constructs that comprise a theory (Farrow, 2021). As such, a theoretical framework remains a research brain and plays an important role in explaining a particular phenomenon Osanloo and Grant (2016) in Chukwuere (2021). It informs a researcher on the kind of literature to collect, the problem statement, significance of the study, data collection, analysis and the discussion of findings (Hughes et al., 2019; Adam et al., 2018; Osanloo & Grant, 2016 in Chukwuere, 2021). A theoretical framework also assists a researcher in mapping out concepts and components that define a standpoint of the study in making the research more connected to existing research idea or ideas (Chukwuere, 2021).

More than one theory can be used in a research study for triangulation purposes (Ukwoma & Ngulube, 2021). This constitutes a theory triangulation which can be defined as the adoption of different theories to interpret data sets, or using multiple perspectives to interpret a single set of data (Flick, 2002; Guion, Diehl & McDonald, 2011, in Ukwoma & Ngulube, 2021). Therefore, this study was mainly anchored on the McKinsey's 7S model, while the Public Value theory, the Resource-based view (RBV) and the Dynamic capabilities theory (DCT) played complementary roles. Table 2.1 presents a summary of strategic management theoretical frameworks which were adopted in this study.

Table 2.2: A Summary of Strategic Management Theoretical Frameworks used in the study

Author & Year	Theory	Assumption
Moore (1995)	The Public Value Theory (Strategic Triangle)	Public managers should find opportunities to create what the society most value, just like shareholder value created by the private sector executive
Wenerfelt (1984) and Barney (1991)	Resource-based view (RBV)	To achieve a sustainable competitive advantage an organization has to possess both tangible and intangible resources.
McKinsey and Company Consulting Group (1980)	The McKinney's 7S Model	The theory demonstrates that successful change execution should be adjusted to the seven components inside the organization setting.
Teece et al (1997)	The Dynamic Capabilities Theory	The theory assumes that firms with greater dynamic capabilities will outperform those with smaller dynamic capabilities.

Source: (Author's compilation)

2.6.1 The Public Value Theory (The Strategic Triangle)

According to Moore (1995), the theory, also known as the strategic triangle, posits that public managers ought to seek out chances to generate the things that society values most, much as private sector executives do with shareholder value (Moore, 1995, in Bojang, 2021). Developing and executing strategy, utilising performance metrics and systems, and spearheading strategic transformation are all key components of a public value approach to strategic management, which focuses managers and executives on imagining the value the business may produce (Spano, 2009 in Höglund et al., 2021). A plan for a public sector organisation needs to pass three main criteria, according to Moore (1995), referenced in Höglund et al. (2021). The requirements include being politically and legally viable, having a meaningful goal of adding value, and being practically and administratively possible. The three tests are crucial from a strategic standpoint, and

optimising their degree of alignment is necessary for developing and executing a plan (Alford & O'Flynn, 2009, in Höglund et al., 2021). Thus, the primary analytical task of the strategic triangle is to guarantee that the three nodes are in line with one another and mutually beneficial (Alford & O'Flynn, 2009 in Höglund et al. 2021). The creation of public value occurs when an organisation can successfully use its resources to accomplish its goals and when individuals in positions of authority to approve and support planned actions lend their financial, legal, and social support to the organization's goals. To put it briefly, the organisation knows exactly what it wants to do, has the resources and credibility to support it, and can make it happen (Stoker, 2006, in Höglund et al., 2021). To highlight the alignment, a strategic triangle was created, as depicted in Figure 2.5 below, with the elements being the authorising environment, public value production, and operational capacity.

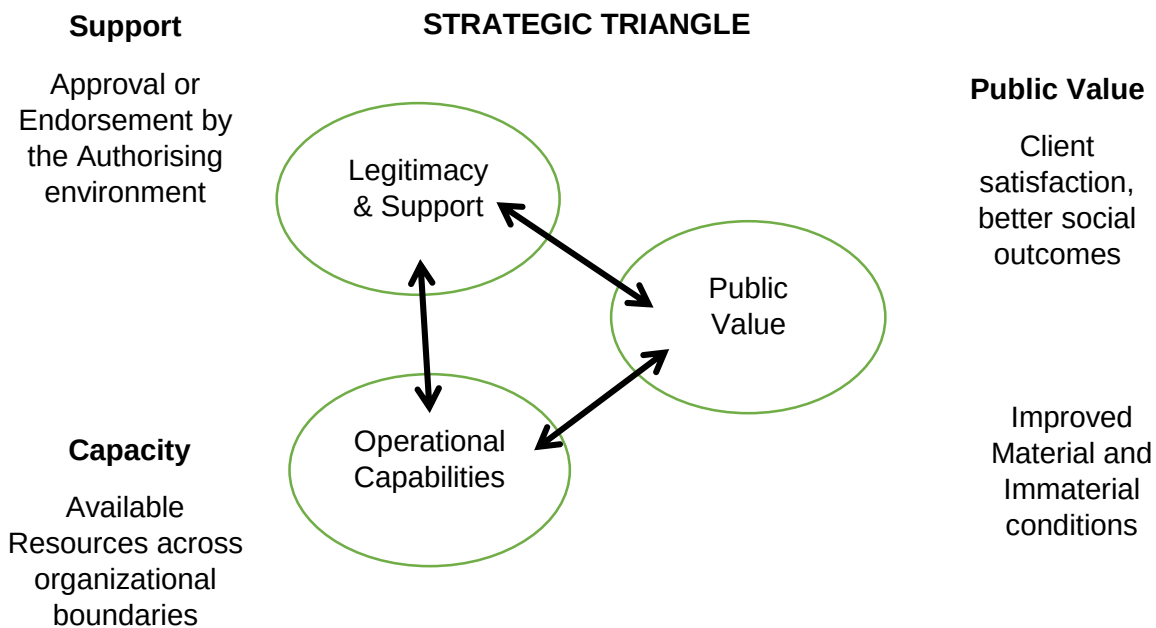


Figure 2.5. The Strategic Triangle

Source: Moore, (1995) cited in Chiwawa, et al., 2020

2.6.1.1 The authorising environment

According to Bryson et al., 2017b, in Höglund et al., 2021, this is defined as the institutions, procedures, and actions that convert the interests and viewpoints of individuals into a public body capable of deciding what matters to tax and regulate. In this case, the authorising environment

usually consists of politicians, local or national elected officials, financial or legal institutions, regulatory agencies, unions, interest groups, and the media (Alford & Greve, 2017; Mintrom & Luetjens, 2017 in Höglund et al. 2021). Through engagement with the authorising environment, managers of public organisations can learn about the guidelines guiding their work and the freedom they may have in pursuing valid strategic goals (Mintrom and Luetjens, 2017, Höglund et al., 2021). As a result, managers of public organisations must be prepared to adapt to changes in the political climate or substantial challenges in their immediate surroundings (Moore, 1995; Poister, 2010; Bracci et al., 2015 in Höglund et al., 2021). Additionally, as Moore (1995), cited in Höglund et al. (2021) indicated, the authorising environment is made up of all the parties who grant permission or contribute capitals to allow the public entity to operate, thus having an interest in its operations.

2.6.1.2 Public value creation

In order to match strategic aims and objectives with public value where there is a combination of input, procedure, yield, and result stages, public worth formation looks outwards towards the notion of what creates public worth (Moore, 1995 in Höglund et al., 2021). The concept of strategic performance links the organization's evaluation system to its strategic objectives and potential future contributions to the public good (Höglund et al., 2021). Hence, the perspective on public worth recognises the critical connection amongst the effective plan execution and performance evaluation (Weinberg & Lewis, 2009 in Höglund et al., 2021). The public organization's mission informs public values in the strategic triangle (Weinberg & Lewis, 2009; Weinberg & Leeman, 2013, quoted in Höglund et al., 2021).

2.6.1.3 Operational capacity

Internal emphasis characterises the operating capacity (Moore, 1995 in Höglund et al., 2021). In order to ensure that an entity has the operational capability to truly deliver the public value, leaders of public companies are encouraged by the strategic triangle to manage down, lead outward to the communities and other investors, and lead up to the formal authorising environment (Bryson et al., 2017b in Höglund et al., 2021). One can gain a significant portion of the operational capabilities required by public organisations without being directly under the jurisdiction of one organisation (Bryson et al., 2017b in Höglund et al., 2021). Therefore, as stated by Mintrom and Luetjens (2017) in Höglund et al. (2021), successful negotiating with influential individuals in the

authorising environment can be a crucial way that operational capacity will be assigned to the quest of the objectives being interrogated.

The theory was chosen to underpin the study because of its emphasis on the development and execution of strategy, utilising performance metrics and systems, and spearheading strategic transformation are all key components of a public value approach to strategic management, which focuses managers and executives on imagining the value the business may produce.

2.6.2 Mckinsey's 7s Theory

The study is supported, in part, by the McKinsey 7S model. As consultants for McKinsey and Company in the 1970s, Robert Waterman, Tom Peters, and Julien Philips created the model (Kaminski, 2022). The model is one of the popular tools for supporting organisational transformation and is utilised, among other things, when introducing new strategies and projecting future developments (Cox, et al., 2019). According to Bryan (2008) in Kaminski (2022), it is a diagnostic instrument that assesses an organization's organisational design and has been applied in commercial environments as a change management and comprehensive organisational quality model. Furthermore, the model was found to be applicable in the analysis of an organization's internal factors, which can serve as a foundation for achieving a competitive position because it makes organisational improvement possible in the face of change (Pascalese & Athos, 1991, cited in Huttasin et al., 2018). According to Odeh (2021), this makes the model a useful tool for illustrating how these seven distinct organisational factors combine to generate effectiveness inside an organisation.

Effective strategy, according to the theory, is more than just specific topics like strategy development or organisational change; rather, it is the interaction of structure, systems, staff, skills, and subordinate goals with strategy, structure, and systems (Lynch, 2006, cited in Cox at al., 2019). According to Cox et al. (2019), the first three aspects, strategy, structure, and systems, are frequently seen as "hard," more quantifiable, concrete, and simpler for management to control. In contrast, the other four factors are seen as "soft," as their management is harder and more elusive. Suwanda & Bernardus (2022) further state that soft aspects vary according to the circumstances of individuals inside the organisation, but hard elements are readily impacted by organisational management. Figure 2.6 shows the McKinsey 7S model.

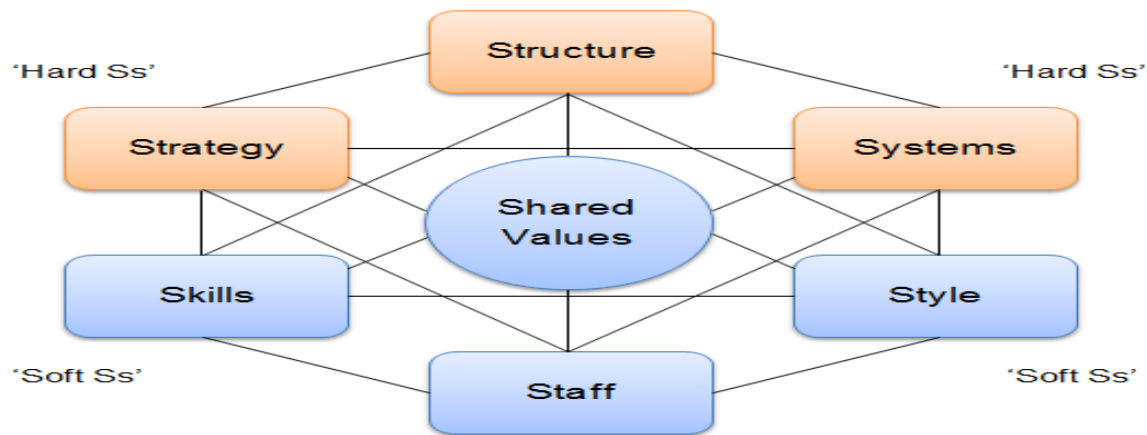


Figure 2.6 McKinsey 7S model

(Source: Demir & Kocaoglu, 2019)

2.6.2.1 Structure

The model's structural part pertains to the leadership, command, accountability, and responsibility of the company's organisation (Robbins et al., 2019; Khan et al., 2021, in Odeh, 2021). It is a representation of roles and duties inside an organisation, frequently seen in descriptions of roles, tasks, authorizations, and hierarchies (Chmielewska et al., 2022). As a result, according to Kaminski (2022), an organization's structure might be flat or tiered, centralised or decentralised, independent or subcontracted, specialised or incorporated. According to Odeh (2021), this makes the structure one of the most obvious aspects to alter as the performance of tasks required to attain the intended goals and objectives is compromised in the absence of a coherent and effective structure. Structure is more obvious and more easily changed than other model components (Kaminski, 2022).

2.6.2.2 Strategy

An organization's operations aimed at achieving its aims and objectives are referred to as its strategy (Chmielewska et al., 2022). In order for the firm to develop an action plan and achieve sustainability that is backed by the organization's goal and values, strategy also requires a well-crafted business plan (Ali & Anwar, 2021, in Odeh, 2021). Thus, a strategy that is enduring, well-crafted, helps in attaining a competitive advantage, and is supported by a convincing vision, mission, and set of standards is considered sound (Kaminski, 2022). A well-defined plan will make it easier for all staff members to share objectives and stay focused on the company's mission and core values. Therefore, a well-thought-out strategy is one that complements other components.

2.6.2.3 Systems

An organization's systems, or procedures, are the means by which its personnel and activities are controlled, coordinated, and directed in order to accomplish its objectives (Chmielewska et al., 2022). One system that might be in place is the human resource system, which controls how employees are hired, promoted, and transferred. The technical architecture of the business that supports decision-making and workflow is sometimes referred to as a system (Odeh, 2021). They are the policies and processes that specify how the organisation will do business. In general, Kaminski (2022) defines systems as all of the official and informal processes, such as capital budgeting, training, cost accounting, and budgeting, that enable an organisation to operate. The author goes on to further divide the systems into official processes for resource allocation, reward, and measurement, as well as informal practices for conflict resolution and communication. Therefore, an organisational structure must support employees' goals by gathering and utilising their response on goal clarity to develop lasting strategy (Cummings & Worley, 2014 in Odeh 2021). Regardless of position or degree of responsibility, this is one of the factors that impacts every individual in an organisation.

2.6.2.4 Skills

According to Cummings and Worley (2014) in Odeh (2021) competencies are defined as the competencies and proficiencies of the organisation which support employees in achieving their goals and performing at their highest level for the success of the business as a whole. Accordingly, they are described as the sum of each employee's unique capabilities within an organisation (Chmielewska et al., 2022). As a result, it is thought that job rotation, task diversity, autonomy, and mentoring assist people become more skilled since they foster more innovation and efficacy in all business operations (Odeh, 2021).

2.6.2.5 Style

An organisation can assigns rights and duties using the style element (Chmielewska et al., 2022). According to the model, style pertains to the leadership style and its impact on the organisational culture, with the aim of promoting change and effectiveness within the organisation. The manner in which management starts changes, interacts with staff, takes decisions, and creates policies, guidelines, and norms determines the style element. Style is defined as the demeanour and

viewpoint on work that top leadership projects through their exchanges with employees and policymaking processes (Odeh, 2021). As a result, leaders' communication styles are crucial in guaranteeing that all staff members share the same perspective regarding the program's objectives. In order to boost employee optimism about change during an organisational change programme, managers must give each member of staff individualised attention. This includes motivating staff members to give up their personal interests in favour of teamwork and the organisation as a whole through a transformational spirit.

2.6.2.6 Staff

The model's staff element examines an organization's workforce in terms of its size, composition, roles, methods of hiring and providing assistance, chances for growth and training, pay scales, and motivation levels (Singh, 2013 in Kaminski, 2022). It refers to individuals who work for the company but have various backgrounds, skills, intelligence, abilities, and training (Chielewska et al., 2022). This component is essential since it lays out how workplace culture has changed over time. Employees are handled in one of two ways: on the extreme end of the spectrum, official training programmes, pay scales, and appraisal systems are taken into account. The soft aspects, on the other hand, consist of motivation, attitude, morale, and behaviour (Waterman et al., 1980 in Kaminski, 2022). Additionally, Odeh (2021) asserts that managers should provide each employee personalised attention during an organisational change programme in order to foster optimism about change by motivating staff members to put the company's overall goals and team dynamics ahead of their own personal interests. Furthermore, Odeh (2021) emphasises once more that the organization's ability to meet its goals depends on both the amount and quality of its workforce. Hiring workers who can function as a team and who share the organization's moral and cultural values is crucial (Cecily & Cooper, in Odeh, 2021). Every person's uniqueness needs to be respected in an enterprise. One of the numerous strategies to transform personnel into something that is not just amenable to but deserving of practical control in an organisation is to view them as a pool of capitals to be cultivated, developed, guarded, and apportioned (Waterman et al., 1980 in Kaminski, 2022).

2.6.2.7 Shared values

Shared values are sometimes referred to as the shared values (Waterman et al., 1980 Kaminski, 2022). The term encompasses the expectations, beliefs, and attitudes that the majority of

employees have about their work, the company, and appropriate behaviour. It also includes any communication about the vision, mission, and values that set an overall aim for employees (Chmielewska, et al., 2022). The model's shared values are positioned at the middle because they are connected to every other component. According to Kaminski (2022), they portray the organisational culture, encourage long-term success, inspire creativity in workers, and foster employee engagement. In light of this, the core perspective underlines that shared values constitute the collective value system that underpins corporate culture and serves as a symbol of the standards, conventions, attitudes, and beliefs of the business. In general, shared values are seen as the most essential component of the organisation, serving as the basis for other components that specify a general objective for every worker while bringing about a change (Kaminski, 2022).

The mission, values, and goals that form the company's core and are critical in bringing all the vital elements of an efficient corporate design into alignment are regarded as the superordinate goals (Wong & Avery, 2008; Arieli et al., 2020, in Odeh, 2021). The association between leaders, organisational culture, and strategy is demonstrated by the study that used the McKinsey 7S model. The existence of a strategy that the leader has adopted, backed by the organisational structure and procedures for implementation inside the organisation, is the foundation of the relationship. Additionally, as the leader chooses the parties (employees) who have the relevant competencies to undertake the plan, the structure and system are executed in line with the style of leadership. One variable, shared values, is where the contribution converges (Laurentius, 2015 in Suwanda & Bernardus, 2022).

The way the structure and system are run will depend on the leadership style. This is typified by the presence of a leader with control over staff members who can assist him in accordance with the needs the business wishes to satisfy. The abilities that the personnel (staff) has determine the personnel selection process that the leadership undertakes. The leader also conducts an individual skill review. The success of the company's strategy, which in the end reflects the values that all of its constituent parts share, depends on the coordination of these elements (Nida Khoirunnisa, 2019). As a result, the theory primarily aims to summarise the key elements inside an organisation that support the achievement of its planned goals.

Thus the theory was chosen to underpin the study because of its ability to explain behavioural elements embedded within an organisation that have an impact on the development of sustainable strategic management frameworks necessary for its performance.

2.6.3 The Resource-Based Theory

According to Uwa (2021), the Resource-Based Theory was advanced by Wernerfelt (1984) which was later by Barnly (1991). It is built around the organization's adoption of strategic choices made in light of the resources at hand. The cornerstone of the resource-based view (RBV), which forms the basis of a firm's competitive advantage, is the exploitation of a range of invaluable tangible or intangible resources at the firm's disposal (Rumelt, 2002 & Penrose, 1959, in Phina, 2020). As stated by Ipek (2018) in Tek and Deya (2020), the resource-based view is predicated on the notion that an organization's competitive advantage derives from its internal resources, as opposed to how it positions itself in the external environment. Examples of these internal resources include the workforce's skill level and readily available resources. Organisations can maintain operations according to their vision and mission because of their distinct resources and competencies (Salau, 2022).

The theory is seen as the idea of an organization's competitive advantage, which is predicated on its strategic resources and capabilities. According to Hanson et al. (2013) in Almazrouei & Yassin (2020), an organization's valued resources need to be uncommon, valuable, irreplaceable, and challenging to replicate. Then, valuable assets and skills should be able to improve the firm's functioning. Concerning this theory, an organization's superior performance and competitive edge can be explained by the unique qualities of its competencies, as stated by Johnson, Scholes, and Whitting (2008) in Phina (2020). Although an organization's strategies may be formed based on its strengths, they should be a balance between the organization's internal and external environments, encouraging competitive edge.

The model is viewed as the concept of competitive advantage of an organisation which is based on its strategic resources and competencies. By the way, the useful resources of an organisation must be rare, valuable, irreplaceable and difficult to imitate (Hanson, et al., 2013 in Almazrouei & Yassin, 2020). In that case, useful resources and competences should be able to add value to the organization's operations. In this theory, according to Johnson, Scholes and Whitting (2008) in Phina (2020), the competitive edge and superior performance of the firm is described by the uniqueness of its competencies. Although an organization's strategies may be designed based on its capabilities and resources, they should be a balance between the organization's internal and external environments, encouraging competitive edge (Miller, et al., 2004 in Almazrouei & Yassin, 2020).

According to the hypothesis, some of the resources that companies own and control can give them a competitive advantage, which will eventually result in improved performance of the company (Ainuddin et al., 2007, in Tek and Deya, 2020). Additionally, it emphasises how crucial

internal resources are to the company and how these resources should be used when developing strategies to achieve a sustainable advantage in the competitive markets that the company operates in (Schroeder et al., 2002 in Salau, 2022).

Since there is no one-size-fits-all set of organisational resources and capabilities, Boba and Crank (2008) in Almazrouei and Yassin (2020) contend that the most crucial factor to take into account is how the firm's resources and capabilities working towards the attainment of its vision and mission. Because of this, every company aims to build the skills and assets necessary to put itself in a position to gain a competitive advantage. According to the resource-based theory, in order for an organisation to assess its strategy, it is imperative that it take into account the actions of its competitors (Bynum, 2001 in Almazrouei & Yassin, 2020). The firm can assess its competitiveness by evaluating the environmental possibilities and hazards associated with conducting business. When conducting business, an organization's competitive advantage, which is founded on the unique resources and competencies it possesses, can be seen through the evaluation of environmental opportunities and risks (Barney 2015 in Salau, 2022). Moreover, Salau (2022) adds that a company's internal skills also affect the strategic choices it takes in the external marketplace. As a result, as shown in Table 2.3 below, the resource-based view states that different techniques are needed to recognise, quantify, and comprehend the resources inside the organisation (Hoskisson et al., 1999, in Mong, Mohamed & Misnan, 2021).

The theory argues that if a firm possesses resources that are valuable, rare, inimitable, and non-substitutable, then it will be able to achieve sustained competitive advantage. It is seen as the idea of an organization's competitive advantage, which is predicated on its strategic resources and capabilities. This is because these resources will allow the firm to create products or services that are unique and valuable to customers, and that cannot be easily copied by its competitors. The theory has been highly influential in the field of strategic management. The underlying premise of the resource-based approach is that an organization's capacity and resources play a major role in determining its performance. The theory considers the importance of non-tangible resources in enhancing the performance of an organisation. As such, the theory was found to be relevant in underpinning the study.

Table 2.3: Types of resources and capabilities based on the Resource-Based View

Types	Perspectives	Examples
Tangible resources and competences	Financial	• Capacity to produce funds internally • Capacity to obtain outside funding
	Physical	• The physical locations of the offices, machines, and plans • Availability of distribution networks and raw supplies.
	Technological	• Possession of patents, symbols, copyrights and trade secrets.
	Organizational	• Formal planning, command, and control systems • Integrated management information systems
Intangible resources and competences	Human	• Managerial talents • Organizational culture
	Invention	• Research and development (R&D) capabilities to innovate new products, processes and services • Capacities for organizational innovation and change
	Reputational	• Customer perceptions of the dependability, longevity, and quality of the products • Product marking and positioning that works, with a foundation of happy and devoted customers • Status as a good employer • Status as a socially responsible corporate citizen

Source: Madhani (2010) cited in Mong, Mohamed and Misnan (2021)

2.6.4 The Dynamic Capabilities Theory

An expansion of the resource-based theory of the company, the dynamic capabilities theory (DCT) was created by Teece et al. in 1997 (Murugi & Ongoto, 2018). It evolved as a response to and an extension of the resource-based view's (RBV) ineffectiveness to understand how resources and skills are developed and redeveloped to deal with quickly changing contexts (Bleady & Ali, 2018). Put differently, the dynamic capabilities theory emerged because it was thought that the resource-based view was insufficient to clarify how organisations could deal with the dynamic nature of their markets and the ever-changing demands of their stakeholders (Bakker & Nijhof, 2002; Vargas & Mantilla, 2014 in Valle & Sarturi, 2022).

Due to its focus on the ongoing enhancement of resource configurations within an organisation for competitive advantages, it is considered a continuation of the resource-based view (Eisenhardt & Martin, 2000 in Valle & Sarturi, 2022). According to Teece (2012) in Pundziene et al. (2022) dynamic capabilities are a collection of capabilities that include sensing, seizing, transforming, and organising. They show how well a company can establish, incorporate, and reorganise its internal and external abilities in response to quickly sprouting business environments (Teece et al., 1997, in Pundziene, et al., 2022). According to Arranz et al. (2020), the theory thus covers the management of resources and capabilities across all organisational functions with the ultimate goal of gaining a competitive advantage. An organization's capabilities are a set of highly skilled, ingrained, repetitive behaviours that set it apart from the competition (Hitt et al., 2012 in Murugi & Ongoto, 2018). Based on Sethuraman and Suresh (2014) as quoted in Murugi and Ongoto (2018), the hypothesis posits that companies possessing higher dynamic skills will perform better than those with lower dynamic capabilities. In order to create new capabilities that fit the turbulent environment, it further looks at how businesses integrate, develop, and reconfigure their internal and external firm-specific capabilities (Sanchez & Cralle, 2012 in Murugi & Ongoto, 2018). The reason for this is that capabilities are strategic, typically customised to meet the demands of users, one-of-a-kind, and challenging to duplicate (Teece et al., 1997 cited in Valle & Sarturi, 2022). Unlike an organization's resource base, dynamic capabilities are taught, stable patterns of behaviour that allow a business to systematically create and alter its methods in order to increase its effectiveness (Scott, 2014 in Murugi & Ongoto, 2018). Accordingly, the dynamic capabilities theory was created as a general framework to gather information about firm-level competitive advantage in the setting of fierce innovation-driven and regularly worldwide rivalry (Teece et al., 2014 referenced in Pundziene et al., 2022).

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Instead of being easily discovered in the market, a dynamic capability that generates competitive advantage can be developed internally within an organisation. This construction is dependent upon three categories: positions, procedures, and paths (Teece, et al., 1997, in Valle & Sarturi, 2022). Inside this particular context, processes refer to the standard operating procedures inside an organisation, encompassing the tasks of learning, reconfiguration, and coordination/integration. According to Yusufu (2013) as further suggested by Murugi and Ongoto (2018), an organisation possesses dynamic capabilities when it is able to incorporate, develop, and reconfigure its firm-specific internal and external capabilities in reaction to changes in its environment.

Positions address the organization's material and immaterial resources, including its customer base, technology, intellectual property, and external supplier relationships. As a result, processes are moulded by asset positions and the organization's evolutionary trajectories (Teece et al., 1997, in Valle & Sarturi, 2022). Third parties are the strategic alternatives available. Dynamic capabilities are related to the effective discovery and execution of new opportunities, while organisational capabilities are concerned with the efficient use of currently available resources (Kariel, 2016, in Murugi & Ongoto, 2018). In that sense, an organization's capability to intentionally build, enlarge, and modify its resource base is referred to as a dynamic capability. Consequently, Murugi and Ongoto (2018) concluded that leaders need to ensure that the vision and mission reflect service delivery and a participative leadership style in order to implement change effectively. If managed well, delegation, promotion, and training may all improve the implementation of change in any competitive organisation.

The theory posits that in order to create new capabilities that fit the turbulent environment, businesses have to integrate, develop, and reconfigure their internal and external capabilities specifically suitable for the company. Based on this assumption, the theory was chosen to

underpin the study. Additionally, employee empowerment, organisational culture, and strategic leadership are some of the factors up for evaluation in the study making the theory pertinent in the study.

2.7 Empirical review and hypothesis testing

Using empirical methods in research is seen to be a methodical approach to gathering information and/or analysing data in order to gain understanding (Dan, 2018). Originally, primary data collection and analysis, as well as the use of quantitative measures (such as content analysis, surveys, etc.), were associated with empirical methods. However, more recently, secondary analysis and qualitative research have also been included in this category (Dan, 2018). The purpose of the literature review is to help researchers justify the need for their own research. According to Boote and Beile (2005) cited in Dan, 2018, some of the specific justifications for a research study that might arise from the literature evaluation are as follows: -

- 1) The researcher may discover discrepancies in the reported outcomes among the studies they have selected for examination, and they may investigate the causes of these discrepancies.
- 2) A fault in an earlier study may have been discovered by the investigator due to issues with the design, data collection methods, sample, or interpretation of results.
- 3) The study may have been carried out on a population other than the one the researcher is interested in, which would support the study's findings.
- 4) Uncertainty about the interpretation of previous studies' findings may justify further researcher.

Therefore, in view of the foregoing, this part covers a comparison of some of the previous research findings on behavioural critical success factors for developing strategic management frameworks necessary for the organisational resilience across the world.

2.7.1 Behavioural critical success factors for the development of sustainable strategic management frameworks

There is a debate among researchers on behavioural critical success factors that influence the development of sustainable strategic management frameworks for organisational resilience.

These factors have been given various categories such as strategic planning factors, organisational behavioural factors, employee characteristics factors, leadership styles and stakeholders' relationship factors.

2.7.1.1 An influence of strategic planning in the creation of sustainable strategic management frameworks necessary for strengthening the organisational resilience

Strategic planning gives an overall strategic direction to the management of the organization especially in areas like financial strategy, marketing strategy, organizational development strategy and human resources strategy, to achieve success (Kigenza & Irechukwu, 2023). Strategic planning also provides sound for decision-making in an organization by facilitating the setting of objectives, which forms a basis for measuring performance. For instance, (Madon, 2019) studied the influence of strategic planning on organizational performance and the survival of organizations. The study made an assessment of the planning-performance relationship in organization and the extent to which strategic planning affected performance of First Bank of Nigeria. Additionally, McLane and Atrill (2019) states that strategic planning contributions to organization performance by generating relevant information, providing a better understanding of the importance of the environment, and through reducing uncertainty.

Strategic planning (SP) has long been the preferred approach to strategy formulation in public organizations at all levels of government. It typically includes an analysis of an organization's mandate, mission, and vision and an analysis of an organization's internal and external environment, identifying strategic issues based on these analyses and stipulating strategies to address these issues (Bryson 2018). A recent meta-analysis indicates that strategic planning contributes to organizational performance and particularly organizational effectiveness thus explaining its popularity (George & Monster, 2019). While this evidence suggests that there is an on-average-value in adopting strategic planning, it does not provide insights into how to do strategic planning in practice. Most public administration research has considered strategic planning as a fixed routine, and typical measurements of strategic planning only focus on whether a set of steps were conducted (e.g., George & De Moyer 2016; Poister & Edwards 2013 cited in George, 2020). Strategic planning in practice, however, is not one fixed routine but very much something practitioners do, and one can expect much variation in who is involved during strategic planning (people), what the strategic planning process looks like (process), and what strategic plans ensue (plan) (Bryson 2010 in George, 2020). In turn, this variation can be expected to influence the extent to which strategic plans are successfully implemented (Bryson & Van-Slyke

2018). This argument has long been clear to practitioners: simply adopting strategic planning does not magically induce the successful implementation of the ensuing strategic plan indeed, more effort is needed.

To achieve high business performance, organizations need to attain and sustain competitive advantages. For this reason, many researchers had argued that strategic planning makes organizations have competitive advantages and the ability to stay in business against competitors (Oboreh, 2020). They need to know the correct performance level is important due to it enable the organization to determine its current position and find ways to improve business if necessary. Therefore, based on the foregoing discussion, it was conceivable to hypothesise that:

H1 – Strategic planning factors have an influence in the development of sustainable strategic management frameworks relevant for strengthening organisational resilience

2.7.1.2 An influence of organisational behavioural factors in formulating sustainable strategic management frameworks for strengthening the organisational resilience

Organizational culture is an essential ingredient of organizational performance and a source of sustainable competitive advantage. Organizational culture is an important element to unify various company cultures in the corporate group structure (Kenny, 2012 in Oboreh, 2020). Corporate managers may establish an effective organizational culture to integrate the organizational culture and to improve performance. According to Idris, Wahab and Jaapar (2015) cited in Oboreh, (2020), successful cultural integration within the organization is an important element to maintaining successful communication and improving performance. Establishing an effective organizational culture in the corporate group is necessary to improve performance and productivity (Lee & Gaur, 2013 in Oboreh, 2020). Similarly, Barney and Olu (2015) cited in Oboreh (2020) opined that in order for an organizational culture to provide sustained competitive advantages, and thus, by implication, be a source of sustained superior performance, three conditions must be met. First, the culture must be valuable; it must enable a firm to do things and behave in ways that lead to high sales, low costs, high margins, or in other ways add financial value to the firm. Because superior performance is an economic concept, culture, to generate such performance, must have positive economic consequences. Second, the culture must be rare; it must have attributes and characteristics that are not common to the cultures of a large number of other firms. Finally, such a culture must be imperfectly imitable; firms without these cultures cannot engage in activities that will change their cultures to include the required

characteristics, and if they try to imitate these cultures, they will be at some disadvantage (reputational, experience, etc.) compared to the firm they are trying to imitate.

Stafford and Miles (2013) in Oboreh (2020) had argued that organization needs to be in touch with its culture to be able to control its performance. Literally, this means that an organization has to assess its own structure, beliefs, values, and assumptions that inform the organizations way of doing things. As such, this will not only allow the organization to remain relevant, but to identify precipitous factors inherent within its culture that are good for performance, and those that are bad for performance. Equally, Schein (2007 in Oboreh, 2020) argues that in cases where the organization's culture is aligned with the mission and goals of the company, employees are more likely to embrace the culture. However, there is an inconsistency in this relationship, as some scholars (such as Gasela, 2022) found that there is no relationship, or a significant relationship, between organisational culture and performance (Bilal et al. 2018; Naranjo-Valencia and Calderon-Hernández 2018; Ott 1989; Byles and Keating 1989; Lim 1995 in Xanthopoulou et al., 2020). Additionally, Bradley and Parker (2006) cited in Xanthopoulou et al (2020) found that public institutions have shared a common set of traits for a long time, including formalised decision-making processes, structural hierarchies, and systems of rules. A common finding of the relevant literature is that unless conventional organisational cultures in the public sector adapt to reflect the contemporary role of government as a catalyst of economic growth, they are likely to impede the modernisation of public services. According to Christensen and Lægreid (2001) in Xanthopoulou et al (2020), the informal norms and values that govern the balance between loyalty and neutrality in the interaction between the political leadership and the administrative apparatus are a common feature of organizational culture in public organizations (Huragu and Chuma 2019).

Various studies show that technological capability plays an important role in innovation. For instance, Huang (2011) in Lestari and Ardianti (2019) has proven that determinants of technological capability such as exploring or exploiting technological opportunities, core technology capability, and autonomy of research and development (R&D) are important to firm innovation, particularly in turbulence market in Taiwan's information and communication technology (ICT) industry. In addition, Hsieh and Tsai (2011) cited in Lestari and Ardianti (2019) revealed technological capability is the driving force of a firm's innovation. Research study by Sobanke et al. (2014) cited in Lestari and Ardianti (2019) in SMEs in Nigeria concluded that accumulation of technological capability is associated with experiencing, in-house training, and networking with the associated industries. By studying in SMEs in Colombia, Cuero-Acosta et al. (2013) cited in Lestari and Ardianti (2019) assert that absorptive capacity of firm contributes significantly to the improvement of technological capability. Moreover, Ritala and Hurmelinna-

Laukkanen (2013) in Lestari and Ardianti (2019) expressed that firms with stronger technological capabilities can easier assimilate knowledge from outside sources and useful in creating innovation.

The organisational structure must be developed and be responsive to the achievement of organisational goals. From management literature, the organisational structure includes the nature of formalization, layers of hierarchy, level of horizontal integration, centralization of authority and patterns of communication. According to Maduenyi et al (2015) in Lestari and Ardianti (2019), the purpose of organisational structure is the division of work among members of the organisation and the coordination of their activities so that they are directed towards the goals and objectives of the organisation. In a study conducted by the same authors, it was revealed that organisational structure has an impact on organisational performance and this demonstrates that organisations should have well-defined structures in place to achieve set objectives. If the organisational structure is effective, this would facilitate working relations among sub-unit of the organisation and may improve the company efficiency within the organisational units. Thus considering the organisational behavioural factors essential for the development of sustainable strategic management frameworks relevant for organisational resilience, the researcher hypothesized:

H2 - organisational behavioural factors influence the development of sustainable strategic management frameworks necessary for strengthening organisational resilience.

2.7.1.3 An effect of employee traits on the development of sustainable strategic management frameworks for strengthening the organisational resilience

Performance evaluation is associated with establishing how best or poorly an individual executed or accomplished a specific task or job. Motivation is among the many factors that influence or affect an employee's job performance and, consequently, influence organizational performance (Nassazi, 2013 in Kalogiannidis, 2021). It would be automatic for highly motivated workers to normally deliver higher returns than employees with low levels of motivation. In their study, Chatzopoulou et al (2015) cited in Kalogiannidis (2021) questioned whether it is still possible to apply different theories in motivating 21st Century workers. The research established a need to develop new modern forms of encouraging workers since the traditional ways or approaches are no longer effective in enhancing job performance and organizational performance in the long run. However, some scholars argue that conventional motivation methods based on different theories are still feasible in the modernworld (Uddin et al., 2014 in Kalogiannidis, 2021). Motivation is

considered a significant factor in organizational growth, and every employer is always obliged to implement the most effective motivational approach to achieve sustainable development. Several studies have been conducted to establish the relationship between the motivation of employees and organizational performance levels. Most scholars affirm that employee motivation has a significant impact on both employees and the organization's performance. However, some studies indicate that employee productivity or job performance is not only influenced by motivation, and the latter does not necessarily lead to improved organization performance (Anghelache, 2015 in Kalogiannidis, 2021).

Yu and Ramanathan, (2012) in Supriya et al (2023) analyzed contribution of IT applications and employee competencies to competitive operations strategies creation and improved company performance. The managers of 318 Chinese retail enterprises were surveyed and interviewed for data, and a route analytical technique was utilised to look at the relationships between the variables. Good collaboration, a high level of self-motivation, competent leadership, and a strong educational foundation were all examples of employee competencies. According to study results, employee competences and operations strategy have a favourable and substantial link (low cost, flexibility and quality). Researchers hypothesised that retail businesses with highly competent employees and adaptable, cost-effective operations strategies would perform better in offering their customers high-quality products and services and a wide range of new products and services in the market, leading to improved organisational performance. In order to experience continuous growth and gain a competitive edge, firms were further advised to concentrate their efforts on nurturing and growing the capabilities of their employees (Supriya et al., 2023). In view of the above discussion, it was therefore, postulated that:

H3 - Employee traits have an impact on the development of sustainable strategic management frameworks necessary for strengthening organisational resilience

2.7.1.4 An impact of leadership styles on the creation of sustainable strategic management frameworks for strengthening the organisational resilience

Empirical evidence from literature points that success in an organisation in terms of the attainment of goals and realisation of objectives depends on managers and their leadership style (Mclaggan, Bezuidenhout, & Botha, 2013 in Mabai & Hove, 2020). A study by Hurduzeu (2015) cited in Mabai and Hove (2020) postulates that to increase organisational performance, a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their value systems and improve their performance. In another study by Randeree and Chaudhry (2012) in

Mabai and Hove (2020), consultative and consensus leadership styles were found in the construction sector in the United Arab Emirates. The study established that an employee's job satisfaction is strongly affected by leadership, with more than 50 per cent of surveyed respondents stating that leadership strongly influences job satisfaction. Therefore, effective leadership is vital because the effectiveness of the leader determines the eventual success of the organisation (Mokgolo, Mokgolo, & Modiba, 2012 Mabai and Hove, 2020).

Hendriks and Reddy (2020) looked into leadership philosophies and strategy implementation at South Africa's National Department of Trade and Industry. Data collection was done through a survey as part of a quantitative research strategy. The study's findings demonstrated that while senior managers with a transactional and transformational leadership style had a positive effect on strategy execution, those with a laissez-faire leadership style had a negative effect. Therefore, in light of the styles of leadership relevant for the development of sustainable strategic management frameworks relevant for strengthening organisational resilience, the researcher hypothesized:

H4 – Leadership styles have an effect on the development of sustainable strategic management frameworks relevant for strengthening organisational resilience.

2.7.1.5 An influence of stakeholders' relationships in the formulation of sustainable strategic management frameworks for strengthening the organisational resilience.

The values and expectations of different stakeholder groups in organizations play an important part in the development of strategy. As organizations strive to position themselves within turbulent environments, their strategy formulation efforts would be fruitless, more so in their implementation if pertinent stakeholders are not involved in the process (Kigenza & Irechukwu, 2023). Clear understanding of the potential roles and contributions of the many different stakeholders is a fundamental pre-requisite for a successful participatory strategy formulation process. Stakeholders are those whose interests are affected by the organization's activities or those whose activities strongly affect the organization; they are those who possess information, resources and expertise needed for strategy formulation and implementation; and they are those who control relevant implementation instruments (Norrell, 2016 in Kigenza & Irechukwu, 2023). Stakeholder involvement is critical for any given course of action the strategic planning team determines. It offers important insight into planning, facilitates their "buy in" and support for the strategy, allows greater ownership, facilitates better decisions and may identify issues not addressed by the executive team (Oboko, 2018 in Kigenza & Irechukwu, 2023). Their involvement

is a valuable prelude to the formulation of mission statements for effectiveness of strategies and critical to implementation success. The criteria stakeholders use to judge the organization's performance influence how the organization pursues strategies and manages resources effectively over the long term while increasing stakeholder satisfaction.

Additionally, Nhuyani (2019) used the Ekurhuleni municipality in South Africa as a case study to examine the strategic management procedure in local government. Where the purposive sampling approach was used, the qualitative method was employed. Data analysis was done using topic analysis and content analysis. According to the research, the city did not consult its staff when developing its plan, and not all stakeholders were involved in its creation. As such, the researcher hypothesized the effect of stakeholder relationships on the development of sustainable strategic management frameworks necessary for strengthening organisational resilience as follows:

H5 – The nature of relationships with stakeholders has an effect on the development of sustainable strategic management frameworks relevant for strengthening organisational resilience

2.7.1.6 The development of sustainable strategic management frameworks has an impact on strengthening the organisational resilience

Empirical evidence has demonstrated the ability of EO to mobilize the resilience of Micro, Small and Medium Enterprises (MSMEs), especially during times of crisis, such as the COVID-19 pandemic. EO achieves this by striking a balance between short-term operational actions and long-term strategic thinking, resulting in a more resilient MSME (Zighan et al., 2022). Based on the available literature, researchers formulated Sustainable Resilience Strategy (SRS) for micro and small business players by aligning the resilience of tangible/intangible internal resources with responsive strategies (Alberti et al., 2018; Heizer et al., 2020) to create high customer value in an efficient and sustainable. The four dimensions of sustainable resilience strategies are: (1) survival, it involves finding creative ways to deal with crises that may arise (Branicki et al., 2018); (2) continuity, involves seeking connectivity with market conditions and access to resources (Branicki et al., 2018); (3) re-orientation, it involves reviewing attitudes and decision-making in response to changes that may occur, such as changes in macro-environmental demands, social, economic, technological changes, changes in government policy, or changes in market preferences (Branicki et al., 2018); and (4) synergy, it involves developing synergy capabilities with stakeholders in dealing with crises (Alberti et al., 2018). Therefore, in view of the foregoing, development of

sustainable strategic management frameworks has an impact on strengthening organisational resilience, thus the researcher hypothesized:

H6 – Development of sustainable strategic management frameworks has an impact in strengthening organisational resilience

2.8 Summary of main gaps from the literature review

Drawing from the preceding literature review sections, research gaps were identified on strategic management frameworks in various organisations across the world. The gaps exist in terms of research strategy adopted, research instruments used, geographical area in which the study was conducted, forms of organisations studied and time gaps in relation with the current study. Therefore, in endeavouring to close the observed gaps helped the researcher to understand more and identify behavioural critical success factors relevant for the creation of strategic management frameworks for organisational resilience of urban councils in Zimbabwe.

Geographical research gaps were one of the study's findings. Upon reviewing earlier research, it became clear that the majority of studies conducted in the area of strategic management were conducted outside of Zimbabwe, in places like the United States of America (Poister, 2010), Europe (Cruthers, 2020; Azizi & Rahman, 2019), and a few Middle Eastern nations (Tamimi et al, 2018; Alomran, 2019; Al Suwaidi, 2018; Ali & Qun, 2017; Ali, 2019). Research studies in the field have been conducted in a few African countries, including Nigeria (Kigenza & Irechukwu, 2023; Oboeh, 2020), South Africa (Hendricks & Reddy 2020; Mabai & Hove, 2020; Nhuyani, 2019), and Kenya (Sahal & Bett, 2022; Kadzo & Muthimi, 2023; Kiango, 2021; Weyama, 2020). This study was carried out in Zimbabwe which has different economic, social and political characteristics. This indicates a geographic divide that the present study sought to close by conducting the investigation in the Zimbabwean environment.

The identification of a methodological study gap was the other found. The investigator also noted that, based on the body of existing literature, most of the investigators in the previously mentioned literature evaluation used a single research methodology. The research methodology employed in these studies can be classified as quantitative (Al Suwaidi, 2018; Dennis, et al., 2019; Høglund, et al., 2018; Alomran, 2019; Umasekar, 2020; Nwachukwu et al., 2018), qualitative (Hendry, 2021; Eresia-Eke & Soriakumar, 2021), or in some circumstances, a systematic review of the literature (Miller, 2018; Cruthers, 2020; Kumar, 2021). The choice of research instrument to be employed was consequently influenced by the adoption of a single method approach, which had its own set of drawbacks. The present analysis utilised a thorough mixed-methods technique to solve the

methodological gaps that were observed in previous studies. This methodology compensated for the limitations of the single method approach used in some previous investigations.

Regarding the types of organisations under study, research gaps were also identified. The majority of earlier research (Azizi & Rahman, 2019; Kiango, 2021); Nwachukwu et al., 2018; Al Suwaidi, 2018; Umasekar, 2020; Kumar, 2021) concentrated on variables influencing strategic management practices in private sector businesses. The current study concentrated on the behavioural essential success variables that affect how strategic management frameworks are developed in public sector organisations focusing on municipal councils.

Prior research on the topic mostly concentrated on conventional methods of strategic management (Palladan & Adamu, 2018; Kabeyi, 2019; Nwachukwu et al., 2019; AlDhaheni et al., 2020; Chiwawa, et al., 2020). Conventional strategic management primarily addressed the organization's financial problems. The objective of this investigation was to develop organisational resilience in response to environmental dynamics by integrating social and environmental issues with economic concerns in a sustainable strategic management approach.

A gap for additional research was created by the findings of numerous prior investigations. Organisations' development of strategic management frameworks was shown to be primarily influenced by political and economic variables. The body of research on the subject indicated that, rather than focusing on certain types of elements, studies on the factors impacting strategic management practices in organisations have examined the topic generally (George & Monster, 2019; Bryso, 2018; Oboreh, 2020). Due to growing concerns about the non-progressive rate of successful strategy implementation in the real world of practice, interest in behavioural strategy has lately peaked again. The bulk of research in the field has employed strategic variables for measurement, such as technological, political, economic, or environmental aspects (Kabeyi, 2019; Dennis, et al., 2019; Rajasekar, 2014; Magiri, et al., 2018). This study therefore filled in this knowledge gap by investigating behavioural elements and their influence on the creation of frameworks for sustainable strategic management that are pertinent to the resilience of municipal councils in Zimbabwe.

2.10 Conceptual Framework

As a byproduct of the theoretical framework, a conceptual framework is a notion or structure that directs research (Chukwuere, 2021). Researchers typically utilise conceptual frameworks, according to Akintoge (2015) in Adom et al (2018), when preexisting theories are insufficient or not appropriate to offer a solid basis for the study. Collins and Stockton (2018), as cited in

Chukwuere (2021), contend that the conceptual framework offers a roadmap for the composition of the literature used in the research procedure. In other terms, Hughes et al (2019) explain that a conceptual framework can help determine the best locations for data collection, the methods for obtaining data, and the best ways to analyse it. For example, according to Grant and Osanloo (2014) as cited in Adom et al (2018), it helps the researcher identify and create a viewpoint on the topic under investigation. Additionally, Chukwuere (2021) and Kivunja (2018) asserts that a conceptual framework includes the researcher's ideas, plans, activities, practice, arrangement, and execution of the entire study. Furthermore, Evans (2007) in Adom, Hussein, and Agyem (2018), it highlights the benefits of a research topic, the researcher's assumptions, the academics with whom the researcher agrees and disagrees, and the way the researcher abstractly reinforces his or her method.

Typically, a conceptual framework is displayed as an illustration or graphic that depicts the investigation's fundamental elements and components (Chukwuere, 2021). According to Fisher (2007) in Adom et al (2018), a full understanding of a conceptual framework necessitates its written expression. This means, according to Adom et al (2018) a researcher must describe the relationships between the study's primary variables and how their complementarity contributes to the solution of the main research topic once the researcher has deftly created a diagrammatic depiction of them.

Accordingly, in this study, behavioural determinants for the creation of strategic management frameworks for organisational resilience of urban councils in Zimbabwe were broadly categorised into strategic planning, organisational behaviour, personal, managerial and stakeholders' relationships from which the research objectives were drawn. These were further broken down into smaller variables for analysis purposes. Therefore, in this case, the identified factors acted as independent variables while the development of strategic management and the consequent organisational resilience were considered dependent factors as shown diagrammatically on Figure 2.6 below.

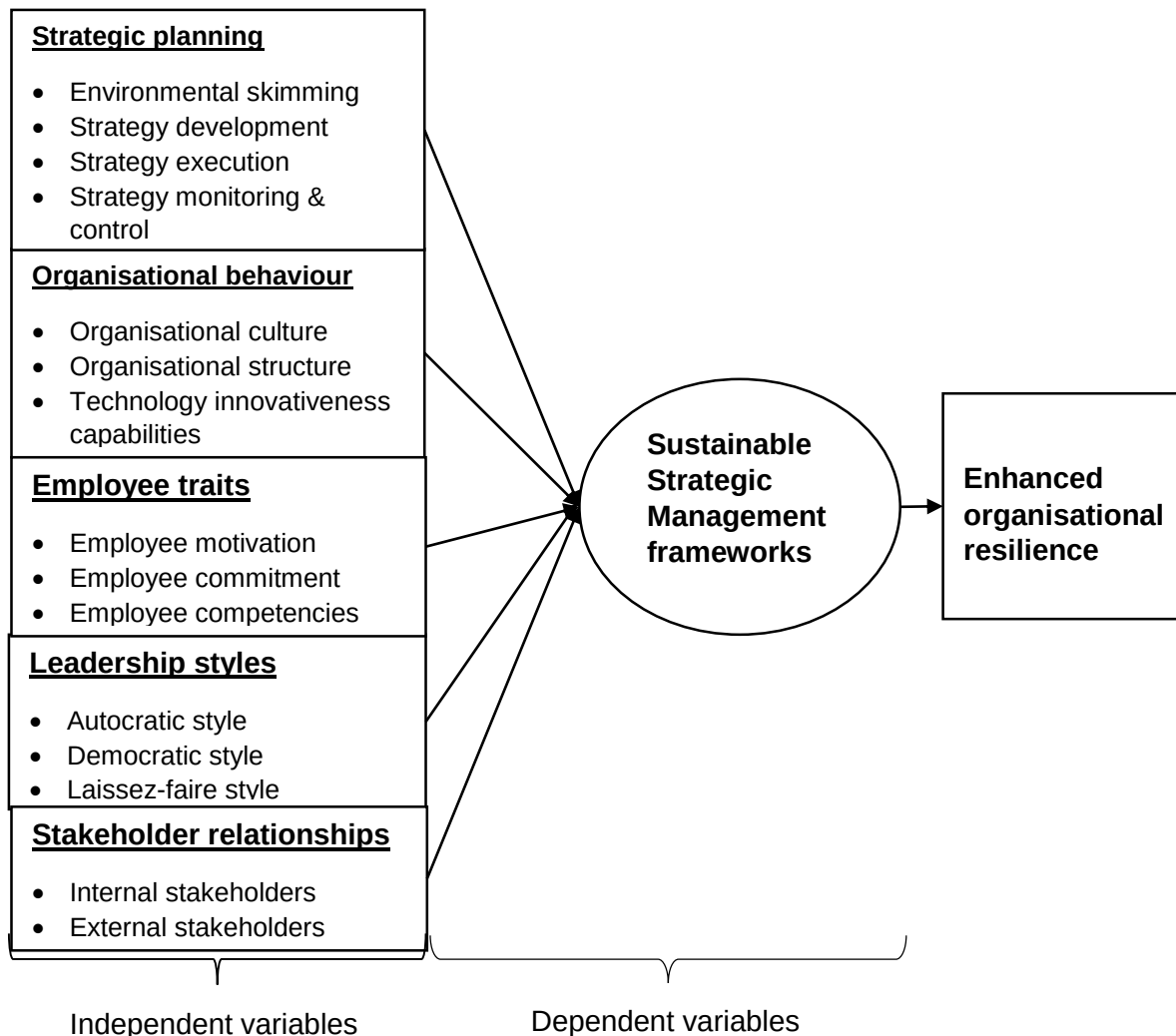


Figure 2.7 Behavioural determinants for developing sustainable strategic management frameworks

Source: Researcher's own construction (2024)

2.11 Chapter Summary

The study sought to explore behavioural success factors necessary for the creation of strategic management frameworks for organisational resilience of Zimbabwean urban councils. In the current chapter, related literature on behavioural critical success factors relevant for the development of strategic management was reviewed. McKinsey's 7S model was identified for underpinning the study while the Resource-based view, the public value theory and the dynamic capabilities theory were complimentary. To identify the rationale of undertaking this study, reference was made to several empirical studies that were done in the past in various parts of the

world. From the empirical framework, gaps justifying the undertaking of this study were identified. A conceptual framework depicting the investigator's thoughts, structures, thinking, actions, plans, practice, layout and implementations of the whole investigation was created at the end of the chapter. The next chapter covers the research methodology utilised in the investigation.

CHAPTER THREE

THE RESEARCH METHODOLOGY

3.0 Introduction

Chapter two reviewed related literature on behavioural determinants influencing the development of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe, considering the prevailing volatile operating environment. This chapter deals with the research methodology adopted by the researcher in the study. The research approach suitable for this study is identified and its strengths and weaknesses are explained. Furthermore, the research paradigms applicable to the study are also given and their relevance to this study is explained. To put this study into its proper context, the research design was described fully. The methods used for data collection are also presented, analysed and described with their advantages and disadvantages being explained in this chapter. Sampling procedures and techniques used in the study are also described with the explanation of data analysis procedures relevant for the study being given. The chapter summary concludes this methodology chapter.

The research study was influenced and guided, to a larger extent, by the research onion developed by Saunders et al (2019), as shown below.

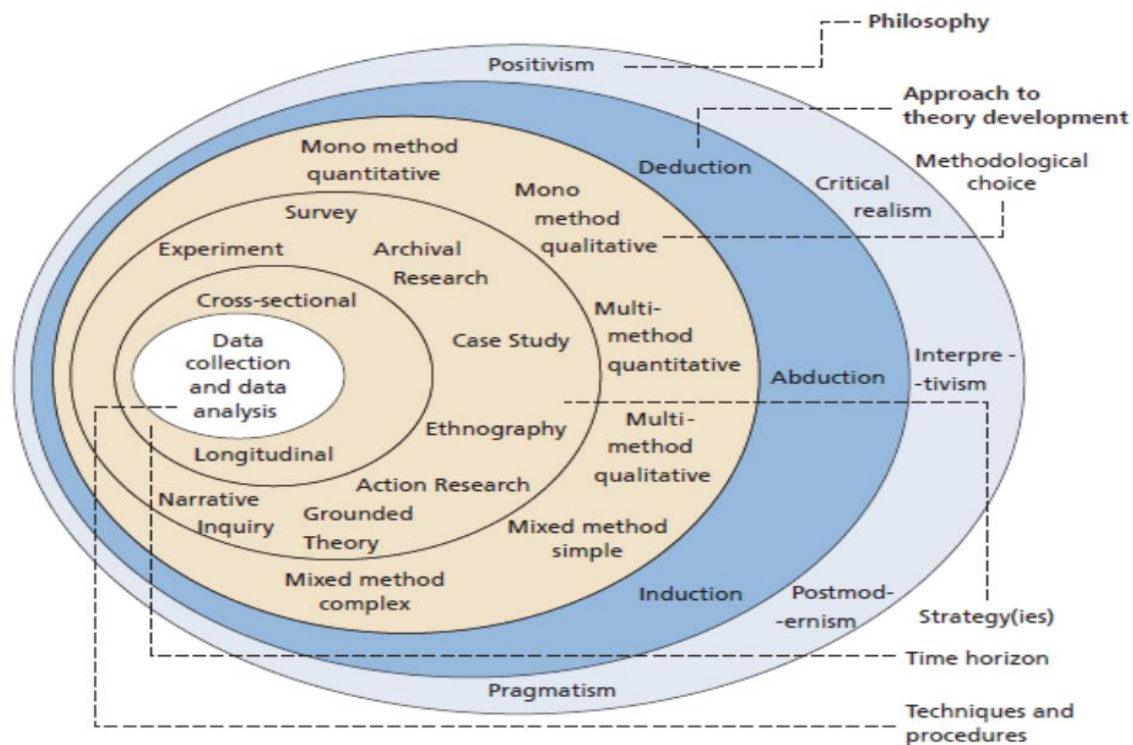


Figure 3.1: Research Onion

Source: Saunders et al (2019)

3.1 Research Philosophy

Many studies (Creswell & Clark, 2011; Lincoln, 1990; Patton, 2002; Rossman & Rallis, 2003, Saunders et al., 2009, in Kaushik & Walsh, 2019; Ugwu et al., 2021) use the term research philosophy interchangeably with research paradigm or worldview. It is described as the way a researcher thinks, approaches philosophy, or views the world that forms what has to be studied, how it should be examined, and how the study's findings should be evaluated (Okesina, 2020). Similar to this, Chege and Otieno (2020) define a research belief as a set of presumptions and ideas about the nature of reality under study. The sort of research philosophy used in a given field of study is determined by the body of knowledge under investigation. The philosophies of research dictate how meaning is created from the data to be collected based on individual experiences and have a substantial impact on every decision made during the research process, including the choice of technique and procedures (Kivunja & Kuyini, 2017 in Panya & Nyarwath, 2022). Apart from being distinct from theories, they also function as frames of reference and offer a rational framework within which theories can be developed (Babbie, 2015; Cimming, 2012; Singh, 2019; Mack, 2010; Kinsella & Pitman, 2012; Marendi et al., 2015, in Panya & Nyarwath, 2022).

According to Saunders et al (2019), research philosophies can be broadly categorised into five primary categories: positivism, interpretivism, post-modernism, critical realism, and pragmatism. According to positivism, for scientific predictions to be made by deductive reasoning, knowledge management must be measurable and based on scientific analysis (Mingers & Standing, 2017 in Turyahikayo, 2021). (Brooke, 2013 in Turyahikayo, 2021). Interpretivism, also referred to as phenomenology, hermeneutics, or anti-positivism, argues that research in the social sciences must differ from that in the natural sciences because people and their social environments cannot be studied in the same way as physical phenomena (Crotty, 1998 in Panya & Nyarwath, 2022). Additionally, as observed by Remenyi et al. (2005), as cited in Al-Ababneh (2020), this philosophy distinctly advances knowledge by emphasising a subjective and descriptive approach to address complex circumstances as opposed to an objective and statistical option. Al-Ababneh (2020) further asserts that critical realism is a scientific approach that acknowledges the existence of reality in the world, which is distinct from human ideas and concepts. Moreover, Al-Ababneh (2020) argues that pragmatism ultimately holds that there is no one right philosophy, hence researchers are free to choose from a variety of research models.

The distinctions between research philosophies can be seen in the assumptions each one makes. Thus, the components or presumptions that characterise research philosophies are as follows: 1) ontology, which is the researcher's interpretation of reality; 2) Epistemology, the concept of knowledge and what is considered "acceptable knowledge" in a certain field of study, 3) Axiology: the degree to which the researcher's values impact the research process; and 4) Methodology: the reasoning and advancement of the methodical processes followed in carrying out a study to study more about a research problem (Kivunja & Kuyini, 2017 in Panya & Nyarwath, 2022; Khatri, 2020; Krishna, 2020; Ugwu et al., 2021; Saunders et al., 2019). These philosophical presuppositions influence how research topics are understood, methodologies are employed, and research outcomes are interpreted (Crotty, 1988 in Saunders et al., 2019). The researcher considers how the study may be positioned in terms of the philosophical viewpoints based on these philosophical presumptions.

Nonetheless, a crucial query posed by investigators is which hypothesis to make as the initial step in the investigation (Ugwu et al., 2021). According to Grix (2004), cited in Ugwu et al. (2021), the best way to conduct research is to clearly define the relationship between what a researcher believes can be researched (ontological assumptions), how to go about it (methodological approach), and how much and in what ways the researcher's values influence the research process (axiology). Consequently, logical ontological presumptions shape an individual's epistemological presumptions, which in turn shape his or her methodology. This leads to the

methodological approach, which includes the design and techniques used to gather data (Ugwu et al., 2021). The research study was grounded in pragmatism, and Table 3.1 below summarises how it related to different research assumptions.

Table 3.1: Summarised relationship between pragmatism philosophy and research assumptions

Pragmatism: The entirety of theoretical and methodologic al presumption s	Ontology: (nature of reality or being)	Epistemology: (what constitutes acceptable knowledge)	Axiology: (role of values)	Research techniques: (methodical approaches, protocols, and instruments for gathering and analysing data)
Pragmatism	Complex, rich, external 'Reality' is the practical consequences of ideas Flux of processes, experiences and practices	Practical meaning of knowledge in specific contexts 'True' theories and knowledge are those that enable successful action Focus on problems, practices and relevance Problem solving and informed future practice as contribution	Value-driven research Research initiated and sustained by researcher's doubts and beliefs Researcher reflexive	Following research problem and research question Variety of methods: mixed, multiple, qualitative, quantitative, action research Emphasis on practical solutions and outcomes

Source: Saunders, Lewis and Thornhill (2016) cited in Muhaise et al (2020)

According to Kelly and Cordeiro (2020), pragmatism is a philosophical and epistemological framework that is useful for analysing and assessing concepts and viewpoints in light of how well

they perform in real world situations. Pragmatists agree that neither quantitative nor qualitative methods alone can produce knowledge or reality; rather, a combination of both is required (Johnson et al., 2005, in Kigozi, 2020). This is due to the fact that each approach's shortcomings must be offset by another, strengthening the study's conclusions (Yvonne, 2010; Rahi, 2017 in Kigozi, 2020). Thus, as long as both research methodologies address the issue being studied, researchers are free to use either one in their investigations, according to pragmatic philosophy. Furthermore, given the complexity of today's world, research methodologies that are more pragmatic and pluralistic are needed. These approaches help to shed light on participant behaviour as it actually occurs, the philosophies that motivate participant behaviour, and the potential results of various participant behaviours regarding a complex phenomenon under investigation. In these situations, pragmatism makes sense since it promotes the use of methods that can lead to a better comprehension of flexibility and practicality. Pragmatism, which promotes the application of techniques that can result in a better knowledge of flexibility and practicality, is suited in these situations. The depiction of relational epistemology, a non-singular reality ontology where each individual has their own method of understanding and interpreting their worldview, and value-driven axiology, which holds that research must benefit all individuals by addressing their diverse views, instead of depending on a philosophical stance (Kigozi, 2020).

The foundation of pragmatic research philosophy is the belief that researchers should use the philosophical/methodological approach that best suits the particular research question they are examining (Kaushik & Walsh, 2019 in Panya & Nyarwath, 2022). The pragmatic paradigm emerged from philosophers who argued that the interpretivist paradigm's creation of social reality and the positivist paradigm's single scientific technique could not be used to comprehend the truth of the real world (Kivunja & Kuyini, 2017 in Ugwu, et al., 2021). By seeking a deeper understanding of the organisational processes under investigation and documenting employee experiences and actions, whether deliberate or accidental, pragmatists are able to uncover complex themes and issues concealed in formal documentation or rhetoric (Kelly & Cordeiro, 2020).

Additionally, pragmatic research on organisational processes was found to be beneficial because it involves research subjects as active participants rather than as passive observers of the world as it is, by viewing people's ideas and beliefs as strategies for solving problems and taking innovative actions (Kelly & Cordeiro, 2020). Because pragmatism emphasises the idea of actionable knowledge as a foundation for research and is concerned with knowledge and forms of knowing that have practical implications, the researcher can create research agendas based on respondent experiences and produce knowledge that has practical relevance. By

reconstructing habits and continuing significant social experiences, the paradigm helps the researcher to work with various encounters of the same phenomenon and focus the investigation towards problem solving.

It is appropriate to choose the paradigm whose presumptions the phenomenon under investigation most closely matches (Guba, 1981 in Ugwu et al., 2021). Thus, according to the philosophical tenets of pragmatism (Cherryholmes, 1992; Morgan, 2007; Crews, 2014 quoted in Panya & Nyarwath 2022), this study fits into the pragmatic paradigm since it exhibits the qualities listed below that are pertinent to the topic at hand:

- It is applicable to mixed methods research in that the researcher liberally draws from both quantitative and qualitative assumptions in conducting the study, and it is not restricted to any one system of philosophy or reality.
- The researcher is free to select the methods, techniques and processes of research that best suit the needs and purpose of the investigation.
- The world is not viewed as an absolute unit by pragmatics. Similarly, mixed methods researchers don't stick to just one method of data collection and analysis; instead, they consider a variety of ways.
- There is no dualism between reality existing outside of the mind and reality being inside the mind; truth is what functions at the moment. Since both types of data offer the greatest insight into a research problem, researchers employ mixed methods research, including both qualitative and quantitative data.
- Pragmatist researchers focus on the "what" and "how" of their research in order to determine their desired outcomes and direction. Researchers using mixed methods must provide a reason for the initial necessity of blending quantitative and qualitative data, as well as an explanation for their mixing strategy.
- Researchers always operate in social, historical, political, and other contexts, according to pragmatists. Mixed methods studies can incorporate a postmodern shift and a theoretical lens that reflects political objectives and social fairness in this way.
- Therefore, pragmatism provides access to a variety of techniques, diverse worldviews, varying presumptions, and modes of data collection and analysis for the mixed methods researcher, as it is in this instance.

3.2 Research Approach

Deductive, inductive, and abductive research methodologies make up the majority of research (Mantere & Ketokivi, 2013; Reichertz, 2013 in Thompson, 2022). Deduction is typically linked to positivist and theory-driven approaches that seek to examine phenomena objectively (Hurley et al., 2021; Mantere & Ketokivi, 2013 in Thompson, 2022). As opposed to this, inductive research uses interpretive techniques and is exploratory, breaking from presumptions to develop theoretical understanding (Gioia et al., 2012; Hurley et al., 2021; Mantere & Ketokivi, 2013, in Thompson, 2022). In order to identify a medium ground between inductive and deductive methodologies, this study used an abduction methodology (Coffey & Atkinson, 1996; Tavory & Timmermans, 2014, in Thompson, 2022). Al-Ababneh (2020) asserts that alignment between research ideologies and research techniques is crucial. Consequently, because this study used an abductive methodology, it most closely aligns with the pragmatism research philosophy, which blends analytic and deductive methods.

The philosophical discipline of pragmatism gave rise to abduction (Pierce, 1974 in Thompson, 2022). It involves experiential data and prevailing theoretical understanding in a concurrent and equal manner rather than being data- or hypothesis-driven (Atkinson et al., 2003; Hurley et al., 2021; Kelle, 1997; Rinehart, 2021; Timmermans & Tavory, 2012 in Thompson, 2022). Explaining "incomplete observations," "unusual facts," or "mysteries" that were mentioned at the beginning of the study but aren't covered by the present theory is the aim of an abductive research method (Saunders et al., 2019). In addition, it comprises looking at a phenomenon associated with the dependent variable, finding themes and patterns, organising them into a conceptual framework, and then using additional data collection to validate the framework (Saunders et al., 2019). When creating a new rationalised theory or dissecting, modifying, and rationalising the current theory on the link between the dependent and independent variables of a research issue, the abductive research approach is acceptable (Saunders et al., 2019). The abduction research approach to theory creation was determined to be appropriate because the ultimate purpose of this study is to develop a model. In pragmatism, abduction, deduction, and induction are considered as interwoven components of a triadic process, in contrast to a non-pragmatist approach, which often views induction and deduction as discrete processes in the dyadic process of theory development and theory testing, respectively. Accordingly, induction entails actively new data collection to examine an established hypothesis and more complicate cause-and-effect relationships, deduction entails rationally translating a hypothesis into a testable proposition, and abduction entails developing an explanatory hypothesis or hunch to make sense of perplexing facts (Saetre & Van de Ven, 2021; Tavory & Timmermans, 2014 in Kistruck & Shantz, 2022). Thus, abduction is seen in pragmatism as the only logical procedure that presents novel concepts.

This study used abductive research to heuristically explore breakdowns when the empirical data did not match the expectations of the theory as it is now understood (Reichertz, 2013; Schwartz-Shea & Yanow, 2013 in Thompson, 2022). Consequently, gaps in current theoretical understanding emerged when existing frameworks failed to explain empirical findings (Alvesson & Karreman, 2007; Rinehart, 2021 in Thompson, 2022). In cases where the data presented were unexpected and surprising, the investigator demonstrated creativity by employing abductive analysis to develop a theory that produces a better and more suitable understanding by drawing on related empirical material (Alvesson & Karreman, 2007; Coffey & Atkinson, 1996; Tavory & Timmermans, 2014; Timmermans & Tavory, 2012, in Thompson, 2022). This is because, according to Timmermans and Tavory (2012), abductive research is characterised as recursive and iterative because, while theory is developed, theoretical progress is also halted in regions where phenomena are sufficiently described by existing literature. Because the raw data's theorization went beyond the individualised social situation and had connections to previously held information and understanding, the theoretical contributions resulted in some degree of generalizability (Coffey & Atkinson, 1996, in Thompson, 2022).

3.3 Research methodology

The mixed-method research technique was the one that should be used because this study was grounded on the philosophy of pragmatism. Mixed-methods strategy is defined as a methodological technique that focuses on gathering, evaluating and blending both quantitative and qualitative data in a single study (Creswell & Plano Clark, 2011 in Kistruck & Shantz, 2022). Furthermore, the mixed methods approach is defined by Tashakkori and Creswell (2007) in Hafsa (2019) as research in which the researcher utilises both quantitative and qualitative approaches for data collection and analysis, incorporate findings, and draw conclusions within a single investigation or programme of analysis. In summary, it is described as the gathering, examination and incorporation of quantitative and qualitative data in a single or multiphase study (Hanson et al., 2005, in Hafsa 2019).

In order to comprehend that mixed-methods research entails more than just utilising qualitative and quantitative techniques within a single study, the researcher had to take into account the research paradigms and philosophical foundations (Wasti et al., 2022). It is recognised that positivism supports quantitative research, while interpretivism typically supports qualitative research (Wasti, et a., 2022). As stated by Tashakori and Teddlie (2010) in Asenahabi (2019), the pragmatic worldview is the basis of the mixed-methods strategy. In mixed-methods research, questions from two distinct philosophies are combined in what is commonly called the third

methodology movement (Teddlie & Tashakkori, 2003; Doyle et al., 2009), the third path (Gorard & Tylor, 2004), the third research paradigm (Johnson & Onwuegbuzie, 2004; 2007), or pragmatism (O'Cathain et al., 2007 in Wasti et al., 2022). The mixed method strategy was deemed beneficial since it offers greater chances to address research problems and improve the interpretation of research findings, particularly given that the study is grounded on the pragmatic philosophy (Tashakkori & Teddlie, 2003 in Al-Ababneh, 2020).

The utilisation of mixed-methods in research is crucial as it enhances the study's conclusions and data collection's resilience (Kigozi, 2020). Provision of a more complete picture that can enhance the description and comprehension of the phenomenon was the main goal of using a mixed-methods research strategy (Creswell, 2014 in Wasti et al., 2022). Rather than relying just on one approach, the integration of both qualitative and quantitative methodologies provides readers with a fair and good grasp of the study's objectives, issues, and thesis (Ussifi, et al 2020). As a result, the researcher selected the mixed-methods technique, which combines quantitative and qualitative data, based on a number of previously described reasons. A mixed-methods strategy allowed the researcher to expand the investigation to a suitable depth and breadth (Creswell, 2003 cited in Dawadi et al., 2021). If a researcher wishes to develop a comprehensive understanding of an individual's meaning of a phenomenon or concept, as well as generalise findings to a population, then it is beneficial, in the author's opinion, to collect both open-ended qualitative data and closed-ended quantitative data to support study problem understanding. Additionally, according to Ventakesh et al. (2013), quoted in Dawadi et al. (2021), research using mixed techniques can yield data that provide a comprehensive understanding of the situation as well as additional insights into its various components, which could aid in the development of viable theories. In this study, interviews were conducted in order to get qualitative data, and questionnaires were utilised to obtain quantitative data.

The second justification is complementary (Pardere, 2018). Combining the two types of research methodologies adds value since they both have values and are complementary in certain ways. Combining the two methods assists to develop a more comprehensive outlook and provides a wider range of contrasting or complementary perspectives, which are beneficial since they not only inspire further thought and deepen our understanding of a phenomenon, but they also expose new research guidelines (Teddlie & Tashakkori, 2009, in Dawadi et al, 2021).

Thirdly, in order to bridge the epistemic gaps between the quantitative and qualitative paradigms and offer a pathway to genuine knowledge, a mixed-methods research technique was used in this work (Dawadi et al., 2021). For example, by employing a quantitative approach, ideas could be operationalized through the use of large and representative samples, comparisons, trend and

relationship analysis, and clearly defined indicators. Conversely, the advantages of the qualitative approach were its sensitivity to various interpretations, logical foundation, high degree of methodological suppleness, and exhaustive analysis of smaller samples that aid in the study of change and procedure.

Fourthly, by combining two approaches so that the advantages of the qualitative methods balance the disadvantages of the quantitative methods, or vice versa, the strategy was applied to provide more robust conclusions (Plano Clark & Ivankova, 2016, in Dawadi et al., 2021). Stated differently, this suggests that a quantitative approach can exhibit strength in areas where a qualitative approach is weak, and vice versa. Since the researcher was able to make use of each method's benefits and avoid its disadvantages, the combination of quantitative and qualitative methods was selected so as to produce a more accurate result. By integrating the advantages of two distinct approaches, mixed-method research questions provide many perspectives on the research questions and are transparent in its grasp of the context (the what), meaning, norms, and values (the why or how) within a solitary research question (David, 2006, in Wasti et al., 2022).

The requirement for triangulation purposes was the fifth justification. To increase the trustworthiness of the conclusions, triangulation is a multi-method research process that employs multiple approaches for data collection (Taherdoost, 2022). By using triangulation, the researcher was able to increase the validity of the findings of the investigation by searching for a convergence of the data that was gathered. Consequently, triangulation ultimately enhanced and reinforced the study's conclusions, increasing their acceptability to proponents of both qualitative and quantitative methodologies (Pardere, 2018). By using data from the other method, the investigator was able to validate the results from one method, a technique known as data triangulation in mixed-methods research. This was crucial because the researcher wanted to compare the findings of one method (qualitative or quantitative) to another (quantitative or qualitative) in order to look for convergence and/or divergence in order to get a more binding picture of the research subject (Plano Clark & Ivankova, 2016, in Dawadi et al., 2021). As a result, the gathering of several data kinds gave researchers in-depth understanding of a phenomenon than any one method could (Teddle & Tashakori, 2009, in Dawadi, et al., 2021). As a result, data triangulation improves the cogency of conclusions drawn from either method and produces well-validated results (Ventakesh et al., 2013 in Dawadi et al., 2021).

Finally, the findings from one method (qualitative or quantitative) were utilised to give direction or influence the usage of another way (qualitative or quantitative) in order to generate more effective and polished deductions (Plano Clark & Ivankova, 2016 in Dawadi et al., 2021). Similarly, when developing data gathering tools, mixed-method designs were favoured. The researcher can use

one type of data to assist in creating the instrument required for the subsequent data collection. Regarding qualitative part of the investigation, the researcher may use the numerical information gathered from a quantitative approach to assist formulate questions for a panel discussion or interview (Pardere, 2018). In light of this, the questionnaire in this study offered insights into the creation of the interview guide, which was utilised to gather qualitative data.

This investigation used a mixed-methods approach since it was believed that both qualitative and quantitative designs had flaws, and thus gathering data from both would mitigate the shortcomings of each (Asenahabi, 2019). Compared to utilising a solitary method to a specific investigation, the strategy results in an advanced level of understanding being developed (Creswell and Plano-Clark, 2011, in Asenahabi, 2019). Triangulating quantitative data obtained from a questionnaire was made possible with the help of semi-structured interviews for qualitative data collection. Therefore, as stated and summarised by Poperwi (2018), the mixed method technique was selected for usage in this investigation due to its comprehensiveness and several advantages pertinent to the investigation.

3.4 Research Design

An investigation that combines qualitative and quantitative methodologies to collect and analyse data, integrate findings, and create conclusions for a specific study or line of inquiry is referred to as a research design (Tashakkori & Creswell, 2007 in Hafsa, 2019). In other words, Creswell (2014), cited in Asenahabi (2019), views it as a systematic procedure that a researcher undertakes before starting the data collection and analysis phase so as to achieve the study's objectives. In light of this, a research design is described as a strategy, framework, and approach to inquiry that are employed in an effort to address research questions while preserving the highest level of control over variables (Kerlinger, 1986 in Asenahabi, 2019). It always outlines the information that is required, the methods that will be used to collect and handle the data, and the ways in which the research questions will be answered. Additionally, it lays out the kinds of analyses that have to be done in order to get the desired outcomes. A research design must include a strategy for interpreting the analysed data in order to provide adequate findings and conclusions from the research study that allow the researcher to make recommendations or implications based on the inquiry.

Mixed-methods research designs are being considered since this study used a mixed methodology. Prioritising data collection is crucial in mixed-methods designs (Creswell et al., 2017; Leech & Onwuegbuzie, 2009; Hesse-Biber, 2010; Yang et al., 2017, in Kigozi, 2020). The

authors claim that the implementation of mixed-methods designs clearly outlines the order in which data is obtained because it entails gathering data concurrently, simultaneously, or parallelly from many sources. Therefore, according to Yin (2006) in Hafsa (2019), mixing is necessary for a high-quality mixed methods study at every stage, beginning with the design of the research objectives and continuing through sampling, data collecting, analysis, and interpretation. There are three fundamental types of mixed-method research designs (Creswell, 2012 in Pardede, 2018; Asenahabi, 2019). These are explanatory sequential mixed-methods design, exploratory sequential mixed-methods design, and convergent/parallel or concurrent mixed-methods design. A descriptive survey research was carried out for both quantitative and qualitative data in order to support the convergent/parallel strategy.

3.4.1 Convergent/parallel (Concurrent) research design

This study adopted a concurrent or convergent/parallel design since it takes pragmatism as a theoretical premise (Creswell & Plano Clark, 2018 in Dawadi, Shrestha & Giri, 2021; Tashakkori and Teddlie, 2010 in Asenahabi, 2019). According to Poth and Munce (2020), this approach facilitates the examination of intricate issues by combining and combining various data sources. According to Asenahabi (2019), the design facilitates the collection of both quantitative and qualitative data. The data may be evaluated independently and compared to determine whether the findings support or contradict each other. As a result, creating a thorough study of the research problem becomes simple for the researcher when they converge or integrate quantitative and qualitative data (Asenahabi, 2019). Thus, the concurrent or convergent/parallel design was selected in this investigation because of its ability to directly compare and contrast the quantitative and qualitative conclusions for the purposes of validation and corroboration (Hafsa, 2019). Additionally, it offers chances for results produced from various research methods to converge and corroborate, therefore it makes logical sense to use a variety of techniques to collect data from many sources that combine to form an effective design (Asenahabi, 2019). Therefore, when the two methodologies are combined to provide triangulated study results, the shortcomings of one approach can be offset or countered by the advantages of the other (Pardede, 2018; Asenahabi, 2019).

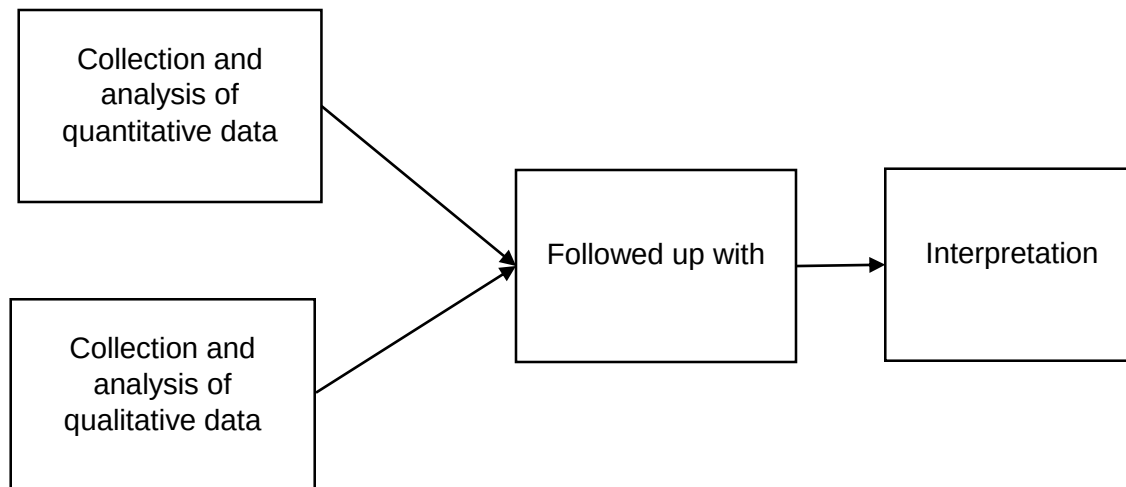


Figure 3.2: Convergent/Parallel/Concurrent research design

(Source: Creswell, 2012 in Pardede, 2018)

The two dissimilar kinds of data groups are gathered concurrently in this design, before being analysed independently using both quantitative and qualitative techniques (Schoonenboom & Johnson, 2017; Shorten & Smith, 2017; Creswell & Plano Clark, 2018; Wisdom & Creswell, 2013, in Dawadi et al., 2021). As a result, discrepancies or inconsistent results are further investigated and explained using this design (Hafsa, 2019). As a result, in this study, questionnaire responses were supplemented with information gathered from in-depth interviews, which was then examined using pertinent instruments, leading to a triangulation of the data.

3.4.2 Cross-sectional survey research design

Research designs that are quantitative in form are defined as methods and measurements that yield discrete, quantifiable values (Kothari, 2007 in Asenahabi, 2019). This study used a survey design, which falls under the quantitative research technique. According to Isaac Michael (1997) cited in Christopher and Udoh (2020), survey research provides answers to issues that are brought up, resolves issues that have been put forth or recognised, evaluates needs and sets objectives to ascertain whether or not particular goals have been met, creates baselines for future comparisons, analyses trends over time, and provides a general description of the quantitative and qualitative features of the situation. The author also underlined how dependent and independent variables, which the researcher cannot directly control, are employed in this kind of

research to determine the investigation's scope. Thus, the only questions the researcher asks are through questionnaires and/or scheduled in-person interviews. Additionally, when creating a survey, the population selected must be homogeneous (Isaac Michael, 1997 in Christopher & Udoh, 2020).

The cross-sectional research approach was chosen in this study since data collection took place at a specific moment in time. So as to provide an outlook of the characteristics of the population, a cross-sectional survey design examines data on many variables collected at one-time point within a sample population or pre-defined sub-group. It was selected for the aim of gathering preliminary data because it is a simple technique that allows the researcher to collect data at a single instance in time and monitor variables without changing them, in addition to its time and cost-saving advantages. Furthermore, by using a cross-sectional survey methodology, it is possible to formulate hypotheses and lay the groundwork for a more thorough investigation. All three survey design dimensions, descriptive, explanatory, and exploratory, use a single point of observation while incorporating as many variables as are required for the investigation, and they are applied to various study objectives and contexts (Christopher & Udoh, 2020). Both quantitative and qualitative methodologies were utilised in this investigation, which used a descriptive survey research design.

3.4.3 Descriptive Survey Research design

In descriptive research, qualitative data is gathered and quantitative methods are used for analysis (Nassaji, 2015 in Bhattacharya & Chetty, 2020). According to Manjunatha (2019), it can also be characterised as a research design that outlines the features of the population or phenomenon under study. Its objective is to provide a sample or population's description, which aids in answering questions that are mostly descriptive (Creswell et al, 2019). While multiple variables can be used in descriptive research, only one variable is necessary to carry out a descriptive study, which is an important feature of descriptive research. It describes the scientific methodology in which data is gathered using techniques and observations of the sampling population are made in their natural habitat. It refers to the scientific process wherein data is gathered using techniques such as surveys, interviews, correlation studies, observation studies, or content analysis, and observations of the sampled population are conducted in their natural environments. The observer does not alter or have any impact over any of the study's variables when using this research design (Lambert & Lumbert, 2012). When doing mixed-methods research, descriptive research designs can be applied. They are used in exploratory studies to build questionnaires, and in convergent studies to authenticate and confirm findings (Doyle et al.,

2016 in Doyle et al., 2020). Confidence intervals, mean, standard deviation, and frequency tables are statistical techniques used in quantitative descriptive design.

Providing simple descriptions of sensations and perceptions is most often justified by the descriptive technique, particularly in qualitative data where slight is known about the subject under investigation (Sandelowski, 2010 in Doyle, et al., 2020). In addition to being a valuable research design on their own, qualitative descriptive approaches can also be used as a forerunner to more widespread qualitative investigations or, more commonly, as the qualitative element in mixed-methods investigations. They offer a comprehensive understanding of a particular phenomenon (Doyle et al., 2020). Moreover, the writer argues that the use of descriptive techniques arises from the goals and objectives, which subsequently influences the phases of the investigation that deal with data collecting, analysis, and sampling.

Thus, a qualitative descriptive research methodology was judged to be better suitable for this study due to a number of benefits. According to Bradshaw et al. (2017) in Doyle et al. (2020), qualitative research design recognizes the subjective aspect of the issue, the participants' diverse experiences, and presents the results in a method that either directly mirrors or substantially approaches the language used in an initial research question. Pragmatism and descriptive qualitative research designs are compatible when choices on the best way to do research are based on the goals, objectives, and study setting (Neergaard et al., 2009; Ormston et al., 2014 in Doyle et al., 2020). This is so that the most suitable approaches to respond to research questions can be selected more easily because pragmatists are not tied to any one methodology or view of knowledge generation, but rather rely on the ideas or phenomena under investigation to direct decision-making throughout the research procedure (Bishop, 2015 in Doyle et al., 2020). The qualitative descriptive technique provides clarity regarding the reasoning behind the phenomenon being examined and the researcher's methodology because the data collected stay near to the phenomenon throughout the investigation (Sandelowski, 2010 in Doyle et al., 2020).

While content and thematic analysis techniques are used for data analysis in qualitative descriptive research, semi-structured individual face-to-face interviews, focus groups, telephone interviews, and online methodologies are used for data gathering (Doyle et al., 2020). Finally, the rigour or reliability of the results was guaranteed by the qualitative descriptive research. Consequently, the three primary goals of descriptive studies, describing, explaining, and verifying research findings, led to the selection of the qualitative descriptive design. Additionally, it made it possible to gather data from a subset of the target group in order to characterise traits, customs, similarities, and differences. Additionally, data on a lesser number of variables derived from a

large number of subjects could be gathered using the descriptive survey, and the design can be utilised for many different subjects and populations.

3.5 Population

Whilst population refers to the entire group of individuals or elements that share common characteristics or features in research, the target population refers to a specific subset or segment within the larger population that is the primary focus of a study (Banerjee & Chaudhury, 2010 in Willie, 2023). It represents a narrower group of individuals who possess specific characteristics or meet certain criteria (Bhandari, 2022 in Willie, 2023). Normally, the research objectives form the foundation of the identification of the target population. Therefore, in this study the target population comprised of all the 32 urban councils in Zimbabwe. This consisted of all the cities, municipalities, towns and local boards. The researcher then considered all town clerks, directors, managers and professional employees (such as accountants, legal officers, human resource officers, administration officers and procurement officers) to have the scope of roles which involve the development of strategic management frameworks. Therefore, these employees in all the 32 urban councils in Zimbabwe constituted the target population of the study. Managerial and professional staff members in the 32 urban councils in Zimbabwe were estimated to be 3000 (Association of Urban Councils in Zimbabwe, 2023).

3.6 Sample Size Determination

It is not always possible to collect data from every unit of the population (Kumar et al, 2013 & Sekaran, 2003) cited in Memon et al., (2020). Hence determination of an appropriate sample size is vital to draw valid conclusions from the research findings. In this case, a sample is defined as the subset of a population required to ensure that there is a sufficient amount of information to draw conclusions (Sekaran & Bourgie, 2010 in Memon, et al., 2020). Additionally, Kumar et al (2013) cited in Memon et al (2020) emphasised that there are several factors to be considered when estimating an appropriate sample size and these include the research approach, an analytical method, number of variables or model complexity, time frame and resources available and data analysis programme, among others. As such, since the study adopted the mixed research method, the sample size determination for both the qualitative and quantitative methods was considered.

3.6.1 Sample size determination for quantitative research

In scientific research, various approaches have been employed in determining the sample size. Among these various approaches is the Krejcie and Morgan sampling framework (Gerald, 2020; Ngoma, 2019; Krejcie, 1970). Since the study adopted the mixed methods design, determination of quantitative sample size was based on the Krejcie and Morgan (1970)'s sample size determination table which could alternatively be calculated using the Krejcie and Morgan (1970)'s formula, from which the table was derived, as shown below.

Formula for determining sample size

$$s = \frac{X^2 NP(1 - P)}{d^2 (N - 1) + X^2 P(1 - P)}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

Table 3:4 Krejcie and Morgan sample size determination table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.— N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

Therefore, in this study, the target population comprised of professional employees including those on managerial positions in the 32 urban councils in Zimbabwe. These were estimated to add up to 2931 and using the Krejcie and Morgan (1970) sample size determination, a sample of 341 professional employees was drawn to participate in the study for quantitative data.

3.6.2 Sample size for qualitative research

In qualitative and mixed-methods research and evaluation, a subset of the target population can reasonably be interviewed (Cobern & Adams, 2020). There is a general consensus among qualitative research experts that there is no straightforward answer to the question of 'how many' and that sample size is contingent on a number of factors relating to epistemology, methodological and practical issues. Therefore, the most widely used principle and accepted standards in qualitative research is to allow the data to reach data saturation (Creswell, 2013; Creswell, 2018 in Sarfo et al., 2021). According to Creswell (2013) cited in Sarfo et al (2021), data saturation is a data adequacy point where no new information could be obtained from participants in qualitative research. In that case, Fusch, Ness (2015) in Sarfo et al (2021) emphasise that failure to reach data saturation could influence the quality of research and the trustworthiness of the study.

Saturation is the most common guiding principle for assessing the adequacy of purposive samples in qualitative research (Morse, 1995, 2015; Sandelowski, 1995, in Hennik & Kaiser, 2021). Therefore, the concept asserts that new interviews are stopped when they no longer reveal anything new compared to what is already known regarding a certain phenomenon. Cobern and Adams (2022) suggest that the number between 15 and 20 participants can be considered sufficient for interviews while Dwork (2012) in Farhati (2024) recommends sample sizes of 5 to 50 deemed to be sufficient in qualitative research. Therefore, based on recommendations by various authors (Bertaux, 1981; Marshall et al., 2013; Creswell, 2014, in Farhati, 2024), the sample size of the qualitative method of this study consisted of 13 participants who took part in the interviews.

3.6.3 Sampling methods

Sampling methods are broadly classified into probability sampling methods or random sampling and non-probability sampling methods or non-random sampling methods (Nanjundeswaraswamy & Divakar, 2021). With probability sampling, every item in the population has an equal chance of being included in the sample whereas with non-probability sampling, cases do not need to be representative, or random, but a clear rationale is needed for the inclusion of some cases or

individuals rather than others. In deciding which technique to use, the researcher needs to consider the homogeneity of the population, heterogeneity of the population, an exhaustive list of the population and the distribution of the population. Since this study adopted a mixed-methods approach in data collection, both probability and non-probability sampling methods were considered in the determination of quantitative and qualitative data.

3.6.4 Sampling method for quantitative data

Probability or random sampling which is applicable and suitable for quantitative research was used in the determination of the sample size in this study. This is because, with probability sampling, each element has an equal chance of being selected hence the generalisability of the conclusion drawn from an intense study and analysis of a sample. According to Brown (1947) cited in Sharma (2023), this sampling technique is free from bias. Furthermore, such samples are normally selected with the help of random numbers (Cochran, 1963 in Sharma, 2023). Cluster sampling techniques were employed in this study. According to Sharma (2023), a cluster sampling is a probability sampling procedure in which elements of the population are randomly selected in naturally occurring groupings or clusters. In cluster sampling, varied parts of a population are taken as clusters, and subjects from each cluster are chosen for study (Bhardwaj, 2019). Cluster sampling involves dividing the population into subgroups, but each subgroup has similar characteristics with the entire sample (Sharma, 2023; Nanjundeswaraswamy & Divakar, 2021). Therefore, instead of sampling individual elements from each subgroup, the researcher randomly selects the whole subgroup (McCombes, 2022). According to Wison (2010) in Sharma (2023), a random sample is then extracted from these clusters which are then used in the final sample.

Cluster sampling is a method of dividing a population into distinct groups known as clusters (Sigh & Masuku, 2014 in Mulisa, 2023), as it is impractical to incorporate all the clusters, some of the clusters are selected at random to represent all the entire clusters. Then all units within the selected clusters are included in the sample (Taherdoost, 2016 in Mulisa, 2023). In this method, the clusters are randomly selected, but all units for the population do not have an equal chance of being selected equally. Additionally, multistage sampling refers to the selection of samples that are grouped into various structures using progressively smaller sampling units from each structure. Multistage sampling is a more complex version of cluster sampling and requires structuring the participants into homogeneous subgroups (clusters). Multistage sampling is different from cluster sampling in that it selects a sample from each cluster rather than including all units from the selected clusters (Sigh & Masuku, 2014 in Mulisa, 2023). This type of sampling requires at least two stages in which the first round involves the spotting and framing large

clusters. The second stage involves picking the units from the identified clusters using any of the probability sampling strategies. Since all units in the overall structure are not allowed to equally engage in the study, this method is better regarded as quasi-random (Mulisa, 2023).

The cluster sampling technique was found suitable for this study because it is advantageous in studies whose elements are fragmented over large geographical areas or whose target population is extensively dispersed so as to cut costs and save time (Davis, 2005; Dornyei, 2007 in Sharma, 2023). Therefore, in this study, the 32 urban councils located in different parts of the country were taken as clusters. These urban councils are divided into cities, municipalities, towns, and local boards. As such a multi-layered sampling which is a probability sampling technique that involves several stages of reducing a sample was employed. According to Ackoff (1953) in Sharma (2023), it is a process of moving from a broad to a narrow sample, using a step-by-step process. So the categories of urban councils were used to further group the 32 urban councils into four sub-clusters according to their categories. From the four categories, six urban councils were randomly selected for study.

3.6.5 Sampling method for qualitative data

Non-probability sampling techniques are normally adopted in qualitative research approaches. Unlike in probability sampling, in non-probability sampling, participants are intentionally included based on a subjective judgement of their suitability (Berndt, 2020; Gill, 2020; Martinez-mesa et al., 2016; Taherdoost, 2016 in Melusa, 2023). The size of non-probability sampling is based on personal judgement, where with the availability of time and resources, the researcher may continue to sample more cases until no newer information is obtained. In such sample techniques, it is difficult to estimate the probability of giving each element an equal chance of being included in the sample as in probability sampling techniques. As such, it is difficult to preclude bias and generalise the findings to similar situations (Kadam & Bhalerao, 2010 in Mulisa, 2023). Unrepresentative samples are valuable for certain study objectives as they can assist in the answering of certain research questions and provide new hypothesis (Martinez-mesa et al., 2016 in Mulisa, 2023). Accordingly, Etikan and Bala (2017) cited in Mulisa (2023) claims that random sampling yields more breadth while non-random sampling yields more depth. Furthermore, the rigor of non-random sampling is usually determined by the data's credibility, transferability, dependability and confirmability (Campbell et al., 2020).

This study adopted the non-probability, purposive or judgemental sampling technique. Purposive or judgemental sampling technique involves the selection of sample respondents who are in the

best position to provide the required information and the validity of the results depends on the proper judgement of the researcher in selecting the sample (Nanjundeswaraswamy & Divakar, 2021). This is because the researcher had some information on the population characteristics of urban councils in Zimbabwe so logical decisions on who to be selected from the population was possible (Elfil & Negida, 2017 in Campbell et al., 2020). Therefore, people from urban councils, who were deemed competent enough to answer research questions for the specified objectives, were intentionally chosen (Etikan & Bala, 2017 in Mulisa, 2023). Purposive sampling was found to be useful in this study since it allowed exploration in a research study and was found to be suitable for diverse population which included elements with opposing viewpoints (Mulisa, 2023).

3.7 Data Collection Methods and Procedures

3.7.1 Research Instruments

The study utilised two forms of data collection instruments namely the semi-structured interview guide and the structured questionnaire whose characteristics are discussed below to justify their use in this study.

3.7.1.1 Structured questionnaire

There are various definitions of a questionnaire. However, for the purpose of this study, a questionnaire is defined as any written instrument that presents participants with a series of questions or statements to which they are to respond to writing out their answers or selecting from among existing answers (Brown, 2001, in Holmes, 2023). A questionnaire was chosen as a data collection instrument in this study due to various advantages it possesses. Firstly, it was found to be convenient for collecting data from many participants who could be reached fairly quickly and easily by distributing and completing them online, by email or in person (Cohen et al., 2017 in Holmes, 2023). Questionnaires were also found to be suitable in this study as they allowed for standardisation of the data collection process where all participants were asked the same set of questions in precisely the same way which in turn made it easier to compare and analyse the data from different people (Fife-Schaw, 2020). Additionally, questionnaires were found to be useful in this study as they were reliable and accurate by reducing bias in data collection (Bryman, 2016 in Holmes, 2023). They were also chosen as they were perceived to be accurate in guaranteeing anonymity and confidentiality of the participants and the information provided, as no personal details are included on them. Finally, questionnaires were utilised in this study as they were found to be cost and time saving as the participants were allowed to complete them in their own time online or in person with less costs on the part of the researcher.

3.7.1.2 Semi-structured Interview Guide

Semi-structured interview guide was used to collect qualitative data. Mason (2002) in Elhami and Khoshnevisan (2022) defines qualitative interviewing as in-depth, semi-structured or loosely structured forms of interviewing. Furthermore, Hancock et al (2007) in Elhami and Khoshnevisan (2022) emphasise that this type of interview requires several open-ended questions related to the objectives of the study which includes follow-up questions to clarify the interviewees' submissions and the ideas raised during the interview.

Semi-structured interviews are non-standardised where the interviewer does not do the research to test a specific hypothesis, assumptions or theories but to answer the research questions of the study (David & Sutton, 2004 in Monday, 2020). In this case, the researcher had to follow a list of key themes (patterns and categories), issues and questions to be covered that would help to cover the relevant areas in terms of research questions or objectives. The checklist allowed for in-depth probing while permitting the interviewer to keep the interview within the parameters of the study (Berg, 2007; Hamza, 2014 in Monday, 2020). Semi-structured interviews were chosen to complement the questionnaires in this study because open-ended questions empower the interviewer to collect related data from the interviewees in detail, with personal feelings, emotions, ideas, and with less self-censorship (Brinkman & Kvale, 2005 in Elhami & Khoshnevisan, 2022). Additionally, with interviews, the researcher was able to develop follow up questions based on the answers given during the conversation with the interviewees (Elhami & Khoshnevisan, 2022).

Qualitative interviewing provides an open-ended, in-depth exploration of an aspect of life about which the interviewee has substantial experience, often combined with considerable insight (Charmaz, 2008 in Roberts, 2020). With semi-structured interview guides, the order of the questions could be changed depending on the direction of the interview. It also allowed the use of additional questions as follow up questions based on the respondent's further experience and opinions on the subject under study (Monday, 2020). Furthermore, the response rate of interviews is normally higher than questionnaires. Interviews are also cheaper as they can be done online or use of telephone and are convenient as they could be done anytime of the day with the respondent's concurrence.

3.7.2. Data collection procedures

Questionnaires and interviews were used to collect primary data in this study. Secondary data was obtained through document analysis and reviewing existing theories and empirical literature on the development of strategic management frameworks and organisational resilience.

3.7.2.1 Administration of Questionnaires

Questionnaires in this study were administered personally with the help of trained Research Assistants. Appointments were made with identified participants for physical delivery and collection of completed questionnaires. Emails of some potential participants were also used to deliver blank questionnaires, after making some arrangements and communicating with the potential participants. Additionally, the researcher created a link in Google Forms, through which targeted participants could access the questionnaire and email it back after completion as a soft copy. The majority of participants, especially those in managerial levels opted for electronically generated questionnaires for convenience purposes. This significantly reduced the travel expenses of the researcher for distribution of these questionnaires and on the other hand circumvented the restrictions on people contact due to the outbreak of cholera in many parts of the country. Therefore, all data from both physically distributed questionnaires and those that were completed and returned electronically was collated for data analysis.

3.7.2.2 Conducting of interviews

Interviews were used to collect qualitative data in this case. These were guided by the research questions from which an interview guide questions checklist was drawn. The interviews targeted senior managers from the chosen urban councils in Zimbabwe. These were done after having requested for an appointment with the potential interviewees. It is interesting to note that others preferred and requested for telephonic interviews due to their tight work schedules. As such, Zoom and some online platforms were utilised to collect data from the target individuals.

3.6.8 Pilot testing

The data collection research instruments were pilot-tested for their effectiveness in collecting the expected data. The pilot testing was done among the considerable number of intended respondents. Research instrument are broadly tested for feasibility and trailing (van Teijlingen & Hundley, 2001 in Lees et al., 2022). Pilot testing was done to allow the researcher to trial research instruments such as surveys to ensure questions were understood and appropriately pitched for the population participating in the study (Teijlingen & Hundley, 2001, in Lees et al., 2022). It was also an opportunity for the researcher to gain experience in dealing with the participants and honing the relevant investigative skills before embarking on the actual study (Beebe, 2007; Doody & Doody, 2015; Kilanowski, 2006, in Lees et al., 2022). The questionnaire was refined accordingly to a level which minimised the statistical errors in the final solution.

A total of 36 managers and professional employees from the participating urban councils in Zimbabwe, were conveniently sampled for pilot testing of both the questionnaire and the interview guide before being applied to the actual sample of the study. The sample to which the pilot test was done represented 10.5% of the main study sample. According to Cooper and Schindler (2008), the reasonable threshold of a sample to be tested should not be less than 10%, therefore, the sampled target was adequate.

3.6.9 Data analysis and presentation procedures

The data in this study were analysed using both descriptive and inferential statistics. The data, which were expressed as frequencies, percentages, means, and standard deviations, were described and synthesised using descriptive statistics, and the results were shown in tables. Data collection and analysis were conducted using the statistical programme for social sciences (SPSS) version 28, under the guidance of a statistician. A theory is the foundation of structural equation modelling (SEM), which is how the researcher examined the link between the study's variables. Sometimes known as LISREL, structural equation modelling is a tool for managing interactions amongst a number of linked and predictive variables (Taherdoost, 2022). The structural relationship between the latent concept and the measured factor can also be defined with the tool. Because the method is thorough, it may be used to test hypotheses as well as theoretical networks of relations that are primarily linear between variables. These applications can be presented and estimated (Taherdoost, 2022). Applying the concept to measurement equivalency in complex analysis for both first- and higher-order structures is another possibility (Taherdoost, 2018, in Taherdoost, 2022). A framework in the shape of a diagram was used to illustrate this theoretical relationship. The study's assumptions were represented in the schematic diagram, which used a set of items from the questionnaire to measure several factors.

For every construct, the researcher measured a minimum of four variables in the form of an interval or ratio (Hoyle, 2012, in Sabah, Hassan & Qadri, 2022). The formula proved to be a useful tool for evaluating the causal and correlational relationships between unobserved variables (Pearl, 2012 in Sabah et al., 2022). Additionally, it was employed in the confirmatory factor analysis (CFA), hypothesis testing, and variance estimation (Byrne, 1994 in Sabah et al., 2022). The approach of factor analysis was also shown to be helpful in breaking down the vast number of variables into either a new variable or a derived smaller collection of components, as well as in assessing and finding patterns and linkages. According to Taherdoost (2017) cited in Taherdoost (2022), the method is utilised as a set of statistical techniques to perform the hidden factors driving observable data, not to predict the outcome variables.

In qualitative data analysis, the researcher's role is crucial and depends on their techniques, expertise, and integrative abilities when analysing the results. This is where qualitative data analysis differs from quantitative data analysis (Taherdoost, 2022). Content and thematic analysis techniques were used for data analysis in qualitative research. The qualitative technique of content analysis was applied, and it was discovered that data coding was also required for qualitative data analysis. According to Taherdoost (2022), content analysis is a process that takes a systematic approach and employs many steps to examine the text in a qualitative or quantitative way. Selecting a set of texts from a huge population required sampling in the first step. Samples of texts with more pertinent material were chosen rather than ones chosen at random in this procedure. The texts were then divided into segments, each of which was subjected to a set of rules and codes. In the end, the codes were examined to determine which ones were more common.

3.6.10 Validity and Reliability

It is impossible to separate the ideas of validity and reliability from the use of research tools. According to Rozali et al. (2022) there are two factors that affect the quality of the research instrument: validity and reliability. In both qualitative and quantitative research, they enhance transparency and limit the possibility of researcher bias. Typically, an instrument for measurement can be both valid and reliable, or it can be both, but validity cannot be definite by reliability alone (Sürücü & Maslakçı, 2020). This is why it is recommended that researchers analyse the measuring device's validity and reliability before using it. The two conditions must be ascertained by any research instrument so that the researcher would be able to interpret the research findings. Because of this, the researcher's data gathering techniques and final information must be reliable, accurate, and consistent in order for the conclusions and findings to be accepted.

3.6.10.1 Validity and reliability in quantitative research

The extent to which an instrument measures what it is supposed to measure is a common description of validity in quantitative research (Blumberg et al., 2005; Thatcher, 2010; Rozali et al., 2022). As stated by Anastasi & Urbina (1997) in Sürücü & Maslakçı (2020), it refers to whether the measuring instrument measures the behaviour or quality it is supposed to measure and is an assessment of how accurately the measuring instrument fulfils its purpose. Internal (credibility) and external (transferability) validity are the two aspects of validity in research. Internal validity pertains to the degree to which the researcher sees and measures what is intended to be measured, as well as the congruence of the research findings with reality (Merriam, 1998 in Dobakhti, 2020). Triangulation was one of the techniques utilised in this investigation to improve

the internal validity of the research instruments. The researcher used questionnaires and interviews to gather data so as to increase the internal validity of the research findings and data. Utilising many instruments during the collection of data ascertain data validity.

Consequently, triangulation made it possible to collect both qualitative and quantitative data to support the conclusions. Conversely, external validity determined if the study's findings applied to other relevant groups (Last, 2001 in Haradhan, 2017). By employing strategies such as random selection, heterogeneous groups, non-reactive measures, and precise description to enable study replication or replicate the study across various population groups and situations, among others, the researcher was able to rise external validity by attaining representation of the population.

This study employed both content validity and construct validity among the four categories of validity. As a qualitative type of validity, content validity assesses whether the measuring tool's expressions accurately capture the phenomenon that is meant to be measured (Bollen, 1989 in Sêrêcê & Maslakçi, 2020). In other words, content validity examines the items that are meant to measure the content. The factor analysis was used in this study even though there are other ways to assess content validity. Since exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are the two most popular factor analysis methods, they were both taken into consideration.

The exploratory factor analysis allowed the researcher to identify the main dimensions of a sizable sample. A very extensive hidden structure represented by several elements was found to have primary dimensions by the researcher utilising an exploratory factor analysis (Swisher et al., 2004 in Sêrêcê & Maslakçi, 2020; Henson & Roberts, 2006). The main objectives were to uncover fewer expressions that explain the structure of the scale, analyse a large number of expressions related with the scale, and increase the explanatory power of the scale structure.

Confirmatory factor analysis was mostly used to assess the accuracy of the scale or model that has previously been validated (Sêrêcê & Maslakçi, 2020). Therefore, exploratory factor analysis had to be carried out rather than confirmatory factor analysis if the threshold values were not supplied or the research instrument's structure was not confirmed (Sêrêcê & Maslakçi, 2020). Consequently, the exploratory factor analysis was used to examine the connection pattern between the jargons and factors in the study instrument, and the confirmatory analysis was carried out to make the required adjustments. Examining the questionnaire's items to see if they fully capture the theoretical framework of the created model of the issue being studied is known as content validation (Aithal & Aithal, 2020). A panel of experts with the ability to assess the

content of the research instrument or the content validation ratio (CVR) can be used to validate content. By keeping pertinent questions and removing unnecessary ones from a particular problem domain, it is utilised to assess the item questions associated with a certain problem construct (Aithal & Aithal, 2020). The Lawshe's Method (Aithal & Aithal, 2020) was utilised to compute the content validation ratio (CVR). This study used a pilot study to assess the content validity and reliability of research tools.

To assist the researcher in deciding whether the research instrument was suitable for the study, construct validity was conducted (Rozali, et al., 2022). The degree to which a study instrument measures a theoretical construct, a concept, behaviour, idea, or quality, is known as construct validity (Sarıoğlu & Maslakçı, 2020). It is based on the logical relationships between variables. For the research study to yield positive results, the convergent and discriminant validities are required to be tested after the construct validity test. The Cronbach and Meehl (1955) method is one of these strategies; it gives inter-construct relationships a higher priority than item-construct ties. Furthermore, Fornell and Larcker (1981) offered a technique for evaluating convergent and discriminant validity based on the average. Furthermore, a method for evaluating construct validity was presented by Fornell and Larcker (1981), who computed the average explained variance (AVE) value generated from each factor. This made it possible to measure discriminant validity as well as convergent validity. The concept of convergent validity states that the expressions of the variables are connected to one another and the factors they produce. The concept of discriminant validity states that the expressions of the variables are connected to one another and the factors they produce. This suggests that the study tool designed to evaluate a certain construct measures the specified construct with accuracy.

The average explained variance values needed to be larger than 0.5 for each average explained variance value to provide convergent validity, and they needed to be smaller than the composite reliability (CR). Reliability of the link between the latent variables of a research instrument and the observed variables is referred to as composite reliability. Therefore, it's used to evaluate the overall reliability of various but similar phrases; the resulting value is essential to determining the reliability of the scale. Discriminant validity is the outcome of two variables that are empirically shown to be uncorrelated, as predicted, in order to differentiate one group from another according to theory. Messick (1995) and Sperry (2004), cited in Mohajan (2017), state that it is the absence of a relationship between measurements that, in theory, shouldn't be connected.

Convergent validity is the degree to which the results of one measure show a high, medium, or low correlation with the results of another measure intended to assess a comparable construct (Messick, 1995 in Mohajan, 2017). This is seen when scores on two different tests measuring the same concept show a significant correlation with one another. Thus, it is the extent to which two variables measured separately have a relationship with one another. The real general agreement among ratings, collected separately, is where measurements should be logically associated (Campbell, 1959; Straub, 1989 in Mohajan, 2017). Stability and internal consistency reliability are the two primary categories of reliability (Mohajan, 2017). According to Mohajan (2017), stability is the capacity of a measure to be steady over time in the face of erratic testing circumstances or participants. Test-retest reliability and parallel-form reliability test procedures are two categories of stability. In this study, test-retest reliability was employed. Test-retest reliability, as defined by Graziano and Raulin (2006) in Mohajan (2017), is the reliability coefficient that results from repeating the same measure twice. It evaluates an examination's exterior consistency (Allen & Yen, 1979 in Mohajan, 2017). A high reliability coefficient suggests that there aren't many measurement errors in any of the devices. It is deemed appropriate for coefficients to generate more than 0.7 and more than 0.8. Conforming to Sim & Wright (2005) and Madam & Kensinger (2017) in Mohajan (2017), coefficients with a yield above 0.7 are deemed satisfactory, while those with a yield above 0.8 are deemed extremely good.

A reliability metric called internal consistency reliability is used to assess how similar test questions that cover the same concept yield in terms of answers. DeVellis (2006) in Mohajan (2017) states that the measure looks at the homogeneity of the items in a scale or measure. Since this may be determined in a single testing scenario, many of the issues related to repeated testing that are present in other reliability estimates can be avoided (Allen & Yen, 1979 in Mohajan, 2017). The inter-item consistency reliability was employed in this investigation. The degree to which data is being gathered consistently is known as inter-rater (item) reliability (Keyton et al., 2004, in Mohajan, 2017). It determines whether ratings made using an instrument by several observers are equivalent. In this case, dependability is determined by looking at the raters' agreement coefficient, which is the correlation between the ratings from two or more independent raters. This is advantageous because raters may differ in their assessments of the degree to which a particular response or piece of content exhibits comprehension of the idea or skill under evaluation, and human observers may not always interpret replies consistently.

Internal consistency measures that are most frequently used include factor analysis and Cronbach's alpha (α). Leavy (2017) and Creswell & Creswell (2018) in Rozali et al. (2022)

describe how the approaches are employed in a reliability test to examine the internal consistency of the research instrument's scales, which assess the degree to which sets of items behave in a similar way. The Cronbach's alpha coefficient, which is dependent on the average inter-correlations of the items and the total number of items in the scale, is commonly understood as the mean of all potential split-half coefficients. According to Tavakol & Dennick (2011) in Mohajan (2017), it typically ranges from 0 to 1, where 0 denotes no link among the elements on a specific scale and 1 denotes perfect internal consistency. According to Mohajan (2017), Cronbach (1951) states that alpha values above 0.7 are typically regarded as satisfactory and acceptable, above 0.8 as fairly good, and above 0.9 as indicating exceptional internal consistency. In addition, Nunnally & Bernstein (1994), referenced in Mohajan (2017), assert that the acknowledged range of alpha value estimations in the social and business sciences is 0.7 to 0.8.

For reliability evaluations on quantifiable data, the instrument's internal consistency was evaluated using Cronbach's alpha. Each research construct was subjected to reliability tests, and the findings are displayed in Table 3.5, below.

Table 3.3: Reliability test

Variable	Cronbach's Alpha
Strategic Planning Factors	0.824
Organisational behavioural factors	0.839
Leadership style factors	0.784
Employee traits factors	0.945
Stakeholders relationships	0.874
Strategic management frameworks	0.863

The Cronbach's alpha for each research item in table 4.5 above was higher than 0.7 indicating that the values were acceptable and satisfactory (Nunnally & Bernstein, 1994 cited in Mohajan, 2017). The data gathering provided evidence that the study instrument items were consistent and

convergent across all research categories, which gives the collected data believability. Thus the used questionnaire was reliable because it adhered to internal consistency standards.

3.6.10.2 Validity and reliability in qualitative research

The use of numerical data in quantitative research makes reliability issues less of an issue because such data hardly varies across contexts and researchers. However, as data from qualitative research methods is typically subjective and in narrative form, it might be challenging to obtain similar results (Dobakhti, 2020). Consequently, it is preferable to consider the consistency and reliability of the data rather than focusing on getting the same outcomes, as Engel and Schutt (2005) in Dobakhti (2020) proposed. Therefore, Arksey and Knight (1999) in Coleman (2021) make clear that a qualitative approach to the problem of reliability and validity requires researchers to show that the work they conduct is appropriate for the goal of their study because failing to address threats to validity invalidates the results.

While problems with validity and reliability have historically been linked to quantitative research, they are increasingly being acknowledged in qualitative studies as well (Tatano Beck, 2009 in Coleman, 2021). In qualitative research, the question of trustworthiness is crucial to both validity and reliability (Mischler, 1990; Stiles, 1993 in Coleman, 2021). Accordingly, the accuracy or reliability of a description, conclusion, explanation, interpretation, or other type of account is what is meant by validity in qualitative research (Maxwell, 2010 in Coleman, 2021). Reliability is also defined as the integrity of the final results and the applicability and appropriateness of the procedures used (Noble & Smith, 2015 in Coleman, 2021). Therefore, it is necessary to approach the concepts of validity, reliability, and generalizability in qualitative research differently than in quantitative research because they differ significantly (Merriam, 2009 in Waheed et al., 2020). Thus, the four methods to trustworthiness in qualitative research are confirmability, credibility, transferability, and dependability (Lincoln & Guba, 1985 in Stahl & King, 2020). The concepts of conformability, reliability, and source truthfulness were utilised for qualitative data. The researcher chose authorities or significant references.

Credibility, or how accurately the findings reflect the reality that the participants experienced, is a crucial aspect of qualitative research (Ahmed, 2024). It was accomplished by using a variety of triangulation techniques in this research. To regularly identify recognisable patterns, triangulation entails using multiple sources of data or field procedures (Stahl & King, 2020). Thus, information from both quantitative (questionnaires) and qualitative (interviews) methodologies was used in this study's triangulation procedure. Specifically, methodological triangulation was utilised. This

calls for the utilisation of many data collection or analysis techniques. Moreover, triangulation, which included combining data from both quantitative and qualitative sources, contributed to the validation of the results and increased their legitimacy.

Transferability is the extent to which research findings can be used in new or different contexts (Haq et al., 2023; Ahmed, 2024). Through the use of a qualitative approach, researchers want to boost the likelihood of transferability by giving in-depth accounts of the study's participants, environment, and procedures. Researchers improve the transferability of a study by providing readers with comprehensive and detailed explanations that allow them to evaluate the findings' applicability to similar situations.

Trustworthy is another synonym for reliability. It is related to the study's findings' long-term stability and robustness (Haq et al., 2023). To ensure dependability, protocols for data analysis and methodologies and procedures for data collection were meticulously detailed in the study (Amin, et al., 2020). The building and upkeep of an audit trail, which included a comprehensive log documenting the decisions taken throughout the research procedure, allowed other researchers to reproduce the study and guarantee the reliability of the outcomes (Ahmed, 2024).

According to Haq et al. (2023), confirmability refers to how impartial and objective the results are, guaranteeing that the researcher's biases and preferences have no influence on the findings. According to Stahl and King (2020), objective and believing qualitative researchers depend on ideas like accuracy and correctness in their work as well as the cooperation of other researchers, rather than turning their results into reality. To do this, the researcher used a variety of methods, including peer debriefing and member checking, to improve the confirmability of the study findings (Amin et al., 2020; Ahmed, 2024). Peer debriefing in this case meant getting input from experts or colleagues to validate interpretations and lessen researcher bias (Lincoln & Guba, 1985 in Ahmed, 2024). On the other hand, member checking is a process that increases the degree of confirmability by having participants thoroughly examine and validate the accuracy of the results.

Thus, to sum up, reliability was carefully ensured by the use of necessary procedures, as shown in Table 3. Long-term engagement helped participants feel deeply connected, which led to a nuanced and insightful understanding. Throughout the investigation, reflexivity was upheld, which served to lessen biases and guarantee objectivity. Credibility was bolstered by the combination of qualitative and quantitative data, and transferability was improved by emphasising the

significance of clear contextual descriptions and sampling techniques. With the use of audit trails and methodological documentation, the reliability of the data was guaranteed.

Table 3.8: Strategies for Guaranteeing Trustworthiness in Qualitative Research

Dimension of quality	Researcher's strategy	Detailed explanation
Credibility	Prolonged engagement: The investigator spent sufficient time in the field building rapport with the participants to properly understand their points of view.	Gaining the participants' faith and developing a relationship with them let the researcher understand their experiences, behaviours, and beliefs in more detail. Rich data was subsequently captured as a result, which was not achievable with short exchanges.
	Reflexivity: Acknowledge personal biases and preconceptions throughout the research process	In order to be more objective when collecting, evaluating, and interpreting data, the researcher found it helpful to be aware of his personal biases. Thus awareness had a part in reducing the amount of distortion in the outcomes.
	Triangulation: Use a variety of techniques or data sources to cross-verify results.	Utilising information gathered from both quantitative and qualitative methods or sources allowed for information to be corroborated, improving the validity of interpretations and lessening the influence of any potential biases from a single method or data source.
Transferability	Thick description: Supplying comprehensive background data so that readers can evaluate the findings' transferability	In order to enable readers to assess the degree to which the study's conclusions are applicable to their own settings or circumstances, the researcher provided a detailed description of the research's participants, topic, and methodology.
	Sampling strategies: Clearly articulating the sampling process and criteria to justify the	When determining if the results could be relevant or transferable to populations or environments that are comparable to the study context, the researcher explained the sampling techniques

	potential transferability of findings	utilised as well as the selection criteria for participants.
Dependability	Methodological-documentation: Describe the choices and research methods used in the study.	Every stage of the research process was meticulously documented by the researcher, ensuring transparency and enabling others to repeat the study or evaluate the reliability of the results by following the same protocols and comprehending the reasoning behind choices made.
	Audit trails: To guarantee traceability, maintain a record of all research decisions, modifications, and data analysis procedures.	To promote transparency and traceability, the researcher kept track of all the decisions made during the study, including adjustments to methodology or analysis. This guaranteed the reliability of the study and gave rise to information regarding potential biases.
Confirmability	Peer-Debriefing: To reduce researcher bias, discuss interpretations and findings with coworkers or experts.	In order to minimise personal bias, the researcher sought validation of interpretations from peers or specialists. This improved objectivity and validated the findings' accuracy.
	Member checking: To improve confirmability, provide participants the opportunity to examine and validate the accuracy of the results.	The researcher made certain that the viewpoints and experiences of the participants were appropriately represented by involving some of them in the verification process. This increased the findings' confirmability by allowing participants to attest to or correct the interpretations. Replaying the audio recorder allowed for this to happen.

Source: Ahmed (2024)

3.9 Ethical Consideration

According to Plumberg et al. (2005), Kovacs (1985), Aktaranga & Makau (2016) cited in Awal (2023), research integrity is a crucial component of people behaviour that governs interactions and actions across a range of topics. Morality is emphasised in research, helping to achieve study goals and directing people towards moral behaviour (Price, Jhangiani & I-Chant, 2015 in Awal,

2023). Researchers should treat subjects with compassion, follow established protocols, and take the environment's effects into account when doing research, according to Weinbaum et al. (2019). Research integrity and credibility are thus guaranteed when ethical issues are addressed (Awal, 2023).

Regarding permission, an approval has to be sought from the university's research ethics committee for all forms of research that involves the use of human participants (Saunders, et al., 2016 in Laryeafio & Ogbewe, 2023). Obtaining of the ethical approval means that the researcher would have adhered to the acceptable ethical standards of a reliable and genuine research study (Bickman & Rog, 2009 in Laryeafio & Ogbewe, 2023). In this case, an ethical clearance was obtained from Chinhoyi University of Technology (CUT) which was then used to seek a written permission from the Ministry of Local Government and Public Works (MLGPW) in order to authenticate the research exercise. To authenticate the whole research process, the collection of data only began after full ethical approval was obtained.

To ensure anonymity and confidentiality, it is necessary to omit participant specific identifiers like as names, ethnicity, or any other identifying information (Awal, 2023). According to Crow & Wiles (2008) in Laryeafio & Ogbewe (2023), ensuring anonymity in research entails making sure that no personal information, like name, address, email, or other crucial facts, might be used to identify the participants in any way. Participants are protected and able to provide crucial information that assures the validity of the results when the confidentiality of the data obtained is guaranteed (Saunders et al., 2015, in Laryeafio & Ogbewe, 2023). Confidentiality, which is sometimes used synonymously with privacy, refers to the research community's dedication to safeguarding participant data and keeping it hidden from outsiders. To do this, participants must explicitly consent to the archiving and dissemination of their identifying data (Weinbaum et al., 2019). Participants were reminded that they were not required to provide personal information on the questionnaires in order to ensure their anonymity and confidentiality in the study. The researcher further pledged that the data they provided would be kept private and used only for academic study. The researcher signed the oath of secrecy with the Ministry of Local Government and Public Works, a copy of which is attached, to guarantee adherence to the concept of confidentiality.

In order to gather more accurate and dependable information from participants, voluntary participation means that there is no pressure or incentive to participate in the study. If you force them to provide information, they will either stop or provide false information while participating.

It was guaranteed that participants understood the research topic and gave their consent to participate in data collection by allowing voluntary participation (Mumford et al., 2021). Potential participants were educated of the principle of voluntary participation, their ability to withdraw from the study at any time, and the fact that any data obtained from them would be discarded in accordance with their withdrawal. Since the participants' right to self-determination was taken into consideration, no compulsion was used and participation in the study was voluntary. In line with the informed consent principle, participants who wanted to participate in the study were given an informed permission form and participant information page. Participants were also given explanations about the goal of the research, and the questionnaires were only distributed once consent was secured.

Participants have a right to feedback on the study's progress and outcomes (Mirza, Bellalem & Mirza, 2023). This aids in avoiding any data manipulation and fabrication of conclusions. In this instance, it would be prudent for the researcher to provide participants a debriefing once the study is finished and to give them copies of any papers or other publications that resulted from their involvement.

Plagiarism is defined as using someone else's published work without giving credit, submitting other people's work as one's own, submitting incorrect or incomplete citations, and copying someone else's work without giving credit (Roka, 2017; Selemani et al., 2018 in Chen, 2022). It is an unethical practice in research that is not acceptable. All of the ideas, opinions, and works of others were recognised in this study to prevent plagiarism. The study project was also checked for plagiarism, and the results are included in the certificate that is attached.

3.10 Chapter Summary

Chapter three described the research methodology that was adopted in the study of behavioural critical success factors for the creation of strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The research methodology discussed pragmatism which is the research philosophy adopted in the study and the abduction which was the research approach employed in the study. Furthermore, the mixed-methods research strategy which was adopted in the study was discussed whereas selected research designs from qualitative, quantitative and mixed-methods were also discussed. The research methodology also defined the population from which the sample was drawn using the quota sampling techniques. The data collection instruments which comprised of the questionnaire and the interview guide and how they would be administered and data therefrom analysed. This included the data collection procedures.

Under this methodology chapter also, validity and reliability issues of research instruments which were examined through a pilot study, were presented. The chapter ends by discussing ethical issues which were considered in the study. These included anonymity and confidentiality, informed consent, ethical clearance, voluntary participation and plagiarism. The next chapter therefore, deals with the presentation of collected data.

CHAPTER FOUR

RESULTS

4.0 Introduction

Chapter three discussed the methodology adopted in this research study. The current chapter deals with the presentation of the research results. Since the study adopted the mixed-method research approach that incorporated both quantitative and qualitative methods, the presentation of data was done following the two methods. Participant description was given first and covered the respondent's age, sexual preference, and other sociodemographic details. The chapter also covers the reliability and validity aspects of the research results, descriptive statistics, exploratory factor analysis and testing of the hypotheses. The results of the study were premised on the objectives of the study which were: -

- 1) To evaluate the influence of strategic planning in the creation of sustainable strategic management frameworks necessary for strengthening organisational resilience of Zimbabwean urban councils.
- 2) To determine the influence of organisational behavioural factors in formulating sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe.
- 3) To assess the effect of employee traits on the development of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils.
- 4) To examine the impact of styles of leadership on the creation of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe.
- 5) To evaluate the extent to which stakeholders' relationships influence the formulation of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils.

- 6) To determine the impact of developing sustainable strategic management frameworks on strengthening organisational resilience of Zimbabwean urban councils.

4.1 Quantitative and Qualitative Data Analyses

In this research, Quantitative data analysis covered the response rate, reliability and validity issues. The normality tests and the structural equation modelling (SEM) was used in showing causal relationships between variables representing the hypothesis of the study. On the other hand, qualitative data which was collected through interviews was analysed through thematic analysis which involved the identification of vital budding themes characterising the phenomena under study. The questions in the interview guide were informed by the research objectives in line with the conceptual framework for the investigation. This involved identification of the most recurrent and important key words, themes or concepts which were analysed regarding their implications to the subject under study. For validity and reliability of qualitative results, precision, consistency and thoroughness in data analysis was emphasised.

Accordingly, as a continuation of the study methods, the findings of field surveys and other secondary data sources are presented and discussed in this chapter. This section's primary goal was to illustrate how the study goals of chapter one affected descriptive and inferential statistics. The study's goal was to determine behavioural critical success factors relevant for the development of strategic management frameworks necessary for organisational resilience of urban councils in Zimbabwe. The study used correlations and structural equation modelling to establish the relationships among the research variables. The significance of the test findings "primarily ranged from the significant level of 0.01 to a significance level of 0.05," according to Coolican (2009). Due to the fact that there were two potential results for each comparison, two-tailed tests were used to determine the study's likelihood. While statistical methods were used for data analysis for quantitative data, thematic analysis was largely used for qualitative data.

4.1.1 Quantitative Data Analysis

On this part of data analysis, the researcher presented data on the response rate, socio-demographic information of respondents, descriptive analysis, exploratory factor analysis, reliability and validity issues and hypothesis testing.

4.1.2 Response Rate

Respondents' statistics were gathered using two different tools namely structured questionnaire and interview guide. This subsection presents the research findings from the two tools.

4.1.2. Questionnaire response rate

A self-administered questionnaire was used to collect quantitative data. From the 344 individuals who were considered for the research, 241 questionnaires were completely finished and returned. Therefore, a 70% response rate was achieved. According to Hendra and Hill (2018), participation rates for scientific research should be reasonably high, and 60% has typically been regarded as sufficient. The majority of respondents viewed the survey favourably. Low response rates are undesirable because responder bias may exist (Fjortoft & Gettig, 2017). A response rate of at least 60% is regarded as somewhat adequate, while any rate less than 60% is regarded as a failure (Pickett, Cullen, Bushway, Chiricos, and Alpert, 2018). The response rate in percentages is summarized in Table 4.1, below.

Table 4.1: Response rate

	Questionnaires administered	Questionnaires returned	Response rate
Executives	50	27	54%
Supervisory staff	80	50	63%
Low level employees	214	164	77%
Overall response rate	344	241	70%

The response rate is fairly distributed across all urban councils and involved all age groups. The sample was representative as all sub groups were taken into account.

Table: 4:2 Response rate according to urban councils' categories

Category of Urban Councils	Number distributed	Number returned	Percentage
City council	209	148	71%
Municipality	68	49	72%
Town	53	36	68%
Local board	14	08	57%
Total	344	241	70%

4.1.3 Interview response rate (interview guide)

Since the researcher had no predetermined number of interviews needed to be conducted, the idea of saturation was considered when interviews were being conducted. In this study, the interview process was stopped when it was observed that any additional interview could not generate new sub-themes. Therefore, the point of saturation in this study was reached at thirteen interviewees. No new themes emerged from extra interviews after the first thirteen, so thirteen interviews were done.

Table 4.3: Interview Guide Response rate

Council category	Position(s)			Total number of interviews
	Directors	Managers	Professional employees	
City council	1	3	5	9
Municipality	0	1	2	3
Town	0	1	1	2
Local Board	0	0	1	1
Total	1	5	9	15

4.2 Demographic Data

According to Medallia (2022), knowing the distribution of respondents' socio-demographic features helps the researcher in assessing how closely a sample replicates the population in order to draw a sample that serves as a representative sample of a particular population. The demographics of respondents are hereby presented on table 4.4, below:

Table 4.4: Respondents demographics

Socio-demographic variable		Count	Column N %
Participants' gender	Male	147	61.0%
	Female	94	39.0%
Participants' marital status	Single	40	16.6%
	Married	188	78.0%
	Divorced	9	3.7%
	Widowed	4	1.7%

Participants' age category	1	19	7.9%
	2	108	44.8%
	3	87	36.1%
	4	27	11.2%
Participants' educational level	Secondary School level	0	0.0%
	Professional Certificate	1	0.4%
	Professional Diploma	143	59.3%
	Bachelor's Degree	85	35.3%
	Master's Degree	12	5.0%
Position in Council	PhD	0	0.0%
	Town Clerk	0	0.0%
	Town Secretary	0	0.0%
	Director	2	0.8%
	Manager	40	16.6%
	Professional Employee	199	82.6%
Length of service in Council	Less than 1 year	1	0.4%
	2-5 years	28	11.6%
	6-10 years	101	41.9%
	11-15 years	84	34.9%
	More than 16 years	27	11.2%
Category of Urban Council	City	145	60.2%
	Municipality	49	20.3%
	Town	36	14.9%
	Local Board	11	4.6%

Source: Researcher (2023)

Table 4.4 above presents the gender, age, marital status, level of education, position held, category of urban council and length of experience therein. According to the findings, there were 147 (61%) male respondents and 94 (39%) female respondents. This demonstrates that there are more men working in urban councils than women. The reason for males making up the majority of workers may be because they provide the main source of income for many households. The respondents' educational backgrounds were also questioned on the form. The only scholastic qualifications considered were those that were pertinent. In accordance with the data, 240 (99%) of respondents held university degrees, certifications, master's degrees, or PhDs with a particular interest in management, strategy, and their related behavioural factors, as opposed to 2 (1%),

who held professional certificates. The veracity of the study's results is improved by the selected respondents' high literacy levels.

An examination of marital status reveals that the majority (188), or 78%, were married, while the remaining 40 (or 17%) were single, 4% were widowed, and 3% were separated. This indicates that the majority of municipality workers (78%) are married.

The research sought to also ascertain position of respondents in the organisation. Three positions were highlighted namely director, manager and professional employee. No town clerk responded to the questionnaires administered to them. Two respondents (1%) were directors in urban councils while 40 (17%) were holding managerial positions. Professional employees were 199 (82%). This therefore means that a majority of respondents were professional employees selected in functional departments of urban councils.

Professional expertise was closely linked to academic credentials. Respondents were also asked if they had any pertinent expertise because some people believed that experience was the best teacher. The research found that a significant 29 respondents (12%) had less than five years' experience, while 101 respondents (42%) had between six and ten years' experience. Between 11 and 15 years, there were 84 respondents (35%) and those with 16 years or more, were 27 respondents (11%). The vast majority (88%) of those with experience of at least five years were available to mentor newcomers and serve as institutional memory on important matters in local governments. However, their academic background compensated for their scant job experience in the local government sector.

The research also sought to establish the category of the urban council that the respondent came from. Four categories were established namely city council, municipality, town council and local board. From the 241 respondents, 145 (60%) were drawn from city councils, while 49 (20%) were drawn from municipalities. On the same note, 36 (15%) were drawn from town councils and only 11 (5%) were from local boards. This therefore implies that the sample captured all sub categories of urban councils.

4.4 Descriptive Statistics

According to Ragab and Arisha (2017), the total frequency, mean, standard deviation and standard error bars should all be included in descriptive statistics analysis and reporting. Accordingly, this section presents descriptive statistics that included arithmetic mean (M) and

standard deviation (SD) for findings on all the elements of the study, which are all the behavioural critical success factors that influenced the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The mean denotes the average of a group of responses or how responses are distributed around the mean (Saunders, et al, 2009). On the other hand, Mishra and Alok (2017) explain a small standard deviation as consisting of fairly unvarying replies while a huge standard deviation consists of a significant fluctuation in the replies. It is equal to zero when the replies are the same. So, to improve data understanding, mean and standard deviation are used concurrently. While descriptive statistical analysis does not establish relationships between variables, it aids in the undersetting of causal relationships between phenomena and the mechanisms behind these relationships by identifying patterns useful in answering the research questions for a study (Fernandes, 2018).

4.4.1 The influence of strategic planning in the creation of sustainable strategic management frameworks

The involvement of strategic planning in developing sustainable strategic management frameworks for strengthening organisational resilience was operationalized into four measurable items namely existence of strategic intent, strategy formulation, strategy execution and control of implemented strategies. The results of descriptive statistics on the influence of strategic planning elements on organisational resilience is summarised on table 4.5, below.

Table 4.5: Descriptive Statistics on the influence of Strategic planning in the development of sustainable strategic management frameworks

	N	Minimum	Maximum	Mean	Mean response	Std. Deviation
There is strategic intent	241	1	5	3.54	Agree	.693
Strategies always formulated	241	1	4	2.20	Disagree	.592
There is implementation of formulated strategies	241	1	3	2.38	Disagree	.334
There is control of implemented strategies						
Overall				2.43	Disagree	
Valid N (listwise)	241					

Results in table 4.4 show that the first item on “council having strategic intent”, had a mean score of 3.54 which corresponds to agree. This therefore means that councils exhibited strategic intent

in their operations. However, the standard deviation of 0.693 which is non-zero implied that some respondents could have been disagreeing with the proxy measure. On organisation implementing formulated strategies and having strategies formulated the corresponding mean score of 2.38 and 2.20 signified that respondents were disagreeing with the proxy measures. This therefore means strategies were not formulated and executed. The overall score of 2.43 corresponded with disagree which implied that on average there was no strategic planning in urban councils.

During the interviews that were conducted to gather qualitative data on this objective, interviewees were asked about their views on the strategic planning and its contribution to the development of strategic management frameworks in their organisations. The main question on this variable was 'In your view, what is the importance of strategic planning in the development of strategic management frameworks?' The majority of the interviewees concurred that strategic planning was important in the development of strategic management frameworks in any organisation. They indicated that this provided a foundation and spelt out a roadmap to be followed by the organisation as it developed the frameworks.

The importance of strategic planning prior to the development of strategic management frameworks was clearly explained by one of the interviewees (Director, Interview 2) who stated that:

Strategic planning activities involve drawing a roadmap or steps to be followed as the company would be developing the strategic management frameworks. This is important as it helps in avoiding the danger of leaving other important aspects such as experts to be consulted, technology to be involved, resources and other environmental constraints to be considered. Therefore, with reference to strategic planning, the issue of formulation, implementation and monitoring of the envisaged strategic framework has to be considered during the planning stage.

Additionally, responding to the same question, interviewee 6 (Professional employee) concurred with the previous interviewee by remarking that:

The achievement of any endeavour starts with planning. The success of any strategic intent in an organisation is judged through the ability of planning for it. This helps in identifying possible obstacles that may affect the successful development of the envisioned frameworks. Therefore, through planning a guide can be drafted to give direction on how the development of the frameworks can best be achieved.

One of the managers, Interview 4, retorted that:

The development of most of the strategic management frameworks in organisations fail because of lack of planning or planning is done haphazardly. Normally, due diligence to planning before formulation of implementation of any organisational endeavour lacks in many organisations leading to failure. To be specific, environmental scanning is one of the activities which is not considered yet it is important for the success of any strategic decision. This is because the environment determines the direction to be followed by the leaders in an organisation.

The findings from the qualitative data analysis are summarised in the form of a word cloud diagram as shown on Figure 4.1.



Figure 4.1 Strategic planning factors influencing the creation of sustainable strategic management frameworks

4.4.2 Descriptive analysis on organisational behavioural factors affecting the formulation of sustainable strategic management frameworks

The descriptive statistics on the effect of organisational behavioural factors on the development of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe were measured through the flexibility of organisational culture, organisational structure and the technology innovation capability of the organisation. Mean score, standard deviation; minimum and maximum values were used to describe the factors. The results are presented in table 4.6 below.

Table 4.6: Descriptive Statistics on organisational behavioural factors affecting the development of sustainable strategic management frameworks

	N	Minimum	Maximum	Mean	Mean response	Std. Deviation
Flexibility of culture for SM practices	241	1	5	2.38	Disagree	.860
Do the policies support SM practices	241	1	5	2.25	Disagree	.761
Tall structure support SM practices	241	1	5	3.65	Agree	.926
Flat structure supports SM practices	241	1	5	2.80	Neutral	.880
Technological capability for SM practice	241	1	5	2.00	Disagree	.642
Valid N (listwise)	241					

A look at organisational behavioural factors affecting the development of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils showed that the flexibility of organisational culture, policy supporting strategic management practice, and availability of technological infrastructure for the development of sustainable strategic management frameworks had mean scores of (2.38, 2.25 and 2.0 respectively). The mean score corresponded with the disagree mean response, thus urban councils` culture was found to be not flexible to support the formulation of sustainable strategic management frameworks while the available policies and technological infrastructure were not supportive of the development of sustainable strategic management frameworks for strengthening the resilience of urban councils in Zimbabwe. The existence of non-zero standard deviation however implied that some respondents could have been agreeing to the items while some were indifferent though the overall impression was a “disagree”. Organizational structure measured both on availability of tall structure (2.80) and flat structure (3.65) corresponded to mean responses of agree and neutral respectively implying that urban councils had tall organizational structures which delayed decision making in organisations thus not in sync with the development of strategic management frameworks in Zimbabwean urban councils.

4.4.3 Descriptive analysis for employees' traits influencing the development of strategic management frameworks

These were employee behavioural characteristics which had an impact on the development of strategic management frameworks for the resilience of urban councils in Zimbabwe. Employee motivation, competence and commitment are the variables which were used in the analysis. The results of the descriptive statistics are presented in Table 4.6, below.

Table 4.6: Descriptive Statistics on employee traits factors influencing the development of strategic management frameworks

	N	Minimum	Maximum	Mean	Mean response	Std. Deviation
Employees have knowledge on strategic management	241	1	4	2.47	Disagree	.683
Employees are rewarded for SM practices	241	1	4	2.12	Disagree	.627
Employees are motivated to practice SM	241	1	4	1.72	Disagree	.600
No resistance in SM practices	241	1	5	3.37	Neutral	.620
Employees are committed to practice SM	241	1	5	3.32	Neutral	.738
Overall	241			2.25	Disagree	.672
Valid N (listwise)	241					

The research also sought to establish employee traits that had an impact on the development of sustainable strategic management frameworks for strengthening the resilience of urban councils in Zimbabwe, and to that effect five (5) items were used. Three items namely employee having knowledge on technology use (2.47), employees rewarded for strategic management practice (2.12), employees motivated (1.72), had means corresponding to mean response of disagree which implied that respondents were disagreeing to the statements. They were however neutral on no resistance to strategic management practices (3.37) and employee commitment to the

practice (3.32). The overall mean score was however 2.25 which corresponded to disagree implying that employee traits were against the development of sustainable strategic management frameworks for enhancing the resilience of urban councils in Zimbabwe.

Interviews were carried out on this objective. A key question that was asked was “How do employee traits or characteristics affect the development of strategic management frameworks in an organisation?” In response, one of the Interviewees, 7 (Human Resource Manager) remarked:

Employees are undoubtedly an important resource of any organisation. They make things happen in any organisation. In this case, it is through employees that strategies in an organisation are implemented. Therefore, being sensitive to their traits is critical for the development of strategic management frameworks in an organisation. Employees need to be motivated for them to be committed. They also need to be regularly trained for them to gain knowledge of their jobs especially in the current volatile environment which is characterised by rapid changes. By failing to pay attention to the traits of employees, an organisation is a programming failure.

Another Interviewee 15 (A Professional employee) remarked that:

Many organisations’ strategic decisions fail because they do not have the buy-in of the employees as some of their traits would not have been fulfilled. For instance, employees who are not motivated do not contribute effectively to organisational strategic initiatives. Employees behave negatively if they are not motivated, knowledgeable and resultantly lack commitment towards meeting the envisioned organisational goals.

The impact of employee traits on the development of sustainable strategic management frameworks was also asserted by Interviewee 12 (Human Resource Officer) whose comment was:

Normally, organisational initiatives fail because of the traits of employees. Organisational strategic decisions fail because they are not communicated to employees through training for them to gain knowledge, and are not motivated through rewards or other means leading to them not being committed to the attainment of the intended goals.



Figure 4.3: Employee traits determining the development of sustainable strategic management frameworks

4.4.4 Descriptive statistics on leadership styles that affect the creation of sustainable strategic management frameworks

The three leadership styles namely democratic style, authoritarian (autocratic), and laissez-faire were used as variables in evaluating their influence in the creation of sustainable strategic management frameworks for strengthening the resilience of urban councils in Zimbabwe. Additionally, the impact of ethics in leadership was also evaluated and the results were as presented on Table 4.8, below.

Table 4:8 Descriptive statistics on leadership styles influencing the creation of sustainable strategic management frameworks

	N	Minimum	Maximum	Mean	Mean Response	Std. Deviation
Democratic style supports SM practices	241	1	5	3.64	Neutral	.693
Autocratic style supports SM practices	241	1	4	2.50	Neutral	.592
Laissez-affaire style supports SM practices	241	1	3	2.88	Neutral	.334
Ethical leadership supports SM practices	241	1	5	2.89	Neutral	.874
Overall	241			2.94	Neutral	.654
Valid N (listwise)	241					

The Table 4.8, above shows that a most of parameters of leadership styles which were democratic style, autocratic leadership, laissez-affaire leadership had a mean score of approximately 3 (neutral) except democratic style which had a mean score of approximately 4 (agree). The overall impression corresponded with neutral implying respondents were neither agreeable nor disagreeable with leadership styles favouring the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The existence of non-zero standard deviation implied that respondents held varied views on the leadership styles and the extent to which they influenced the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe.

Leadership styles were also evaluated through interviews. The two critical questions asked were, 1) "Which leadership style is most suitable in the process of developing strategic management frameworks. 2) "To what extent does ethical leadership influence the development of strategic management frameworks in an organisation?" On that note, one of the interviewees (interviewee 6, The Operations manager) had the following to say:

No situation can be considered to be matched with a particular leadership style. Therefore, all types of leadership styles can work in unison to attain the strategic goals of an organisation. The leadership styles are to complement each other in their application. Certain activities in the process are more suited with autocratic leadership style while others need democratic style. Of course rarely do laissez-affaire found to be suitable in the achievement of organisational goals as it promotes laziness. Of course, leaders are expected to be highly ethical in the discharge of their duties. However, cases of unethical conduct by leaders are rampant in organisation and this obviously affects the development of strategic management frameworks.

One of the respondents, a professional employee, Interviewee 10 bemoaned the abuse of power by certain leaders which seriously affected the morale of employees and subsequently the attainment of desired strategic goals. She responded by saying:

Whereas all leadership styles are important in the achievement of intended strategic goals, it is the ethical conduct of leaders that matters most. Leaders' attitude toward good or bad behaviour has a bearing on the success of the development of strategic management frameworks. For instance, lazy and corrupt leaders are most likely to affect the development of strategic management frameworks in different forms. Therefore, ethical leadership is an important factor in the process of developing strategic management frameworks.

The other Interviewee 5 (Administrative Assistant) concurred that styles of leadership have moderate influence in the development of strategic management frameworks than ethical behaviour by leaders. He had this to say:

Conduct by the leader is critical in the determination of the failure or success of organisational initiatives. Many organisations that are failing nowadays are a result of bad practices by their leaders which include embezzlement of financial and physical resources, nepotism, and corruption, among others. Normally, this is not visible or reported but rampant especially in public sector organisations. Leadership styles do not have an effect at all on me since they can be used anyhow.



Figure 4.4: Leadership styles influencing the creation of sustainable strategic management frameworks

4.4.5 Stakeholders' involvement in the formulation of sustainable strategic management frameworks

The involvement of stakeholders in the formulation of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils was evaluated using descriptive statistics. The main idea was to evaluate the nature of the relationship between urban councils in Zimbabwe with their stakeholders. For the sake of evaluation, the stakeholders were divided into internal and external stakeholders who were used as variables in the study. The results of the descriptive statistical analysis are presented on Table 4.9, below.

Table 4.9 Descriptive statistics on the influence of stakeholder relationships in the formulation of sustainable strategic management frameworks

	N	Minimum	Maximum	Mean	Mean response	Std. Deviation
External stakeholders are involved in SM practices	241	1	5	2.19	Disagree	.654
Internal stakeholders are engaged in SM practices	241	1	5	3.15	Neutral	.808
Overall	241			2.44	Disagree	.712
Valid N (listwise)	241					

The research sought to establish whether councils related well with their key stakeholders and to that effect two items were used namely internal stakeholders (2.19) and external stakeholders (3.15). This implied that respondents were disagreeing with relationship existing with key external stakeholders while they were neutral on the involvement of internal stakeholders. The overall mean score of 2.44 corresponded with disagree mean response which implied that respondents were disagreeing on existence of good relationship between council and key stakeholders. The relationship was bad.

Interviews were also used in the evaluation of stakeholders' involvement in the development of strategic management frameworks in organisations. The important question "To what extent are stakeholders involved in the development of strategic management frameworks?" One of the Interviewees 1, (The Public Relations manager) responded by commenting that:

Stakeholder buy-ins in organisational strategic goals is important for their effective attainment. However, these are not fully utilised in many organisations, especially those in the public sector. Only the government and few politically inclined stakeholders are periodically involved. The internal stakeholders are involved mainly during implementation. This trend has resulted in stagnation or a lack of development of strategic management frameworks in organisations.

One of the respondents (Interviewee 3, Accountant) had no kind comments in this regard. He indicated that:

Only those stakeholders who have a political influence were involved in making strategic decisions such as developing strategic management frameworks. Stakeholders who are considered less influential such as residents' representatives were being side-lined in the development of strategic management frameworks. As such, the relationship between urban councils and residents is bad. This in turn makes it difficult to develop strategic management frameworks in these organisations as such relationships are important. Similarly, less consultation is done with internal stakeholders such as employees. This affects the implementation of strategic management initiatives as the employees would be lacking ownership.

In support of the above perception, Interviewee 9 (A Professional Employee) also indicated that:

Even we as employees no communication or consultation is done regarding sustainable strategic management initiatives being undertaken by the organisation. It is so frustrating that issues are just imposed on us. Our performance is also rated based on that, yet there is no training prior to execution of the intended strategies.

4.4.6 Descriptive statistics on the impact of developing sustainable strategic management frameworks on the resilience of Zimbabwean urban councils.

The research also sought to establish resilience levels of urban councils given the state of strategic framework development. Resilience was measured by adaptability of local authorities to changing environment, recovery capability and ability of transcendence. Table 4.10 summarises urban council's resilience.

Table 4.10: Descriptive statistics on the impact of developing sustainable strategic management frameworks on the resilience of Zimbabwean urban councils.

	N	Minimum	Maximum	Mean	Mean response	Std. Deviation
Adaptability	241	1	5	3.56	Agree	.754
Recovery capability	241	1	5	2.72	neutral	.708
Ability of transcendence (ability to go beyond limitations)	241	1	5	3.24	Neutral	.758
Overall	241			2.44	Neutral	.732
Valid N (listwise)	241					

The results as presented by Table 4.10 above show that respondents on recovery capability, and ability to go beyond limitation had mean responses of 2.72 and 3.24 respectively which corresponded to neither agree nor disagree, implying that the views were neutral. On adaptability, given a mean response of 3.56, it meant respondents were agreeable to urban councils being able to adapt. Huge standard deviations implied that the individual responses were widely dispersed around the mean response.

The responses from the interviews also concurred with those from the questionnaires on the resilience levels of urban councils given the state of strategic framework development. Though the majority agreed that urban councils could adapt to the changing environment, their recovery capability was shallow. One of the professional employees (interviewee 14) commented:

Our organisation is very slow in responding to the changes in the environment. For example, in terms of technology, we are still resorting to meter reading as a way of billing our clients on water consumption instead of fixing pre-paid meters just like what ZESA has done. This cut costs on labour as few people will be employed to manage that area. As such, our strategic frameworks are not enhancing the resilience of our organisation at all.

The other Interviewee 1 (Public Relations Manager) had this to say:

Our organisation's resilience is weak because the strategic management frameworks being developed are not addressing the concerns on the ground. This, I think, is because of lack of or improper environmental scanning. For example, there is a serious need to find ways of disposing waste through recycling than focusing more resources and attention on looking for a place to bury it. Our strategies must conform to modern way of doing business so as to enhance the resilience of our organisation which is still stuck in the traditional methods of operating.

4.5 Preliminary Statistics

To establish sample suitability, validity and reliability, the normality of research results, and the suitable statistical methods to use when inferring correlations between study factors, preliminary testing is important.

4.5.1 Normality tests

The normality tests were supplementary to the graphical assessment of normality. Among many other tests for the assessment of normality, Kolmogorov-Smirnov (K-S) test and Shapiro-Wilk test was used in this study. As Ghasemi and Zahediasl (2012) asserts, the two tests compare the

scores in the sample to a normally distributed set of scores with the same mean and standard deviation; the null hypothesis is that 'sample distribution is normal'. According to Field (2009) and Oztuna, Elhan and Tuccar (2006) in Ghasemi and Zahediasl (2012), for large samples such as in the current study, significant results would be derived even in the case of a small deviation from normality, although this small deviation would not affect the results of a parametric test.

Therefore, to check if sample data came from a community with a normally dispersed distribution, a normality test was used (Within some tolerance). A number of statistical analyses, such as the Student's t-test and the one-way and two-way ANOVA, necessitated a normally distributed sample group. Normality tests were conducted using Kolmogorov-Smirnov and Shapiro-Wilk tests as well as visualisation QQ plots, and histogram. Table 4.11 illustrate the results of the normality tests.

Table 4.11: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Flexibility of culture for SM practices	.305	240	.000	.819	240	.000
Do the values support SM practices	.304	240	.000	.819	240	.000
Do the policies support SM practices	.359	240	.000	.787	240	.000
Tall structure support SM practices	.325	240	.000	.773	240	.000
Flat structure supports SM practices	.311	240	.000	.765	240	.000
Technological infrastructure available for SM practice	.357	240	.000	.737	240	.000
Employees have knowledge on technology use	.280	240	.000	.814	240	.000
Employees are rewarded for SM practices	.346	240	.000	.775	240	.000
Employees are motivated to practice SM	.337	240	.000	.709	240	.000
No resistance in SM practices	.304	240	.000	.768	240	.000
Employees are committed to practice SM	.280	240	.000	.807	240	.000
SM practices are communicated to employees	.327	240	.000	.812	240	.000

Employees are trained on SM practices	.379	240	.000	.707	240	.000
Employees are evaluated on SM practices	.368	240	.000	.751	240	.000
Democratic style supports SM practices	.405	240	.000	.696	240	.000
Autocratic style supports SM practices	.336	240	.000	.741	240	.000
Laissez-faire style supports SM practices	.524	240	.000	.372	240	.000
Organisational ethics supports SM practices	.313	240	.000	.794	240	.000
Ethical leadership supports SM practices	.241	240	.000	.845	240	.000
Relationship with stakeholders exists for SM practices	.373	240	.000	.747	240	.000
Stakeholders are engaged for SM practices	.239	240	.000	.857	240	.000

a. Lilliefors Significance Correction

In order for the variables to be regarded as normally distributed, the chance values (sig values), when taken into account for both measures, were to be higher than 0.05. Non-parametric tests that were used to deduce correlations between research variables had values below 0.05 indicating that the study's variables were not normally distributed. Additionally, the histogram and QQ graphs, which displayed a non-normal state of the data, were used to demonstrate the non-normality state of the data. This suggests that correlations between study variables were inferred using spearman rank correlation non parametric analyses.

4.5.2 Sampling adequacy

To determine whether the 344 sample size was sufficient for the component analysis and other tests that were run, it was put to test. To achieve this, the sampling adequacy assessment: Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity were used and the findings were presented in Table 4.12 below. KMO test is a measure that was intended to measure the suitability of data for factor analysis, thus it tested the adequacy of the sample size. On the other hand, Bartlett's Test of Sphericity tested the null hypothesis.

Table 4.12: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.696
Bartlett's Test of Sphericity	Approx. Chi-Square	1259.599
	Df	91
	Sig.	.000

The results showed that the sample was sufficient and the findings obtained met the criteria required for conducting exploratory factor analysis because the Kaiser Meyer-Olkin measure's likelihood value of 0.696 was 0.000, was significantly less than 0.05 which was the permissible margin of error (Field, 2009).

4.5.3 Discriminant validity

According to Engellant, Holland, and Piper (2016), the degree to which measures of various constructs vary or only slightly associate with one another is known as discriminant validity. This is in line with the theory advanced by Mello and Collins (2001), according to which it is necessary to show that there was no connection or very little correlation between various categories. According to discriminant validity, the same factors were to add to variance in a much smaller percentage than other latent variables (Wang et al., 2015; Henseler et al., 2015 and Makanyeza & Chikazhe, 2017).

Therefore, the Average Variance Extracted (AVE) analysis was used by the researcher to test if the square root of every AVE value that belonged to each latent construct was much larger than any correlation among any pair of latent constructs. In comparing the AVE with the correlation coefficient, the researcher sought to find out if the items of the construct explained more variance than do the items of the other construct. This is according to Fornell and Larcker (1981) who claim that the value of AVE for each construct should be at least 0.50. The associated SICCs and AVEs are shown in Table 4.6, below.

Table 4.13: AVEs and SICCs

Construct	SPF	OBF	TLSF	ETF	SIF	SMF	OR
SPF	0.602						
OBF	0.141	0.613					

LSF	0.482	0.122	0.618				
ETF	0.361	0.422	0.087	0.629			
SIF	0.436	0.062	0.314	0.174	0.631		
SMF	0.215	0.135	0.306	0.124	0.432	0.542	
OR	0.311	0.225	0.286	0.105	0.428	0.386	0.611

Note: Diagonal elements in bold represent AVEs

Source: Survey data (2023)

Given the results in Table 4.7, it is clear that the requirement for discriminant validity was satisfied because all of the AVEs in bold were higher than the matching SICCs. (Fornell & Larcker, 1981; Islam & Rahman, 2016). Thus, the criteria for diagnostic validity were satisfied.

4.6 Factor Analysis

Factors analysis is a multivariate statistical technique applied to a single set of variables when the investigator is interested in determining which variables in the set form logical subsets that are relatively independent of one another (Tahachnick and Fideli, 2013, in Shrestha, 2021). It is based on the assumption that all variables correlate to some degree. The two main approaches to factor analysis are exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). In this study, the exploratory factor analysis was used since the idea was mainly to check the dimensionality and gathering of information about the interrelationships among a set of variables (Pituch and Stevens, 2016, in Shrestha, 2021). In other words, exploratory factor analysis was used to explore the data structure, removing problem elements and cleaning of data (Thomas and Brad, 2014). According to Hooper (2012) exploratory factor analysis examined the inter-correlations that existed between a large number of items in questionnaire responses by reducing them in smaller groups or factors. Therefore, in this study, exploratory factor analysis was used by the researcher on major elements of the questionnaire as shown on Table 4.14, below.

Table 4.14: Construct, Items and Factor loadings

Construct/Variable	Items	Factor Loadings	Cronbach alpha	Composite reliability	Average variance extracted	Maximum shared variance
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Strategic planning Factors (SPF)	SPF1	.760				
	SPF2	.860				
	SPF3	.780	.824	.819	0.728	.128
Organisational behavioural F (OBF)	OBF1	.723				
	OBF2	.884				
	OBF3	.682	.839	.835	.568	.172
Leadership style Factors (LSF)	LSF1	.840				
	LSF2	.730				
	LSF3	.852	.784	.972	.745	.219
Employee traits factors (ETF)	ETF1	.962				
	ETF2	.840				
	ETF3	.781	.945	.932	.665	.168
Stakeholder relationship influence F(SIF)	SIF1	.760				
	SIF2	.960	.874	0.869	.578	.107
Strategic mgt framework (SMF)	SMF1	.901				
	SMF2	.934				
	SFM3	.981				
	SFM4	.890	.863	.831	.596	.209
Organisational Resilience	OGR1	.941				
	OGR2	.770				
	OGR3	.943	.986	.952	.578	.228

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 21 iterations.

Based on Eigenvalues > 1

Total variance explained = 72.545%

Small Coefficients of less than 0.4 were suppressed

Source: Survey data (2024)

Table 4.14 shows that rotation converged in 8 iterations and that 72.57% of the variation was fully explained. According to Platin and Ergun (2017), the total variance reported was higher than the allowed limit of 60%. Organisational culture (OC), organisational structure (OS), technology innovativeness capability (TIC), managerial factors (MFC) and strategic planning (SP) were some of the components that were taken out of the rotated component matrix solution.

Several factors were identified from literature influencing the development of strategic management frameworks for organisational resilience of urban councils. Using the method of factor analysis, many variables were broken down into a smaller number of factors. This method created a common score by taking the most common variance out of all the factors. This score was then used as an index of all the factors to do more research. A component of the general linear model (GLM), factor analysis also made several presumptions, including the fact that there was a linear relationship, that multicollinearity did not exist, that pertinent variables were included in the analysis, and that there was a real correlation between variables and factors. Although there were other approaches, principal component analysis was the most popular.

4.7 Convergent Validity

According to Shrestha (2021), convergent validity was used to measure the level of correlation of multiple indicators of the same construct that were in agreement. Thus, the factor loading of the items, composite reliability (CR) and the average variance extracted (AVE) had to be calculated to determine convergent validity (Hair, et al, 2014, in Shrestha, 2021). The value of AVE and CR ranged from 0 to 1, where a higher value indicated higher reliability level. AVE was more than or equal to 0.5, confirming the convergent validity.

A measure's convergent validity, according to Franke and Sarstedt (2019), alludes to how well it correlates with other methods used to evaluate the same idea. The discriminant validity of an empirically novel construct establishes that it encompasses phenomena that other constructs in a model do not (Franke & Sarstedt, 2019; Henseler, Ringle & Sarstedt, 2015). The prerequisite for causative indicators from a measurement model to sufficiently explain the variation in the hidden variable that they are intended to measure is known as convergent validity. (Wang, French & Clay, 2015).

The model's convergent validity was investigated and assessed. In order to forecast the measurement model and generate more accurate parameter values, maximum likelihood estimation was used. Some of the measurement model fit metrics taken into account were CMIN/DF (2/Df), Goodness of Fit Index (GFI), Adjusted GFI (AGFI), Normed Fit Index (NFI),

Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation. (RMSEA). The evaluation model identified the appropriate model fit measures (2/Df=2.987, 0.917 CFI, 0.059 RMSEA, 0.962 GFI, 0.926 AGFI, 0.942 NFI, and 0.943 TLI).

Results from CMIN/DF 3–4 indicated a good model match. (Zadow, Houghton, Hunter, Rosenberg & Wood, 2017). 2/DF must be less than 3 in order to be accepted, claim Makanyeza and Chikazhe (2017). The GFI, AGFI, NFI, TLI, and CFI of a model must be close to 1, but the RMSEA must be less than 0.07 for it to be deemed appropriate. (Monteiro, Soares & Rua, 2017).

Table 4.15 Model fit indices for the measurement Model

CMIN//DF	GFI	AGFI	NFI	TLI	CFI	RMSEA
2.987	0.917	0.926	0.942	0.943	0.917	0.059

Bagozzi and Yi (1988) suggested that a cut-off value of 0.6 be used for normalized factor loadings. Higher critical ratios were also thought to be appropriate and significant (Bagozzi & Yi, 1981; Fornell and Larcker, 1981). In Table 4.16, the critical ratios (CRs) and adjusted factor loadings (λ) for the categories used to assess convergent validity are shown.

Table 4. 16: Constructs, Items, λ and CR

Construct	Items	λ	CR
Strategic planning Factors (SPF)	SPF1	.760	9.626***
	SPF2	.860	9.246***
	SPF3	.780	10.142***
Organisational behavioural Factors (OBF)	OBF1	.723	9.016***
	OBF2	.884	10.147***
	OBF3	.682	10.112***
Leadership style Factors (LSF)	LSF1	.840	8.123***
	LSF2	.730	10.922***
	LSF3	.852	9.976***
Employee traits factors (ETF)	ETF1	.962	9.620***
	ETF2	.840	9.442***
	ETF3	.781	10.323***

Stakeholder relationship influence F(SIF)	SIF1	.760	11.984***
	SIF2	.960	10.241***
Strategic management framework (SMF)	SMF1	.901	12.001***
	SFM3	.981	9.620***
	SFM4	.890	9.442***
Organisational Resilience	OGR1	.941	10.323***
	OGR2	.770	11.984***
	OGR3	.943	10.241***

Notes: - CR is fixed; *** significant at $p < 0.001$

Source: Survey data (2023)

4.8 Testing Research Hypothesis (H₁, H₂, H₃, H₄, H₅, and H₆)

In line with Mishra and Alok (2017) and Ragab and Arisha (2017)'s assertions, the researcher tested hypothesis in order to support as true or not support as false, the statements of claim or associations between study variables. The Structural Equation Modelling (SEM) in Amos was used in testing the hypothesis by the researcher. Therefore, research hypotheses **H₁, H₂, H₃, H₄, H₅, and H₆** stated in chapter one were tested using structural equation modelling in Amos.

H₁ Strategic planning influences the creation of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.

H₂ Organisational behavioural factors positively influence the formulation of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe.

H₃ Employee traits have an effect in the development of sustainable strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils.

H₄ Styles of leadership have an impact on the creation of sustainable strategic management frameworks relevant for strengthening organisational resilience of urban councils in Zimbabwe.

H₅ The nature of relationships with stakeholders determine the development of sustainable strategic management frameworks necessary for strengthening organisational resilience of Zimbabwean urban councils.

H₆ The development of sustainable strategic management frameworks has an influence in strengthening organisational resilience of Zimbabwean urban councils.

The results of hypothesis are presented on Table 4.17 below showing in summary the hypotheses which were supported (H_1 , H_2 , H_3 , H_4 , H_5 and H_6). A Standard Regression Weight (SRW), Critical Ratio (CR) and probability (p) were used in the determination. Standard regression weight was used to measure the impact of each predictor variable on the outcome variable. For instance, H_1 had a standardised regression weight of 0.213 which show that a unit improvement of strategic planning is likely to be met by a 0.2-unit improvement in the development of sustainable strategic framework and the opposite was true. Similarly, stakeholder relations had an SRW OF 0.214 which again mirrored the above scenario. Employee traits and organisation behavioural factors were found to have SRW of 0.122 and 0.056 which signified a positive association as measured by standardised regression weights. The relationship was holding at the 5% margin of error.

Table 4. 17: Results of Hypotheses testing (H_1 , H_2 , H_3 , H_4 , H_5 , and H_6)

hypothesis	Hypothesis		Standardized regression Weight (SRW)	Critical ratios	Remark
H_1	SMF <---	SPF	.213	8.772***	Supported
H_2	SMF <---	OBF	.056	8.570***	Supported
H_3	SMF <---	ETF	.122	9.306***	Supported
H_4	SMF <---	LSF	.032	2.281***	Supported
H_5	SMF <---	SIF	.214	8.525***	Supported
H_6	OGR <---	SMF	.435	8.502***	Supported

Source: Survey data (2023)

The results shown on Table 4.17, above were then presented and interpreted as shown below.

H_1 hypothesis was supported (SRW = 0.213, CR = 8,772, $p < 0.001$). This means that strategic planning factors have a positive effect on the development of sustainable strategic management frameworks for strengthening the resilience of Zimbabwean urban councils.

H_2 hypothesis was supported. (SRW = 0.056 CR = 8.570, $p < 0.001$). This imply that organisational behavioural factors are positively related to the development of sustainable strategic management frameworks relevant for strengthening the resilience of urban councils in Zimbabwe.

H_3 hypothesis was supported. (SRW = 0.122, CR = 9.306, $p < 0.001$). The results therefore imply that employee traits have a significant effect on the development of sustainable strategic

management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe.

H₄ hypothesis was supported (SRW = 0,032, CR = 2.281, $p < 0.001$). The results imply that the styles of leadership have an effect on the development of sustainable strategic management frameworks critical for strengthening the organisational resilience of urban councils in Zimbabwe.

H₅ hypothesis was also supported (SRW = 0.214, CR = 8.525, $p < 0.001$). This therefore imply that the nature of relationships with stakeholders has an influence in the development of sustainable strategic management frameworks relevant for strengthening the organisational resilience of urban councils in Zimbabwe.

H₆ hypothesis was supported. (SRW = 0.435, CR = 8.502, $p < 0.001$). The results imply that the development of sustainable strategic management frameworks has a positive effect in strengthening the organisational resilience of Zimbabwean urban councils.

The explanatory power of the model was found to be 0.56 which implied that 56% of variability in the behavioural critical success factors influencing the development of sustainable strategic management frameworks was explained by the five behavioural factors whilst 44% is explained by other factors other than behavioural factors. This was a fairly high explanatory power. The five factors which were significant in explaining sustainable strategic management practice were then reduced to a structural equation modelling path diagram as presented in Figure 4.1, below.

Path Diagram

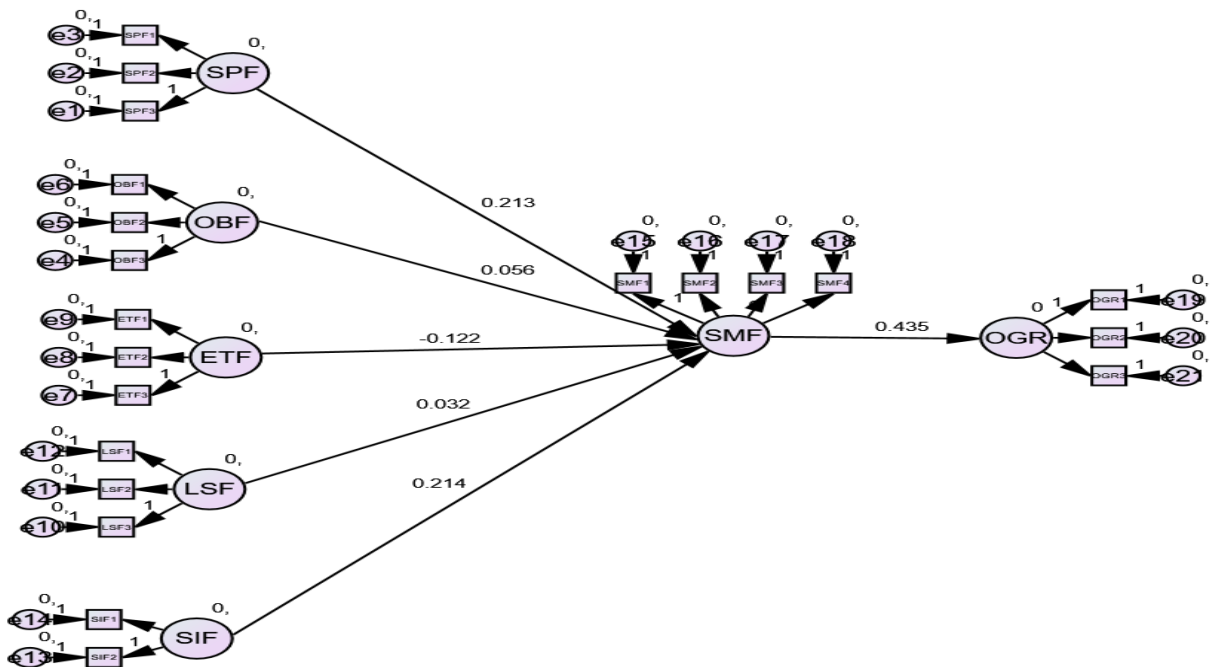


Figure 4.5: Structural Equation Modelling path diagram

Source: Researcher's construction (2023)

In the path diagram on figure 4.5 above, SPF stood for strategic planning factors which was operationalized into three measurement items namely SPF1, SPF2 and SPF3, while OBF stood for organizational behavioural factors which once again was operationalized into three measurement items. Then lastly (ETF) stood for Employee traits factors. Technology innovativeness capability factor which had been operationalized into two measurement items and the outcome variable SMF stood for sustainable strategic management Framework.

The structural equation modelling path was used to test the associations and the results indicated in the standardised formats. According to Arkkelin (2014), the structural model was used to support or refute study hypothesis. Moreover, the structural model demonstrated how the study's constructs or key variables, stood to represent the suggested research model (Pallant, 2005). Therefore, from the structural model, strategic planning factors (SPF), employee traits factors (ETF), leadership styles factors (LSF), stakeholder influence variables (SSF), organisational Behavioural factors (OBF), (OS) and technological innovativeness capability (TIC) emerged as

the main variables significant in explaining the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe.

4.9 Chapter Summary

The previous chapter dealt with the methodology of the study. The current chapter analysed data and presented the results to establish findings with regard to the research objectives, questions and hypotheses underpinning the research. In this regard, various statistical methods were used for quantitative data analysis. These included the principal component analysis, whereas through descriptive statistics, analysis was done to identify the behavioural determinants necessary for the development of strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. Qualitative data were analysed through thematic analysis, with various themes emerging about the research objectives. Strategic planning factors, behavioural organisational factors, employee traits factors, leadership styles and stakeholder relationships were the major themes which were evaluated to establish their influence in the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe. At the end, the Structural Equation Modelling was used in testing the main variables significant in explaining the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.0 Introduction

In an endeavour of exploring the behavioural determinates necessary for the development of sustainable strategic management frameworks for organisational resilience, the previous chapter presented the study findings. The discussion of the results was informed by the hypothesis and the following research objectives.

- 1) To evaluate the influence of strategic planning in the creation of sustainable strategic management frameworks necessary for strengthening the organisational resilience of Zimbabwean urban councils.
- 2) To determine the influence of organisational behavioural factors in formulating sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe.
- 3) To assess the effect of employee traits on the development of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.
- 4) To examine the impact of styles of leadership on the creation of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe.
- 5) To evaluate the extent to which stakeholders' relationships influence the formulation of sustainable strategic management frameworks for strengthening the organisational resilience of Zimbabwean urban councils.
- 6) To determine the impact of developing sustainable strategic management frameworks on strengthening the organisational resilience of Zimbabwean urban councils.

The relationships, comparisons and interpretations of the behavioural determinants in the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe are included in this discussion of the research findings.

5.1 The influence of strategic planning in the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe

The variables which were used in the evaluation under this objective included strategic intent, strategy formulation, strategy implementation and strategy control. This was thus hypothesised that:

H1 – Strategic planning has an influence in the development of sustainable strategic management frameworks in an organisation necessary for strengthening the organisational resilience of Zimbabwean urban councils.

There was sufficient evidence (SRW = 0.213, CR = 8.772, $p < 0.001$), from the findings of the study to confirm the positive influence of strategic planning in the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. The results implied that the consideration of strategic planning factors contribute positively to the effective development of sustainable strategic management frameworks. Council leaders who meticulously considered strategic planning in the development of sustainable strategic management frameworks were guaranteed of these frameworks' effectiveness in addressing the resilience of their organisations. The results also implied that lack of strategic planning; negatively affected any envisioned process of developing sustainable strategic management frameworks to enhance organisational resilience of local authorities. The results from the quantitative data concurred with those from the qualitative data where strategic planning was found to be positively and significantly correlated with the development of sustainable strategic management frameworks leading to the organisational resilience of urban councils in Zimbabwe.

The results of the study support the assertion by Almansoori (2021) that strategic planning clarifies the framework and direction that leads and supports the management of the organisation, assist in the management of crises, increases the ability of an organisation to deal with external risks, defines a common vision and goal for all employees in an organisation and increases the level of commitment towards the organisation and its intended goals. The results also confirmed the importance of strategic planning in the development of sustainable strategic management frameworks as it led to the production of a blue print which then provided a roadmap to be followed into the future (Mulyaningsih et al., 2021).

Furthermore, the results of the study also confirmed the research findings of previous researchers where strategic planning was found to be positively and significantly related to the development

of strategic management frameworks (Mamonyi, 2020; Bassey & Bemnet, 2022; Azizi & Rahman, 2019; Williams et al., 2020). Additionally, the results also confirmed the assumption of the Public value theory (the strategic triangle) which compelled leaders to plan for the value the organisation could create by developing and implementing strategies using performance measures and systems leading to strategic change (Spano, 2009 in Höglund et al., 2021).

5.2 The impact of behavioural organisational factors on the development of sustainable strategic management frameworks for strengthening the organisational resilience of urban councils in Zimbabwe

This objective sought to determine behavioural organisational factors affecting the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. Three variables, namely the flexibility of the organisational culture, the structure of the organisation structure and the capability of the organisation to be technologically innovative were used in the determination of the factors. The following hypothesis was developed:

H2 – Behavioural organisational factors have an impact on the development of sustainable strategic management frameworks relevant for strengthening of the organisational resilience of urban councils in Zimbabwe.

The findings of the study (SRW = 0.056 CR = 8.570, $p < 0.001$) confirmed that behavioural organisational factors had a positive effect on the development of sustainable strategic management frameworks critical for the organisational resilience. The results were thus affirming the hypothesis drawn from this objective that behavioural organisational factors have a positive impact on the development of sustainable strategic management frameworks relevant for organisational resilience. Organisations are managed and strategic decisions made according to the values, beliefs and principles set through the organisational culture and those that are unable to understand how the state of their culture affect their ability to execute strategy usually set themselves up for disappointment or even failure (Cerasela, 2018; MacCormack et al., 2012 in Reddy & Scheepers, 2019). Similarly, for an organisation to deliver its plan, the strategy and the structure must be woven together seamlessly and a company's organisational structure must support its strategy (Omar, 2021). Organisational structures that increase the flexibility of employees and ensure their participation in decision-making processes are effective in the sustainable strategic management process as it provides greater autonomy and opportunities to cope with uncertainty (Hage & Dewar, 1973; Tatikonda, 1999 in Sahin & Sesen, 2021). Furthermore, organisations which include city governments, metropolitan cities and municipalities

are expected to have sustainable competitive advantage that can be achieved through the management of technology and innovation (Amesho et al., 2021). There is a significant effect of technological capability of an organisation on its organisational strategy and sustainable competitive advantage, among others (Zahra and Kirchhoff, 2001 & Dollinger, 1995) in Saadi & Che Razak, 2019).

The findings from the interviews conducted also concur with those from quantitative research and expositions by previous researchers. A study by Eresia-Eke and Soriakumar (2021) found a positive relationship between organisational culture and strategic management. On the other hand, organisational structure was found to be influential in the execution of strategies in organisations (Eresia-Eke & Soriakumar, 2021; Mutandwa & Hendricks, 2022; Murugi & Ontogo, 2018). The results of the study also confirm the findings of a similar study by Adeniran, Jadaah and Mohammed (2020) that revealed a positive relationship between information technology and organisation's strategy.

The results of the study also confirmed the assumption of the McKinsey 7S model in which shared values (culture) form the organisational foundation played a significant role in aligning all fundamental elements to sustain an effective corporate design (Wong and Avery, 2008; Arieli, et al., 2020, cited in Odeh, 2021). The model also assumes the structure of an organisation as one of the most conspicuous features to change as failure to create a cohesive and efficient structure undermines the ability to perform tasks necessary for attaining the stated goals and objectives (Odeh, 2021). Additionally, the results of the study confirmed the capacity leg of the Public value theory and the Resource-based view in which the capacity in terms of tangible and intangible resources are assumed critical for any strategic initiative. (Höglund et al., 2021; Phina, 2020).

5.3 The effect of employee traits on the development of sustainable strategic management frameworks relevant for strengthening the organisational resilience of urban councils in Zimbabwe.

The effect of employee traits on the development of sustainable strategic management frameworks for the organisational resilience was evaluated using motivation, commitment and competence variables, under this objective. The following hypothesis was developed:

H3 – The traits of employee have an effect on the development of sustainable strategic management frameworks for strengthening of the organisational resilience of urban councils in Zimbabwe.

The study findings (SRW = 0.122, CR = 9.306, $p < 0.001$) confirmed that the traits of employees had a positive effect on the development of effective sustainable strategic management frameworks necessary for the organisational resilience. The results agreed with the research hypothesis that employee traits have an effect on the development of sustainable strategic management frameworks necessary for the organisational resilience of urban councils in Zimbabwe. Thus the traits of employees determine the success or failure of the development of sustainable strategic management frameworks in organisations. From the results from the interviews, employee traits were found to have an effect in the development of sustainable strategic management frameworks in urban councils in Zimbabwe. This showed that there was concurrence between quantitative data and qualitative data on the effect of employee traits on the development of sustainable strategic management frameworks.

The results of the study supported the observation by Gagne (2018) and McAdam et al (2019) cited in Lees and Dhanpat (2021) who noted the importance of organisations to be aware of the factors that motivate employees towards the attainment of desired outcomes. The findings also supported the belief that competences improve strategy implementation and the execution of tasks in organisations (Hamel, 1990; Sanchez & Heene, 1997 in Twase & Tabesh, 2020). This confirms the findings of a study by Obaidullah et al (2011) cited in Bassey and Isayas (2022) who found that personal characteristics of employees were positively correlated to the success of a business. The results were also in tandem with the assumption of the McKinsey 7S model, the public value theory and the Resource-based view which emphasises on employee competencies, knowledge and commitment in any strategic management endeavour of an organisation (Höglund et al., 2021; Chmielewska et al., 2022; Miller et al, 2004 in Almazrouei & Yassin, 2020).

5.4 The influence of leadership styles on the development of sustainable strategic management frameworks relevant for strengthening the organisational resilience of urban councils in Zimbabwe.

The fourth objective of the study sought to determine the influence of leadership styles on the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. The variables that were used in the determination of this factor were ethical leadership, democratic style, autocratic style and laissez-faire style. These were operationalised under the following objective:

H4 – The styles of leadership have an influence on the development of sustainable strategic management frameworks relevant for strengthening the organisational resilience of Zimbabwean urban councils.

The interpretation of the study findings (SRW = 0.032, CR = 2.281, $p < 0.001$) indicated that there was a positive and significant relationship between leadership styles and the development of effective and sustainable strategic management frameworks for the resilience of organisations. This meant that leadership styles had an influence in the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. Without adopting an appropriate leadership style in developing sustainable strategic management frameworks would result in poor frameworks being developed which would subsequently have a negative effect in addressing the resilience of an organisation.

The results confirm the assertion of Hill and Jones (2007) in Elkhedr (2019) that different styles of leadership have an impact on the organisational vision, goals, mission, culture, structure and rules which are linked to strategic management. The findings also confirmed the observation of Voelkl (2004) in Elkhedr (2019) who concluded that the effects of leadership and management styles on formulating strategies could be different under changing situations, for instance autocratic style may not be suitable for large organisations but small ones. Different styles of leadership had impact on the organisational vision, goals, mission, culture, structure and rules, which are also linked with the organisation's strategic management (Hill and Jones, 2007, cited in Elkhedr, 2019). Furthermore, the results were in tandem with the assertion of Northouse (2015) in Tushar (2017), who identified principles of ethical leadership that influenced individuals to be ethical leaders used as role models for the success of a strategic management process in an organisation. Additionally, the findings confirmed the claims by Kanungo and Mendonca (1996) cited in Chifulumnanya (2018) who avers that the importance of ethical leadership in providing direction that enables an organisation to fulfil its mission and vision towards the achievement of set objectives. Structurally, it involves a strategic planning process so that policies, decision-making process, consultation, accountability and ethical standards, and ongoing assessment and monitoring are in place to ensure ethical practice by the leader and the follower (Butts, 2010, in Chifulumnanya, 2018).

The results of the study were in tandem with those of previous research studies wherein leadership styles were found to be an ingredient of effective strategic management practices (Umasekar, 2020; Moh'd et al., 2019; Hendricks & Reddy, 2020; Taylor et al., 2018; Mutandwa & Hendricks, 2022). Theoretically, the results of the study confirmed the assumption of the

McKensey's 7S model where styles of leadership and employee skills elements were considered key in strategic management processes.

5.5 The impact of stakeholders' relationships in the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe.

The fifth objective of the study sought to evaluate the extent of the involvement of stakeholders in the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. This examined the nature of the relationship that existed between urban councils in Zimbabwe with their stakeholders in terms of developing sustainable strategic management frameworks. The relationship was evaluated in view of internal and external stakeholders as variables. The following hypothesis was developed for measurement:

H5 – The nature of stakeholders' relationships has an impact on the development of sustainable strategic management frameworks necessary for strengthening the organisational resilience of urban councils in Zimbabwe

The results (SRW = 0.214, CR = 8.525, $p < 0.001$) confirmed that the nature of relationship between urban councils and their stakeholders determined the development of effective and sustainable strategic management frameworks relevant for the organisational resilience. This meant that the existence of good relationships led to the development of strong and sustainable strategic management frameworks whereas poor relationships resulted in the development of weak strategic management frameworks. Results from interviews conducted concurred with the findings from the quantitative data on this aspect.

The results of the study confirm the findings of a study by Musyoka, et al (2023) where stakeholder engagement in business activities was found to be positively related with the successful performance of an organisation. Additionally, in confirmation with the research results, in previous studies stakeholders' involvement was found to be positively related with the success of the strategic management process which was formulation, implementation, and evaluation and control (Florence et al., 2021; Efigenia & Kalambehambe, 2020; Taylor et al., 2018; Eresia-Eke & Soriakumar, 2021).

The results of the study also confirmed the assumption of the Public value theory (Strategic triangle) which emphasises the involvement of stakeholders for the success of any strategic initiative (Moore, 1985 in Chiwawa et al., 2020). The idea is that strategic performance measures

tie the organisation's measurement system to the strategic goals and possible future public value created by the organisation (Hoglund et al., 2021). In the strategic triangle, public values are derived from the mission of the public organisation (Weinberg & Lewis, 2009; Weinberg & Leeman, 2013 in Hoglund et al, 2021).

5.6 The impact of developing sustainable strategic management frameworks on strengthening the resilience of urban councils in Zimbabwe

The sixth objective of the study entailed the influence of sustainable strategic management frameworks on the organisational resilience of urban councils in Zimbabwe. As such, the following hypothesis was developed:

H6 – The development of sustainable strategic management frameworks has an impact on strengthening the organisational resilience of Zimbabwean urban councils.

The findings of the study (SRW = - 0.435, CR = 8.502, $p < 0.001$) confirm that sustainable strategic management frameworks had an influence on the resilience of urban councils in Zimbabwe. Given that the resilient level of urban councils in Zimbabwe was found to be low, development of sustainable strategic management was therefore necessary. The findings are in tandem with Stead and Stead (2017) who claim that sustainable strategic management involves analysing, formulating and implementing business strategies that are economically competitive, socially responsible and in balance with the environment. Additionally, the results also confirmed the findings of a study by Banerjee (2018) cited in Alkhodary (2023) where the integration of sustainability into strategic management was found to provide a framework for achieving business goals and could also lead to new business opportunities, reduced costs, improved brand reputation and positive impact on society and the environment. Furthermore, the practice of strategic management was found to have a positive relationship with organisational performance and growth (Askarany & Yazdifar, 2012; Mohamud, et al., 2015; Monday et al., 2015; Olanipekun et al., 2015 in Uwa, 2021).

The results also confirmed the assumption of the McKinsey 7S model in which strategy is one of the elements to be considered for an organisation to achieve its desired goals (Chmielewska et al., 2022; Ali & Anwar, 2021; Odeh, 2021). The findings also confirmed the assumption of the Public Value theory (The Strategic Triangle) which stresses that, organisations should find opportunities to create what the society most value where there exists a combination of input, process, output and outcome measures (Moore, 1995 in Hoglund et al., 2021).

5.7 Chapter Summary

The chapter discussed the findings of the study in relation to the literature reviewed. The study was largely guided by the research objectives, related hypothesis and the conceptual frameworks developed from the variables informing behavioural determinants for the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The results of the study confirmed the selected theoretical and empirical perspectives in the reviewed literature. Chapter six gives conclusions to the study. It then provides the implications of the study findings and proffers recommendations on the importance of considering behavioural determinants in the development of effective and sustainable strategic management frameworks which subsequently enhances the organisational resilience of urban councils of Zimbabwe.

CHAPTER SIX

CONCLUSIONS AND IMPLICATIONS

6.0 Introduction

The previous chapter focused on the presentation and analysis of the findings of the research study from which the conclusions are derived from. The current chapter discusses and presents the conclusions derived from the results of the study on behavioural determinants for the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The conclusions are premised on the research objectives as espoused in Chapter one. The conclusions are built from the research results and discussions drawn from the previous Chapters Four and Five. The chapter covers implications of the research findings to urban councils, other public sector organisations and to academia. The implications offered are based on theory, policy and practice, and the study methodology.

6.1 Conclusions

The following conclusions were drawn based on the results of the study espoused in the previous chapter. The conclusions are anchored on the objectives of the study from which the themes were drawn.

6.1.1. To evaluate the influence of strategic planning in the creation of sustainable strategic management frameworks for strengthening the resilience of urban councils in Zimbabwe

The first objective of the study sought to determine the influence of strategic planning on the development of sustainable strategic management in urban councils in Zimbabwe. There is adequate evidence from the results of the study to substantiate the consideration of strategic planning when developing sustainable strategic management frameworks for the resilience of organisations. The implication is that when organisations do the planning on how to scan the environment, formulate the strategies and more importantly, executing the strategies which involve the monitoring and evaluation, there is a high possibility of developing effective and sustainable strategic management frameworks which will support organisational resilience. Due to rapid changes in the environment, continuous scanning of both internal and external

environments would help in ensuring that the strategies of an organisation are always aligned with the environment leading to the resilience of the organisation.

6.1.2. To determine the influence of behavioural organisational factors in the formulation of sustainable strategic management frameworks necessary for strengthening organisational resilience of Zimbabwean urban councils.

The second objective sought to determine the influence of behavioural organisational factors affecting the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. Three variables namely organisational culture, organisational structure and technology innovativeness capability were selected for analysis. From the study findings, it emerged that flexible organisational culture, short organisational structure and capability in the adoption of technology had a significant positive effect in the development of sustainable strategic management frameworks which enhances organisational resilience. The results imply that religious strategic planning improves strategic management in an organisation which subsequently enhances resilience of organisations. Organisations that invest time and resources in strategic planning normally achieve their set objectives of having a clear vision crafted, relevant mission statement, core values and key result areas which clearly spells out the direction of the organisation against any forms of adversity.

6.1.3 To assess the effect of employee traits on the development of sustainable strategic management frameworks relevant for strengthening organisational resilience of urban councils in Zimbabwe

The third objective sought to assess the effect of employee traits in the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The three variables used for analysis were employee motivation, competence and commitment. The findings of the study confirmed that employee motivation, competence and commitment as behavioural determinants positively influenced the development of sustainable strategic management frameworks necessary for the resilience of organisations. The implication of these results is that consideration of employee traits in the development of sustainable strategic management frameworks enhanced their effectiveness leading to the resilience of an organisation. Ignoring employee traits could result in them losing ownership of the strategic frameworks resulting in implementation difficulties subsequently affecting the resilience of an organisation.

6.1.4 To analyse the influence of leadership styles on the creation of sustainable strategic management frameworks for strengthening the resilience of Zimbabwean urban councils.

The fourth objective sought to analyse the influence of leadership styles on the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe. Four leadership styles namely ethical leadership, authoritarian, democratic and laissez-faire styles were used as variables for analysis. From the results of the study, it emerged that all the leadership styles were relevant for the development of effective and sustainable strategic management frameworks for resilience of organisations. The findings of the study confirmed that a positive correlation existed between leadership styles and the development of effective and sustainable strategic management frameworks in urban councils in Zimbabwe. Since application of leadership styles is situational, according to some management theories, it is incumbent upon the leaders to choose leadership style suitable for their environments or situations. By the way, leadership styles are normally applicable in strategic management at the implementation stage when monitoring and controlling. At this stage, leadership is more important to monitor and control any diversions by effecting punishment for bad behaviour and rewarding and motivating good behaviour.

6.1.5 To assess the impact of stakeholders' relationships in the formulation of sustainable strategic management frameworks necessary for organisational resilience of urban councils in Zimbabwe

This fifth objective sought to evaluate the impact of the involvement of shareholders in the development of sustainable strategic management frameworks for the resilience of urban councils in Zimbabwe. The results of the study substantiated the hypothesis that the involvement of stakeholders in the development of sustainable strategic management frameworks was important for the resilience of urban councils in Zimbabwe. A positive and significant relationship existed between stakeholders' participation and the development of effective and sustainable strategic management frameworks. The results implied that for the successful development of any strategic initiatives, both internal and external stakeholders had to be involved. As such, leaders are encouraged to develop positive relationships with their organisational stakeholders. Their involvement during the development stage results them in owning up and supporting the sustainable strategic management framework. In that case, the initiative would not falter leading to the organisational resilience of urban councils in Zimbabwe.

6.1.6 To determine the impact of developing sustainable strategic management frameworks on strengthening organisational resilience of urban councils in Zimbabwe.

The sixth objective sought to determine the impact of sustainable strategic management frameworks on the resilience of urban councils in Zimbabwe. The results of the study confirmed that there was a positive correlation between the development of sustainable strategic management frameworks and organisational resilience of urban councils in Zimbabwe. The results thus confirmed the hypothesis which assumed that the development of sustainable strategic management frameworks had an impact on the resilience of urban councils in Zimbabwe. It is therefore, incumbent upon leaders of urban councils in Zimbabwe to ensure that effective and sustainable strategic management frameworks are developed through consideration of the stated behavioural factors, for the sustainable resilience of urban councils in Zimbabwe.

6.2 Implications of The Study

The implications of the study were organised into theoretical, policy and practice and methodological implications.

6.2.1 Theoretical Implication

One of the major practical contribution of the study is that it provides much needed empirical data on behavioural critical success factors affecting the development of sustainable strategic management frameworks in urban councils in Zimbabwe. Strategic management plays a crucial role in the sustainability of any organisation in a modern environment characterised by rapid changes and volatility. As such, organisations have to continuously monitor the operating environment so as to remain abreast with the changes. However, it is not only strategic management, but the development of effective and sustainable strategic management frameworks which are based on the firm foundation encompassing all the factors not only economic and environmental dimensions. As such, the consideration of behavioural key success factors contributes immensely to the development of effective and sustainable strategic management frameworks which in turn enhances the resilience of organisations in the current volatile environment. Therefore, the determination of behavioural key factors necessary for the development of effective and sustainable strategic management frameworks for organisational resilience was quite novel and contributed significantly to strategic management and organisational behavioural theories. Previous studies focused much on general key success factors and their adoption in strategic management process targeting mainly private sector

organisations. In this study, much focus was given on behavioural factors and their impact on the effective development of strategic management frameworks which enhances organisational resilience. Strategic management is one of the elements necessary for enhancing organisational resilience. As such, organisations have to be perfect in the development of strategic management frameworks that are able to enhance resilience of organisations during turbulence. Therefore, the study was able to provide theoretical implication and guidance for achieving strategically profound and resilient urban councils in Zimbabwe.

From the research findings, a conceptual framework was developed into a model depicting the behavioural critical success factors that were found to be determining the development of strategic management frameworks relevant for organisational resilience. This is shown on Figure 6.1, below.

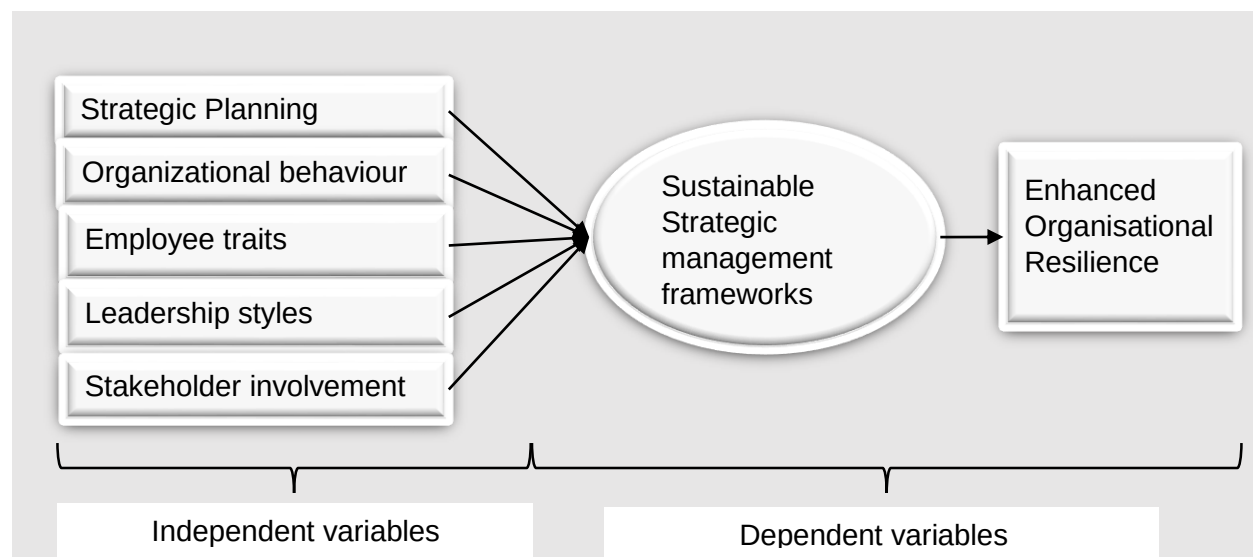


Figure 6.1 Behavioural critical success factors for developing sustainable strategic management frameworks necessary for strengthening organisational resilience.

(Source: Researcher's development)

6.2.2 Implications on policy and practice

The study explored behavioural determinants the development of strategic management frameworks for organisational resilience of urban councils in Zimbabwe. The findings of the study have a potential to inform policy for improving strategic management capabilities of urban councils in Zimbabwe to improve service delivery regardless of the existing macro-economic and environmental challenges. From the results of the study, while leaders of urban councils may be

aware of the negative impact of the current forces in their operating environment, they may not be aware of the factors that are relevant in developing effective and sustainable strategic management frameworks that may counter the effect of these forces on the resilience of their organisations. It is therefore, against this backdrop that the government is recommended to encourage urban councils to stand alone in building their resilience against environmental forces by developing and implementing agile strategic management frameworks. There is a need to strongly monitor and if possible put to test the strategic management frameworks of urban councils so as to enforce compliance.

The findings of the study revealed the need for continuous strategic planning through regular scanning of the environment which results in the reviewing of strategic initiatives, in view of the changing environment. In that case, it is incumbent upon the line Ministry of urban councils in Zimbabwe to ensure that these public entities regularly scan the environment for alignment in terms of culture, technology and human resource management. The results of the study also point to positive relationship building with the stakeholders for the development of effective strategic management frameworks. It is therefore recommended that a national policy be formulated guiding urban councils in Zimbabwe on how they can involve their stakeholders in strategic management issues.

6.2.3 Research methodology implications

The study adopted a mixed-method approach which involved both quantitative and qualitative research approaches as opposed to using a single research approach which has its peculiar limitations. This resulted in triangulation which ensured comprehensiveness and credible research results. Additionally, the population of the study was inclusive of both top management and lower level employees as opposed to focusing on a single group of employees in an organisation. This allowed getting diverse views from across the spectrum of all urban councils on behavioural critical success factors for developing sustainable strategic management frameworks for organisational resilience. Furthermore, the study also covered all the categories of urban councils in Zimbabwe which are the cities, municipalities, towns and local boards. This helped in getting varied and wholesome views on behavioural factors necessary for the development of sustainable strategic management frameworks for organisational resilience of urban councils in Zimbabwe.

6.3 Limitations and Implications on Future Research

This study determined behavioural factors necessary for the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. Since the current study dealt with behavioural factors necessary for the development of sustainable strategic management frameworks for the organisational resilience of urban councils, there is need for a study on other modalities of enhancing the resilience of these organisations besides strategic management in view of the current volatile operating environment. The current study delved much on behavioural factors, so further studies are suggested on the impact of other non-behavioural factors on the development of sustainable strategic management frameworks for the resilience of urban councils either in Zimbabwe or outside the country. Additionally, the current study focused on public sector organisations, therefore, further research is recommended on whether these same factors have the same impact on the development of sustainable strategic management frameworks for the resilience of organisations in the private sector. Furthermore, the current study took place in a developing country, therefore, future study is necessary targeting a developed country to find out if the development of sustainable strategic management frameworks is also determined by the same behavioural factors. Lastly, in terms of methodology, a future study is also suggested using either a qualitative or a quantitative research method approach on factors determining the development of sustainable strategic management frameworks for the organisational resilience of either a public or a private sector organisation. Thus further research studies may be necessary to validate and elaborate the novel findings of the current study.

6.4 Chapter Summary

The chapter concludes the study by making conclusions based on the findings of the study. The conclusions are based on the extent to which behavioural factors determining the development of sustainable strategic management frameworks for the organisational resilience of urban councils in Zimbabwe. The chapter also discusses the implications of the current study with regards to its contribution to literature and implications for policy and practice. Furthermore, since the study may have its own limitations, implications for further studies were recommended based on different dimensions such as population, environment, methodology and organisation, among others.

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- Zhao, Y. (2022). Difficulties and Challenges of Strategic Management of Start-up Enterprises in the New Era. SHS Web of Conferences 135, 01018. <https://doi.org/10.1051/shsconf/202213501018>
- Zighan, S., Abualqumboz, M., Dwaikat, N., & Alkalha, Z. (2022). The role of entrepreneurial orientation in developing SMEs resilience capabilities throughout COVID-19. *The International Journal of Entrepreneurship and Innovation*, 23(4), 227–239. <https://doi.org/10.1177/14657503211046849>

Appendix 1: RESEARCH QUESTIONNAIRE

CHINHOYI UNIVERSITY OF TECHNOLOGY



SCHOOL OF ENTREPRENEURSHIP AND BUSINESS SCIENCES

Researcher: Edward Chinongwa +263775870222 edwardchii@gmail.com

Supervisor - Dr N.E. Marima +263772410226 nephiri67@gmail.com

Dear Esteemed Respondent

My name is **Edward Chinongwa**, a DPhil student in the School of Entrepreneurship and Business Sciences, at **Chinhoyi University of Technology**. You are kindly being invited to participate in a research study entitled '**Behavioural Critical Success Factors for developing sustainable strategic management frameworks: Towards strengthening organisational resilience of urban councils in Zimbabwe**'. The research study is purely academic and the results are intended to contribute to the body of knowledge in the strategic management field. Your participation in this project is voluntary as you may refuse to participate or withdraw from participating, at any time and stage. Confidentiality and anonymity of records identifying you as a participant is guaranteed. If you have any questions or concerns on your participation in this study, please contact the researcher or supervisors at the contact numbers or emails given above. It is recommended that you take at most **15 minutes** in completing the questionnaire. With your permission, the researcher hereby requests you to objectively and honestly complete the questionnaire.

Instructions to the Questionnaire

The Questionnaire is in five Sections. A box represents an option, please tick (✓) the most appropriate answer where applicable.

SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS		
Please tick the appropriate box		
Item No.	Item	Coding Category
01	Gender	1. Male ☐ 2. Female ☐
02	Marital Status	1. Single ☐ 2. Married ☐ 3. Divorced ☐ 4. Widowed ☐

03	Age category	1. Below 30 ☐ 2. 31- 40 ☐ 3. 41-50 ☐ 4. 51-60 ☐ 5. Above 60 ☐																														
04	Highest Level of Education	1. Secondary School Level ☐ 2. Professional Certificate ☐ 3. Professional Diploma ☐ 4. Bachelor's Degree ☐ 5. Master's Degree ☐ 6. PhD ☐																														
05	Position in the Council	1. Town Clerk ☐ 2. Town Secretary ☐ 3. Director ☐ 4. Manager ☐ 5. Professional employee ☐																														
06	Length of Service (In a council)	1. Less than 1 year ☐ 2. 2-5 years ☐ 3. 6- 10 years ☐ 4. 11-15 years ☐ 5. More than 16 years ☐																														
07	Category of your urban council	1. City ☐ 2. Municipality ☐ 3. Town ☐ 4. Local Board ☐																														
SECTION B: AN INFLUENCE OF STRATEGIC PLANNING IN DEVELOPING SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS FOR STRENGTHENING RESILIENCE OF ZIMBABWEAN URBAN COUNCILS Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box. Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree																																
08	Strategic planning	<table border="1"> <thead> <tr> <th></th> <th>SD</th> <th>D</th> <th>N</th> <th>A</th> <th>SA</th> </tr> </thead> <tbody> <tr> <td>a. There is strategic intent in my organisation</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>b. Strategies are regularly formulated and reviewed in my organisation</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>c. The implementation of strategies is effective in my organisation</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>d. My organisation monitor and has control over the implementation of strategies</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		SD	D	N	A	SA	a. There is strategic intent in my organisation						b. Strategies are regularly formulated and reviewed in my organisation						c. The implementation of strategies is effective in my organisation						d. My organisation monitor and has control over the implementation of strategies					
	SD	D	N	A	SA																											
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c. The implementation of strategies is effective in my organisation																																
d. My organisation monitor and has control over the implementation of strategies																																

SECTION C: ORGANISATIONAL BEHAVIOURAL FACTORS INFLUENCING THE DEVELOPMENT OF SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS FOR STRENGTHENING THE RESILIENCE OF ZIMBABWEAN URBAN COUNCILS Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box. Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree		
09	Organizational behavioural factors	SD D N A SA
	a. The culture of my organisation is flexible for the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
	b. The tall/flat structure of my organisation supports the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
	c. The technological innovation capability of my organisation supports the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
SECTION D: EMPLOYEE TRAITS AFFECTING THE DEVELOPMENT OF SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS FOR STRENGTHENING THE RESILIENCE OF ZIMBABWEAN URBAN COUNCILS Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree		
10	Employee traits	SD D N A SA
	a. Employees in my organisation are motivated for the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
	b. My organisation has competent employees for the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
	c. My organisation has committed employees necessary for the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐
SECTION E: LEADERSHIP STYLES AFFECTING THE DEVELOPMENT OF SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS FOR STRENGTHENING ORGANISATIONAL RESILIENCE OF ZIMBABWEAN URBAN COUNCILS Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree		
11	Leadership styles	SD D N A SA
	a. The democratic leadership style employed in my organization supports the development of strategic management frameworks	☐ ☐ ☐ ☐ ☐

	b. The authoritarian/autocratic leadership style used in my organization supports the development of strategic management frameworks	☐	☐	☐	☐	☐																								
	c. The laissez-faire style of leadership adopted in my organization supports the development of strategic management frameworks	☐	☐	☐	☐	☐																								
12	SECTION F: THE INFLUENCE OF STAKEHOLDER RELATIONSHIPS IN DEVELOPING SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS FOR RESILIENCE OF ZIMBABWEAN URBAN COUNCILS Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree <table border="1"> <tr> <th>Stakeholder involvement</th> <th>SD</th> <th>D</th> <th>N</th> <th>A</th> <th>SA</th> </tr> <tr> <td>a. Internal stakeholders are involved in the development of strategic management frameworks</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> <tr> <td>b. External stakeholders are involved in the development of strategic management frameworks</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>						Stakeholder involvement	SD	D	N	A	SA	a. Internal stakeholders are involved in the development of strategic management frameworks	☐	☐	☐	☐	☐	b. External stakeholders are involved in the development of strategic management frameworks	☐	☐	☐	☐	☐						
Stakeholder involvement	SD	D	N	A	SA																									
a. Internal stakeholders are involved in the development of strategic management frameworks	☐	☐	☐	☐	☐																									
b. External stakeholders are involved in the development of strategic management frameworks	☐	☐	☐	☐	☐																									
13	SECTION G: THE IMPACT OF DEVELOPING SUSTAINABLE STRATEGIC MANAGEMENT FRAMEWORKS ON STRENGTHENING RESILIENCE OF URBAN COUNCILS IN ZIMBABWE Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (✓) the appropriate box Key : SD=Strongly Disagree, D=Disagree, N= Neutral , A=Agree, SA=Strongly Agree <table border="1"> <tr> <th>Organisational resilience</th> <th>SD</th> <th>D</th> <th>N</th> <th>A</th> <th>SA</th> </tr> <tr> <td>a. Do you think with the development of sustainable strategic management frameworks, your organisation will be able to adapt to the changing environment</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> <tr> <td>b. Do you perceive your organisation recovering from the effects of volatile environment after developing sustainable strategic management frameworks</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> <tr> <td>c. Do you foresee your organisation being able to transcend in the volatile environment after developing sustainable strategic management frameworks</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>						Organisational resilience	SD	D	N	A	SA	a. Do you think with the development of sustainable strategic management frameworks, your organisation will be able to adapt to the changing environment	☐	☐	☐	☐	☐	b. Do you perceive your organisation recovering from the effects of volatile environment after developing sustainable strategic management frameworks	☐	☐	☐	☐	☐	c. Do you foresee your organisation being able to transcend in the volatile environment after developing sustainable strategic management frameworks	☐	☐	☐	☐	☐
Organisational resilience	SD	D	N	A	SA																									
a. Do you think with the development of sustainable strategic management frameworks, your organisation will be able to adapt to the changing environment	☐	☐	☐	☐	☐																									
b. Do you perceive your organisation recovering from the effects of volatile environment after developing sustainable strategic management frameworks	☐	☐	☐	☐	☐																									
c. Do you foresee your organisation being able to transcend in the volatile environment after developing sustainable strategic management frameworks	☐	☐	☐	☐	☐																									
END OF QUESTIONNAIRE																														

THANK YOU FOR SPARING YOUR TIME TO COMPLETE THIS QUESTIONNAIRE

Appendix 2: RESEARCH INTERVIEW GUIDE

CHINHOYI UNIVERSITY OF TECHNOLOGY



SCHOOL OF ENTREPRENEURSHIP AND BUSINESS SCIENCES

Researcher: Edward Chinongwa +263775870222 edwardchii@gmail.com

Supervisors - Dr N. Marima +263772410226 nephiri67@gmail.com

Title: 'Behavioural critical success factors for the development of strategic management frameworks: Towards strengthening organisational resilience of Urban Councils in Zimbabwe'.

- 1) To what extent does sustainable strategic planning influences the development of strategic management frameworks for strengthening organisational resilience of Zimbabwean urban councils?
- 2) How do organisational behavioural characteristics influence the formulation of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe?
- 3) How is the influence of employee traits in the development of sustainable strategic management frameworks necessary for strengthening organisational resilience of Zimbabwean urban councils?
- 4) To what extent does the impact of leadership styles has on the development of sustainable strategic management frameworks for strengthening organisational resilience of urban councils in Zimbabwe?
- 5) To what extent does stakeholders' relationships influence the development of sustainable strategic management frameworks relevant for strengthening organisational resilience of Zimbabwean urban councils?
- 6) How is the impact of the formulation of sustainable strategic management frameworks on strengthening organisational resilience of Zimbabwean urban councils?

*******END OF INTERVIEW GUIDE*******

Appendix 3: Research Consent Form



Title: Behavioural critical success factors for the development of strategic management frameworks: Towards strengthening organisational resilience of urban councils in Zimbabwe

Interview Consent Form

Participant Name:

Date:/...../.....

- I confirm that my participation in this research is voluntary.
- I understand that I will not receive any payment for participating in this research interview.
- I understand that most interviews will find the discussion interesting and thought provoking, I have the right to decline to answer any question or to end the interview.
- I confirm that the research will last in a reasonable time.
- I understand the researcher will not identify me by my name in any reports using information from this interview and that my confidentiality as a participant in this study will remain secure.
- I have read and understood the explanation provided to me.
- I have been given a copy of the consent form.
- I wish to review the notes, transcripts, or other data collected during the research interview.
- I agree that the researcher may publish documents containing questions answered by me.

By signing this form, I agree to the above stated terms and conditions

Participant's Signature

.....

Date Signed

...../...../.....

Researcher's Signature

.....

Date Signed

...../...../.....

Appendix 4: Research clearance letter – Chinhoyi University of Technology



Form GRSD 17 SEBS 11/2022

CHINHOYI UNIVERSITY OF TECHNOLOGY RESEARCH CLEARANCE LETTER

NAME AND NATIONAL ID OF RESEARCHER(S): Edward Chinongwa ID 27-113768-L-27

REG NUMBER: C21144756Y

SCHOOL OF: School of Entrepreneurship and Business Sciences

APPROVED RESEARCH TITLE: Behavioural factors affecting strategic management practices in urban Councils in Zimbabwe.

I hereby confirm that the above mentioned Researcher is a Postgraduate Researcher at Chinhoyi University of Technology. The proposed study met all the requirements as stipulated in the University Policies and guidelines and has been approved by the relevant committees.

The proposal adheres to ethical principles as outlined by the University. Permission is hereby granted to carry out the research as described in the attached approved proposal.

The main objective of the research is to: To explore behavioural factors affecting strategic management practices in urban Councils in Zimbabwe.

Expected Outcome: To proffer solutions to service delivery challenges bedevilling urban councils in Zimbabwe.

In addition, the Researcher is urged to adhere to international and national ethical guidelines, and all requirements by Chinhoyi University of Technology.

Best Regards

O. L. Kupika
Chairperson, University Research and Innovation Committee - Research Ethics

Tel: +263 6721 22203-5

E-mail: researchandgraduatestudies@cut.ac.zw



Appendix 5: Ministry of Local Government and Public Works clearance letter

MINISTRY OF LOCAL GOVERNMENT AND PUBLIC WORKS

Telephone 263 4 707615

Fax 263 4 797706

REF: ADM/23/8



ZIMBABWE

Office of The Secretary
P. Bag 7706
Causeway,
Harare

23 December 2022

Mr. Edward Chinonga
Chinhoyi University of Technology

APPROVAL TO UNDERTAKE AN ACADEMIC RESEARCH: MR. EDWARD CHINONGA: CHINHOYI UNIVERSITY OF TECHNOLOGY STUDENT

The above subject matter refers.

Please be advised that the Head of Ministry has approved your application to undertake a field research in Local Authorities on Exploration of Behavioural Factors Affecting Strategic Management Practises in Urban Councils in Zimbabwe.

Kindly be advised that the research findings should not be subject to external consumption and must be solely used for academic purposes. You are required to sign for Official Secrecy before commencement of the research project. In addition, a copy of the completed research project should be submitted to the Office of the Permanent Secretary of this Ministry.

It is hoped that the research findings will help the Ministry in coming up with relevant strategies in the study area undertaken.


I. Chazuka

Principal Human Resources Officer

FOR: PERMANENT SECRETARY FOR LOCAL GOVERNMENT AND PUBLIC WORKS

Cc: The Chief Director, Local Authorities



Appendix 6: Oath of Secrecy

DECLARATION OF SECRECY

In order that all Public servants understand their responsibilities in respect of official secrecy, the relevant extracts from those Acts which relate to official secrecy are tabled below.

a) Public Service Act - Chapter 271

First Schedule - acts of misconduct.

An officer shall be guilty of misconduct if:-

"11 Except in the discharge of his official duties or with the consent of the appropriate Minister and in accordance with such directions, if any, as the appropriate Minister may from time to time give him -

- a) he discloses information acquired in the course of such duties; or
- b) he uses for any purpose information gained by or conveyed to him through his employment in the Service, notwithstanding that he does not disclose such information; or
- c) he directly or indirectly, whether anonymously or otherwise makes any communication to the public in connection with any matter concerning the Service or any officer or department thereof, which is prejudicial to the Service;

Provided that the provisions of the sub-paragraph shall not apply in respect of a communication made with the authority or by an association recognised in terms of Section forty".

b) Official Secrets Act (Chapter 97)

This Act prohibits the wrongful disclosure of any official information and provides inter alia that any person in the employment of the state who -

- i) communicates information of a secret or confidential nature to any person other than a person whom he is authorised to communicate it or a person to whom it is in the interests of the state his duty to communicate it;
- ii) uses information of a secret or confidential nature in his possession in any other manner prejudicial to the safety or interests of the State;
- iii) fails to take reasonable care of, or so conducts himself as to endanger the safety of any information of a secret or confidential nature;
- iv) retains for any purpose prejudicial to the safety or interest of the State any official document which he has no right to retain or which it is contrary to his duty to retain, or fails to comply with any directions lawfully given him with regard to the return or disposal of such document;

Appendix 7: City of Bulawayo clearance letter



City of Bulawayo

All Communications
To be addressed to the
Human Capital Director

Human Capital Department
Municipal Buildings
L. Takawira Ave/J. Tongogara Street
P.O. Box 558
Bulawayo

Tel: (263-9) 75011
Fax: (263-9) 69701
Email: hcpdept@citybyo.co.zw
Website: www.citybyo.co.zw
Facebook: The City of Bulawayo
Twitter: @City of Bulawayo
Call Centre: 08084700 (Econet,
08004700 (Telone) (09)71290

Your Reference:

Our Reference: MT/LM.74-00-00

9th February, 2023

Mr E. Chinongwa
1225 Cowdray Park
BULAWAYO

Dear Mr Chinongwa

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH ON COUNCIL PREMISES:

Your letter on the above matter refers.

Please be informed that council acceded your request to carry out research within council premises subject to the following conditions:

- a) You should submit a copy of your research findings after completing the research exercise.
- b) Council is to be indemnified against any accident/mishaps, which may occur during the conduct of the research.
- c) The information gathered during research should be used for academic purposes only.

Accordingly, you may approach any of Council's Service Departments as appropriate for assistance.

Yours faithfully


HUMAN CAPITAL DIRECTOR



Appendix 8: City of Gweru clearance letter



If calling or phoning this matter.
Please ask for
MR NEMUSESO

ALL COMMUNICATIONS TO BE ADDRESSED TO THE CHAMBER SECRETARY

CITY of GWERU

CHAMBER SECRETARY'S DEPARTMENT

Municipal Offices

P.O. Box 278 Telephone 263-054-224071-9

Fax 263-054-24309-Gweru, Zimbabwe

E-mail: gweruchambersec@comone.co.zw

Your Ref:

Our Ref: JN/nmd/Personnel

22 November 2022

Edward Chinongwa
House No. 1075 Adelaide Park
Senga
GWERU

Dear Sir/Madam

RE: REQUEST TO CARRY OUT AN ACADEMIC RESEARCH IN GWERU CITY

I refer to your letter dated 14 November 2022 requesting to carry out a research and I am pleased to inform you that your request was considered and permission has been granted.

Please be kindly advised that permission is granted on the following conditions:

- 1) That you do not publish the name of Council officials.
- 2) That you also seek police clearance in the case that you want to interview residents.
- 3) That Gweru City Council shall not be liable of any action arising from your research.
- 4) That you undertake to deposit of the said research which shall be submitted to the

Town Clerk's office.


V.D CHIKWEKWE
CHAMBER SECRETARY



cc : *Human Resources Manager*
File

Appendix 9: City of Kadoma clearance letter

City of



Kadoma

Telephone: +263- 68-2122044/5/6
Fax: +263-68-2122681
Email: kadtown@africaonline.co.zw

Town Clerk/Chief Executive
Central Administration Department
P.O. Box 460
Kadoma
Zimbabwe

OUR REF

YOUR REF

ALL COMMUNICATIONS SHOULD BE ADDRESSED TO THE CHIEF EXECUTIVE

09 November 2022

Edward Chinongwa
House No. 1225
Cowdry Park
Bulawayo

Dear Sir/ Madam

**RE: PERMISSION TO COLLECT AN ACADEMIC RESEARCH DATA FROM
EMPLOYEES WITHIN YOUR INSTITUTION**

Reference is made to your letter dated 09 November 2022 and the letter from Chinhoyi University of Technology Form : GRSD 17 SEBS 11/2022 on the above mentioned subject.

Please be advised that your request to conduct research is granted and the information shall be used solely for academic purposes. A copy of results should be given to council. By copy of this letter Heads of Department are requested to assist you.

Yours faithfully


W.MANGWENDE
CHAMBER SECRETARY

Cc : Town Clerk
All Head of Departments

VISION: A SMART SERVICE SANCTUARY BY 2030

Appendix 10: Municipality of Chinhoyi clearance letter



Municipality of Chinhoyi

The Park

Telephone: 22156, 22456, 22479

Fax: 22554

**PLEASE ADDRESS ALL
CORRESPONDENCE TO
THE TOWN CLERK**

Office of the Town Clerk
P.O. Box 93
Chinhoyi
Zimbabwe

OUR REF.....
YOUR REF.....

16 December 2022

ATTENTION: EDWARD CHINONGWA

Dear Sir/Madam

RE: APPROVAL OF AUTHORITY TO UNDERTAKE AN ACADEMIC RESEARCH

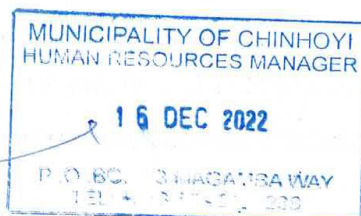
Reference is made to your letter dated 23 November 2022 and we acknowledge the contents therefore.

Council has approved your request to undertake your academic research in your area of jurisdiction.

Wishing you the best

Yours faithfully

A CHARUMA
Human Resources Manager



Appendix 11: Zvishavane Town council clearance letter



Correspondence should not
be addressed to individuals

ZVISHAVANE TOWN COUNCIL

P.O. Box 5
Telephone: 2184/2555/2465
Fax: 4214
ZVISHAVANE
Email: admin@ztc.org.zw

23 January 2023

Mr. Chinongwa Edward
House No. 1075
Adelaide Park, Senga
Gweru

Dear Sir,

RE: PERMISSION TO CONDUCT AN ACADEMIC RESEARCH

Reference is made to the above subject matter.

The request to conduct academic research on “An exploration of behavioural factors affecting strategic management practices in urban councils in Zimbabwe”. A case of **Zvishavane Town Council** is being granted on condition that:

The research findings will be used for academic purposes only. The findings and recommendations from the research are to be shared with the Council; this would benefit the local authority and the community as whole.

Wish you the best in your studies.

Yours faithfully,

B. NCUBE

ACTING DIRECTOR CENTRAL ADMINISTRATION



Appendix 12: Ruwa Local Board clearance letter



RUWA LOCAL BOARD

P O Box 153
Ruwa

*All correspondence to be
Addressed to the Secretary*

Telephone: 024213 2638/9, 3205, 2854
E-mail: ruwatown@gmail.com
Website: ruwalocalboard.co.zw

Ruwa A/13/2(a)

28 February 2023

Mr. Edward Chinongwa
Adelaide Park
Senga
GWERU

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH

We refer to your letter dated 23 November 2023, requesting for permission to carry out research in Ruwa. Your research is entitled, "An exploration of behavioral factors affecting strategic management practices in Urban Councils in Zimbabwe".

We have no objection to your request. However, you are allowed to conduct your research subject to the following conditions: -

1. That, in conducting your research you shall respect Council Procedure and protocol with regards to communication and permission to enter Council premises or interview Council employees or Councillors and obtaining information whether verbal or documented from Council employees/officials and Councillors.
2. That, in conducting your research you will give due respect to employees and individuals irrespective of their grades.
3. That, during the course of your research you do not behave or conduct yourself by way of action, expression or statements in a manner that is likely to cause alarm and despondency among Council employees.

INVESTING INTO THE FUTURE

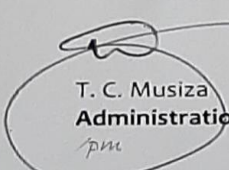
4. That, in conducting your research you shall comply with COVID-19 regulations and protocols.
5. That, you shall submit a written undertaking indicating that the findings of your research **shall not be published without the prior written consent of the Council**, and the findings **shall be treated as strictly confidential information** to be used for **no other purposes other than your academic requirements only**.
6. That, you shall sign the Official Secrecy form before carrying out the research.
7. That, you shall submit a copy of your research to the Ruwa Local Board before submission of the final research to Chinhoyi University of Technology to check accuracy of information obtained from Ruwa Local Board.
8. That you shall submit a copy of the final research to Ruwa Local Board.

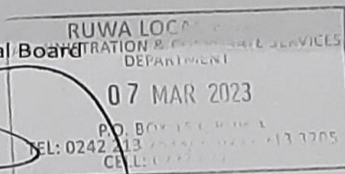
You are therefore required to submit your written undertaking duly signed before we grant you permission to conduct the research.

Thank you.

Yours faithfully

For and on behalf of Ruwa Local Board


T. C. Musiza
Administration Manager



Appendix 13: TURNITIN REPORT

Similarity Report	
PAPER NAME	AUTHOR
EDWARD CHINONGWA THESIS 2ND PL G CHECK.docx	Edward Chinongwa
WORD COUNT	CHARACTER COUNT
58447 Words	346800 Characters
PAGE COUNT	FILE SIZE
166 Pages	2.2MB
SUBMISSION DATE	REPORT DATE
Jun 3, 2024 9:22 AM GMT+2	Jun 3, 2024 9:24 AM GMT+2
● 17% Overall Similarity The combined total of all matches, including overlapping sources, for each database. • 8% Internet database • 3% Publications database • Crossref database • Crossref Posted Content database • 14% Submitted Works database	