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2024

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The Strategy Implementation Challenges at a South African Air Navigation Services Provider

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg 2024

Protocol number: WBS/BA243025/780

DECLARATION

I, Sibusiso Welcome Nkabinde, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.



_____

Sibusiso Nkabinde

Signed at: Johannesburg

On the 29th August 2024

DEDICATION

In humble acknowledgement of the divine guidance that permeates every endeavour, this research paper is first and foremost, dedicated to God, the omnipotent and omnipresent, without whom this journey would not have been possible. His grace and mercy have been my stronghold and source of strength throughout this process.

Secondly, this work is dedicated to my beloved children, Ayanda, Khulubuse, Sibuphiwubuhosi, and Maya. You are the heirs of the fruits of my development and the beacon of hope that lights my path. This accomplishment is not just mine, but ours. May this serve as a testament to the power of perseverance and the pursuit of knowledge. May this work inspire you to reach for the stars, to never stop learning, and to always strive for excellence. Remember that with God by your side and a will to succeed, nothing is impossible.

ACKNOWLEDGEMENTS

This intellectual journey would not have been possible without the invaluable contributions of many individuals who have enriched and inspired me along the way.

First and foremost, I owe my deepest gratitude to my wife, Simphiwe Nkabinde. She has been my constant source of support, guidance, and encouragement throughout this challenging process. Despite the many sacrifices and sleepless nights, she has always shown patience, understanding, and constructive criticism. She has been the anchor that kept me grounded in times of turmoil.

To my parents, the foundation of my life, I express my enduring appreciation and admiration. Your support and encouragement have motivated me to pursue my dreams and overcome any obstacles. Your wisdom, love, and resilience have shaped the person I am today. Hlalithwa!

Dr. Manamela Matshabaphala, my esteemed supervisor, deserves a special mention. He has been an excellent mentor who balanced rigour and flexibility, allowing me to explore my ideas and refine my arguments. His insightful guidance has not only enhanced this research but has also fostered a culture of intellectual curiosity and creativity.

Lastly, I extend my heartfelt thanks to the South African Air Navigation Service Provider. Beyond being the subject of this study, the ANSP has been the catalyst of my career and development. The sponsorship for these studies is more than a financial contribution; it reflects the organization's commitment to nurturing the potential of its employees.

To each of these individuals and entities, I convey my sincere gratitude. This journey has been a collective endeavour, and your contributions have made it richer, more insightful, and immensely rewarding.

SUPPLEMENTARY INFORMATION

Supervisor: Dr Manamela Matshabaphala

Word count †: 40 282

Supplementary Files: APPENDIX A – INTERVIEW GUIDE

APPENDIX B - PARTICIPANT INFORMATION SHEET

APPENDIX C - CONSENT FORM

APPENDIX D - ETHICAL CLEARANCE LETTER

† Including the Abstract and excluding the References

ABSTRACT

This research delves into the intricate dynamics of strategy implementation challenges faced by the South African Air Navigation Services Provider (ANSP) within the broader context of the aviation industry. Employing a systematic analysis, the study identifies key challenges, encompassing organizational culture, change management, human capital management (HCM), stakeholder engagement, and architectural issues. The findings highlight the intricate interplay between organizational architecture and culture, organizational effectiveness, human capital harmony, and cultural challenges within the ANSP. The study proposes targeted recommendations to address these challenges, emphasizing an integrated approach intertwining organizational architecture and culture. Recommendations span dimensions such as alignment with global and departmental strategies, refinement of organizational architecture, and mitigation of political interference. The research delves into challenges related to organizational effectiveness, advocating for improvements in stakeholder engagement, strategic management processes, and a cultural shift to overcome bureaucratic challenges. Emphasizing the importance of HCM, the study recommends measures for stability in management, talent development, and knowledge management. Addressing employee development and cultural fit in recruitment, the study advocates for the establishment of plans and deliberate initiatives aligning talent practices with organizational culture. In conclusion, this study offers a comprehensive examination of strategy implementation challenges at the South African ANSP, providing nuanced recommendations with broader applicability beyond organizational boundaries. The insights derived aim to contribute to the enhancement of strategy implementation processes, benefiting not only the South African ANSP but also regional and global stakeholders in the aviation industry.

Keywords: Strategy implementation, Organizational culture, Organizational architecture, Human capital management, Organizational development, Stakeholder engagement, Change management, Aviation industry, South African Air Navigation Service Provider.

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1. INTRODUCTION

1.1. Background of the Study

The success of any business hinges on effective strategy implementation. It can always be assumed that organizational resources will be wasted when the strategy is not implemented (Vigfusson, Johannsdottir, & Olafsson, 2023). The seminal argument is from Olson, Slater, and Hult (2005), who state that implementing strategy requires a lot of effort, of which, if not exerted, an organization will inherently face problems that resemble issues reported decades in the past. Effective strategy formulation must be accompanied by effective strategy implementation because the strategy itself is unable to guarantee success until it is effectively implemented (Hitt, et al., 2017) (Raes, Heijltjes, Glunk, & Roe, 2011) (Sull, Homkes, & Sull, 2015). An appropriate analogy is the activity of building a house which requires more than a good layout design (the strategic plan). High-quality building materials, the right equipment and a capable team of project managers, electricians, bricklayers, plumbers, etc. are required, all working together (implementation) in erecting the house. Additionally, an effective evaluation of the strategy must be put in place (Lee & Puranam, 2016). The failure to measure the effectiveness of a strategy may result in gross misalignment, unintentional results and wasted resources. It is against this background that Lee and Puranam (2016) argue that even imperfect strategies must be implemented perfectly. This allows the organization to troubleshoot the strategy when the execution of the strategy does not achieve the desired results. Of even more significance is that the implementation of strategy is far more difficult and complicated than strategy development (Andrews, Boyne, Law, & Walker, 2011).

1.1.1. **Strategy Implementation Challenges**

The biggest challenge in implementing strategy is the failure to transform strategic intent into tangible factors, resources and competencies required to achieve the intent. The organization should make provision for resources whose primary function is to control performance in line with the strategy. A firm understanding of the strategy implementation process remains highly underdeveloped (de Oliveir, Carneiro, & Esteves, 2019) . Because of this, organizations are remarkably diverse in how they measure strategy implementation effectiveness, and this is a significant anxiety for managers and organizations. Hrebiniak (2006) argues that several factors form obstacles to effective strategy implementation. These are:

i. Managers are trained to plan, not execute in most MBA programs, students are taught how to craft several types of strategies such as competitive, marketing, financial and human resources strategies. However, there are usually no core courses that deal exclusively with execution.
ii. Top-level managers believe that strategy implementation is below them and should be best left to lower-level employees: high-level managers often believe that their role is to plan and think strategically while the lower levels, where less

skill is required are responsible for implementing. Unfortunately, this then undermines the implementation process to the extent that when things do not go well, as is often the case, the blame is placed squarely on the implementers and not the planners. This notion is further supported by Friesl, Stensaker and Colman (2021) who argue that both top and middle managers must be full participants in conceptualizing strategy formulation.

iii. Planning and execution are interdependent: strategy development/ formulation and execution are separate and distinguishable components of the strategic management process. The strategy must exist before it can be implemented. However, these components are interdependent because the success of the strategy will be best achieved when those responsible for the implementation are also part of the planning/formulation process. Furthermore, strategic success requires a concurrent view of planning and viewing. Managers must apply their minds to execution as they are formulating. Execution will bring challenges which have to be contemplated during the formulation process.

iv. Implementation is a process that takes longer than formulation.

v. Implementation involves more people than strategy formulation.

Schuler, Orr and Hughes (2023), argue that middle managers will have similar and different perceptions of realities about new strategies. Similar perceptions arise from common attitudes while the different perceptions arise from differences in attitudes. Furthermore, the perceived realities are based on how middle managers make sense of other middle managers and these similar and different realities have a relationship with all middle manager's implementation behaviour. This view is a stark contrast with that of Hrebiniak (2006), above, while it is also complementary. Schuler, et al. (2023) fixate on middle managers as the implementing agents of strategy while Hrebiniak (2006) has made it clear that implementation must include top-level managers and middle managers. As such, the assessment of perceived realities by middle managers and their implementation behaviours should also be extended to top-level managers for their role in implementing strategy.

1.1.2. **The South African Air Navigation Service Provider (ANSP)**

The provision of Air Traffic Management (ATM) is generally the responsibility of the state to ensure that an intricate network of air routes, ground and air navigation infrastructure and the safe separation of air traffic movements is provided while the capacity to have the air traffic is delicately balanced with the demand for such services. Each state government carries the responsibility of the provision of ATM as a safety-critical obligation (Arblaster & Zhang, 2020).

ANSPs are the entities or institutions that states deploy to provide ATM and associated services. In cases where the ANSP has been commercialized as a State-Owned Enterprise (SOE), it is often the result that the ANSP is a monopoly in the provision of ATM in that state. How the ANSP is owned may vary from being a department within government, being an agency belonging to the Department of Transport, being an SOE, or being a public-private partnership organization with for-profit and not-for-profit

motivations (EUROCONTROL, 2017). Although history shows that most states prefer state ownership and control, an analysis of the ownership arrangement of several ANSPs indicated that the privatization of ANSPs has a direct relationship to how the ANSP responds to the requirements of the users, lowering of charges levied, quality of service, continuous improvement and keeping up with emerging technologies due to competition, or the threat thereof, both in the short and in the long term (Button & McDougall, 2006) (McDougall & Roberts, 2008) (Lewis & Zolin, 2014).

For a public good such as ATM, economic oversight is a necessity in the instance of a monopoly ANSP to ensure that there are imposed controls over the cost-effectiveness, quality of services, and return on investment effectively and efficiently (Arblaster & Zhang, 2020). The economic regulation ensures that the ANSP is accountable for the profits that it makes, is efficient in the deployment of ATM infrastructure, is conscious and deliberate in addressing current and future ATM requirements and is thrift in managing its costs.

The funding of commercialized SOE ANSPs is generally through the users, mainly airlines, paying for the services rendered and this could range between five and ten percent of their operating costs (Dempsey-Brench & Volta, 2018). This is the main source of revenue for the ANSP and other, albeit secondary income, is through ancillary services related to ATM. However, although the main users of Air Navigation Services (ANS) are airlines, there also are non-scheduled airlines, General Aviation (GA), military operations, medical rescue operations, human relief operations and Remotely Piloted Aircraft System (RPAS) operations that also require and utilize ATM services.

According to the International Civil Aviation Organization (2013) and Materna (2019), Economic oversight can be exercised in various forms, with options being:

(a) application of competition law,
(b) fallback regulation,
(c) institutional requirements (institutionalized checks and balances),
(d) price cap regulation (incentive-based regulation; and
(e) rate of return regulation

South Africa is a state that has implemented its ANSP as an SOE with economic oversight, commonly referred to as the economic regulation, being the price cap regulation. The economic regulation is performed by a Regulating Committee which operates autonomously, although appointed by the minister of transport, and the committee is responsible for ensuring efficiencies in the delivery of ATM and eliminating the need for subsidization and, through a Memorandum of Incorporation (MOI) approve the:

(a) “financial forecasts for five years,
(b) proposed charges for the ATM services,
(c) capital expenditure plan to provide future capacity,
(d) details of any proposed curtailment or termination of services, and
(e) proposed service standards and other elements” (Prins & Lombard, 1995).

The Economic Regulator performs the economic oversight of the South African ANSP through a regulatory price cap.

The South African ANSP is therefore regulated to deliver on the above. However, it also delivers other ancillary services to the ATM community which are categorised as "non-regulated" business.

The ANSP in its Strategy 2025 has described its strategic focus areas as follows:

i. ***Service Excellence:*** to meet and exceed customer's needs and expectations;
ii. ***Sustainability:*** to create a resilient and responsive organization that can create long-term value;
iii. ***Innovation:*** to create an adaptive organization that is at the next frontier of development and advancement.

The following are the 8 strategic objectives of the ANSP, together with 17 Key Performance Indicators:

Financial Capital

National Development Plan NDP 2030:
Chapter 4 - Economic Infrastructure

Medium Term Strategic Framework (MTSF):
Outcome 4 Decent employment through inclusive economic growth
Outcome 6 An efficient, competitive and responsive economic infrastructure network

The Seven priorities
Priority 1: Economic Transformation and Job Creation

DoT Strategic Priorities
Infrastructure build that stimulates economic growth and job creation

South African Economic Reconstruction and Recovery Plan
Priority 1: Infrastructure investment and delivery
Priority 9: Macro-economic policy interventions

Objective	KPI	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)
1. Maintain financial sustainability	1. Current Ratio	2.0	2.0	2.0
	2. Total Operating Expenditure	≤R1.409 billion	≤R1.487 billion	≤R1.617 billion
	3. Capex Capitalisation	156m	491m	467m
	4. Audit Outcome	Clean Audit	Clean Audit	Clean Audit

Manufactured Capital

National Development Plan NDP 2030:
Chapter 12: Building Safer Communities

Medium Term Strategic Framework (MTSF):
Outcome 3 All people in South Africa are and feel safe

The Seven priorities
Priority 5: Social Cohesion and Safe Communities

DoT Strategic Priorities
Priority 3: Infrastructure build that stimulates economic growth and job creation

South African Economic Reconstruction and Recovery Plan
Priority 5: Support for the recovery and growth of the tourism, cultural and creative industries

Objective	KPI	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (202526)
2. Ensure safety and efficiency of operations	5. SMS Maturity	SMS Maturity Level C plus 45% level D	SMS Maturity Level C plus 50% level D	SMS Maturity Level C plus 55% level D
	6. Accident rate	Zero ATS related Accidents/100 000 Flight Hours	Zero ATS related Accidents/100 000 Flight Hours	Zero ATS related Accidents/100 000 Flight Hours
	7. Serious incident rate	≤4 serious (Cat A & B) safety incidents/100 000 Flight Hours	≤4 Serious (A+B) Incidents/100 000 Flight Hours	≤4 Serious (A+B) Incidents/100 000 Flight Hours
	8. On time Performance	98%	98.25%	98.50%

Intellectual Capital

National Development Plan NDP 2030:
Chapter 9: Improving Education, Training and Innovation

Medium Term Strategic Framework (MTSF):
Outcome 5: A skilled and capable workforce to support an inclusive growth path

The Seven priorities
Priority 2: Education, Skills and Health

DoT Strategic Priorities
Priority 7: Innovation

South African Economic Reconstruction and Recovery Plan
Priority 1: Infrastructure investment and delivery
Priority 2: Industrialisation through localisation

Objective	KPI	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)
3. Be the leading training academy on the continent	9. Diversification of training product line and offering	One new product line developed and ready to offer to customers.	Two new product line developed and ready to offer to customers.	Two new product line developed and ready to offer to customers.
4. Create an adaptive and innovative enterprise	10. Digital transformation	Implementation of the Digital Transformation annual plan (≥80%) - **Infrastructure Modernisation**	Implementation of the Digital Transformation annual plan (≥80%) - **Application Modernisation**	Implementation of the Digital Transformation annual plan (≥80%) - **Data Modernisation**
	11. % Completion of R&D projects to enhance safety, efficiency & environment	80% completion of R&D projects as per approved plan	80% completion of R&D projects as per approved plan	80% completion of R&D projects as per approved plan

Human Capital				
National Development Plan 2030 Chapter 9: Improving Education, Training and Education				
Medium Term Strategic Framework (MTSF): Outcome 4 Decent employment through inclusive economic growth				
The Seven priorities Priority 1: Economic Transformation and Job Creation				
DoT Strategic Priorities Priority 6: Job Creation				
South African Economic Reconstruction and Recovery Plan Priority 4: Gender equality and economic inclusion of women and youth Priority 7: Mass public employment interventions				
Objective	**KPI**	**Year 1 (2023/24)**	**Year 2 (2024/25)**	**Year 3 (2025/26)**
5. Develop future-fit workforce	12. Organisation Design Implementation	Implement 50-60% of the targets set out in the OD Migration and Transition Plan	Implement 60-100% of the targets set out in the OD Migration and Transition Plan	N/A
	13. Culture and Values embedding	Implement 60-80% of the action plans to enable the desired culture and the embedding of the ATNS value	Implement 80-100% of the action plans to enable the desired culture and the embedding of the ATNS value	N/A

Table 1: South African ANSP Strategic Objectives and KPI's (South African ANSP, 2023)

1.2. Research Problem

The successful implementation of strategic initiatives is crucial for the provision of ANS in South Africa to ensure efficient and safe ATM. However, the South African ANSP faces several challenges in effectively implementing its strategies. This research statement aims to identify and analyse the specific challenges that hinder the successful implementation of strategies in the ANSP.

Despite having well-defined strategies, the organization struggles to execute them effectively, leading to potential inefficiencies and compromised ATM. The following key challenges are identified:

1.2.1. **Organizational Culture (OC) and Change Management:**

Implementing strategic changes within the South African ANSP requires navigating OC and effectively managing change. The organization struggles to foster a culture that embraces change and encourages employees to adopt new practices and processes. Resistance to change, lack of employee buy-in, and inadequate change management strategies hinder the successful implementation of strategies and impede the organization's ability to adapt to evolving industry requirements.

1.2.2. **Human Capital Management:**

Efficient human capital management (HCM) is critical for successful strategy implementation. The South African ANSP faces challenges related to human resource planning, recruitment, training, and retention. Inadequate staffing levels, insufficient skills and competencies, and difficulties in attracting and retaining talented personnel hinder the organization's ability to implement strategies effectively. Moreover, low employee morale and engagement negatively impact the organization's overall performance and the successful execution of strategic initiatives.

1.2.3. **Stakeholder Engagement and Collaboration:**

The South African ANSP faces difficulties in engaging and collaborating with various stakeholders, including regulatory authorities, airlines, pilots, and air traffic controllers. Limited involvement and communication gaps hinder the alignment of stakeholders' interests and goals with the strategic objectives of the South African ANSP. This lack of collaboration creates barriers to the smooth implementation of strategies and undermines the overall effectiveness of ATM.

By addressing these challenges, the South African ANSP can enhance their strategy implementation processes, improve operational efficiency, and ensure the provision of safe and effective ATM services.

1.3. Objective of the Study

The objective of this study is:

1.3.1. To investigate the factors leading to strategy implementation challenges at a South African ANSP.
1.3.2. To present the findings on strategy implementation at a South African ANSP.
1.3.3. To interpret and analyse the findings on strategy implementation at a South African ANSP.
1.3.4. To recommend strategies for strategy implementation at a South African ANSP.

1.4. Research Questions

The research will seek to answer the following questions:

RQ No	Research question	Prop No	Proposition
RQ1	What are the factors leading to strategy implementation challenges at a South African ANSP?	P1	The Organizational Culture and change management, human capital management, and stakeholder engagement and collaboration of the South African ANSP are not aligned with the strategy of the ANSP.
RQ2	What are the trends during strategy implementation at a South African ANSP?	P2	Consultation with internal and external stakeholders is not conducted effectively, resulting in the lack of buy-in and gross misalignment.
RQ3	What are the strategies for consideration for strategy implementation at a South African ANSP?	P3	Alignment to the global and regional strategic plans while ensuring effective alignment with internal and external stakeholders. Prioritising strategy implementation

Table 2: Research Questions and Propositions

1.5. Significance of the Research

The outcomes of this research endeavour aim to contribute to the expanding body of knowledge in strategic management within the aviation industry, specifically in the context of ANS. This study holds significance for various stakeholders involved in implementing strategy in that:

1.5.1. It will provide valuable insights to the management of the South African ANSP, enabling them to gain a deeper understanding of the challenges encountered during the implementation of formulated strategies.

1.5.2. The findings will be essential for all stakeholders who participated in formulating the ANSP Strategy and those with a vested interest in the organization's performance in implementing the strategy. This includes individuals involved in shaping future strategies for the South African ANSP.

1.5.3. The research outcomes will benefit consultants who can leverage the insights and related findings to develop and execute strategies in similar environments.

Overall, this study seeks to generate knowledge that is relevant and applicable to the strategic management of the aviation industry, offering insights and recommendations that have practical implications for the South African ANSP and other organizations operating in similar contexts. The findings of this study will seek to add to the growing body of knowledge on strategic management in the aviation industry, particularly in ANS. The study will be important to various stakeholders.

1.6. Delimitations of the study

This research focused exclusively on the strategy implementation within the South African ANSP, excluding challenges in other ANSPs or broader aviation industry aspects due to limited resources and time.

The study is delimited by the following:

1.6.1. The research captures insights from participants during interviews, without validating the absolute accuracy of their information, and presents findings as reported.

1.6.2. The study does not quantify the impact of observed phenomena in financial terms but assesses them broadly and anecdotally, recognizing their subjective nature.

These delimitations ensure the research remains focused and feasible within the scope of the South African ANSP's strategy implementation.

1.7. Assumptions of the Study

The research is based on the following primary assumptions:

1.7.1. The interviewees possess relevant knowledge and expertise on strategy implementation in ANSPs, with the expectation that their professional experience will offer valuable insights into the challenges faced.
1.7.2. The interviewees are expected to share their experiences and opinions openly and honestly, providing a comprehensive understanding of the research topic.
1.7.3. The interviewees have diverse perspectives and experiences related to strategy implementation in ANSPs, ensuring a broad spectrum of views is captured.
1.7.4. The interviewees' responses reflect their individual experiences and may not represent the views of the entire ANSP population, recognizing the subjectivity of their insights.
1.7.5. The interviewees will provide accurate and reliable information to the best of their knowledge, acknowledging potential biases or gaps in their recollection that may affect the data's accuracy.

1.8. Summary

This chapter highlights the critical importance of effective strategy implementation for business success, emphasizing the risks to organizational resources when strategies are poorly executed. It identifies challenges in translating strategic intent into action, including inadequate managerial training, the complexity of the implementation process, and the perception of implementation as a low-priority task for top managers. The South African ANSP, a State-Owned Enterprise under economic oversight, faces significant challenges in implementing its strategies, particularly in areas of organizational culture, human capital management, and stakeholder engagement. The research aims to investigate these challenges, present findings, and recommend strategies for improvement, contributing valuable insights to strategic management within the aviation industry. The study is focused on the South African ANSP, excluding broader industry challenges due to resource and time constraints, and sets the stage for understanding the importance of strategy implementation in this specific context.

2. LITERATURE REVIEW

2.1. Introduction

Snyder (2019) argues that the foundation of academic research lies in building upon existing knowledge, regardless of the field. Understanding and accurately connecting with the existing body of knowledge are essential aspects of producing new knowledge. However, as the field of business research experiences an unprecedented acceleration in knowledge production, accompanied by fragmentation and interdisciplinarity, staying up to date with innovative research and comprehensively evaluating the cumulative evidence has become challenging. This is where the literature review emerges as a research method of greater significance than ever before. This chapter establishes the principles for the identification of challenges in the implementation of organizational strategies.

2.2. The Concept of Strategy

Noe, Hollenbeck, Gerhart, and Wright (2015) define strategy as the overall plan or design behind a war or battle, which translates into the organizational context as the strategic management process of addressing competitive challenges and aligning an organization's goals, policies, and sequences into a unified framework. This concept of strategy finds its origins in military literature, including works such as The Art of War by various authors like Tzu, von Clausewitz, Machiavelli, and De Jomini (2012). Over time, the concept of strategy has become central to how organizations conduct their business.

Ansoff and McDonnell (1990) emphasize the importance of strategy in guiding an organization's business activities and serving as a unifying thread throughout its operations. They argue that strategy is not a static element but a dynamic process that continuously evolves to align with the organization's goals and the external environment. At the core of strategy lies the concept of product-market scope, which refers to the specific combinations of products or services offered by the organization and the markets it serves. Defining and refining the product-market scope enables organizations to identify target customers, understand their needs, and create value propositions that differentiate them from competitors.

The product-market scope acts as a strategic compass, influencing decision-making and resource allocation within the organization. It shapes the overall direction of the business, determining market entry or exit, product development or discontinuation, and effective positioning to capture market opportunities. Ansoff and McDonnell (1990) stress that the product-market scope should not be rigid but should be regularly reviewed and adjusted in response to changing market dynamics, emerging technologies, and evolving customer preferences. This adaptive approach allows organizations to seize new opportunities, mitigate risks, and maintain competitiveness.

By utilizing the concept of product-market scope, organizations can establish a cohesive and coherent strategy aligned with their business objectives. It enables informed decision-making, effective resource allocation, and navigation of the complexities of the marketplace, leading to sustainable competitive advantage and long-term success.

The significance of strategy in organizational success is widely recognized across various disciplines, including economics, organizational theory, sociology, psychology, and management (Guerras-Martin, Madhok, & Montoro-Sanchez, 2014). However, the evolution and understanding of strategy have been influenced by different perspectives and interests, resulting in fragmented descriptions of the concept. This highlights the importance of maintaining a unity of purpose within organizations and ensuring coherent orientations to foster effective strategy formulation. Both internal and external contexts of the organization are crucial to its strategy, and OC plays a fundamental role in aligning these elements (Lee G. J., 2019) (Tallman, Shenkar, & Wu, 2021).

Thompson et al. (2018) outline the strategic management process, consisting of strategy-making (formulation) and strategy-execution (implementation) phases. The implementation phase involves setting the direction of the organization, making decisions based on diagnosis, delivering, and executing the chosen strategy, and diagnosing developments for corrective adjustments to the organization's objectives.

In this research, the focus is specifically on the implementation phase of the strategic management process.

2.3. Strategy Implementation

According to Cristian-Liviu (2013), managers face a significant challenge when trying to implement a new strategy within the existing cultural context of their organization. This challenge arises because managers often seek change through strategy implementation, while lower-level managers and employees prefer maintaining the status quo. This tension between change and resistance within the OC poses a significant hurdle for managers.

Lee (2019) supports this viewpoint by highlighting the substantial potential of OC as a powerful force that underlies and profoundly influences organizational architecture (OA). OC defines how things are done within the organization, shaping behaviours, norms, and values.

Tallman, Shenkar, and Wu (2021) argue that culture plays a crucial role in how external factors in the business environment affect strategic decision-making, execution, and performance outcomes. Understanding the influence of culture on these processes is essential for organizations to not only coexist with their environment but also thrive within it. An organization cannot exist in isolation but must adapt to its environment.

Considering these perspectives, the following theories form the foundation of this literature review:

2.3.1. OA, which focuses on the design and structure of organizations to support strategy implementation.
2.3.2. Organizational Development (OD), which encompasses planned interventions and practices to enhance organizational effectiveness and adaptability.
2.3.3. HCM, both internal and external, which addresses the attraction, development, and retention of talented individuals to drive organizational success.
2.3.4. OC, which examines the shared values, beliefs, and norms that shape behaviour and decision-making within the organization.

These theories provide a comprehensive framework for understanding the challenges and dynamics associated with strategy implementation about OA, development, HCM, and culture.

2.4. Theoretical framework

2.4.1. **Organizational Architecture**

Brickley, Smith, and Zimmerman (1995) conducted research highlighting the primary economic challenge faced by both individual organizations and entire economic systems, which is the need to ensure decision-makers have access to relevant information for making effective decisions. They emphasize that OA is the framework that addresses these challenges. According to their findings, there are three important components of OA: the assignment of decision rights among individuals, the performance evaluation system, and the reward system.

Brickley, Smith, and Zimmerman (1995) also make a noteworthy distinction regarding decision-making in heavily regulated organizations. They suggest that top management in these organizations tends to possess a greater share of relevant information, leading to more centralized decision-making and less emphasis on formal performance evaluation and pay-for-performance systems. On the other hand, larger companies operating in unregulated industries and facing significant foreign competition are more likely to distribute decision rights among managers and employees, resulting in decentralized decision-making. This highlights the impact of hierarchy and decision-making processes on strategy implementation.

However, Lee (2019) offers an expanded definition of OA. Lee argues that creating and analysing an OA serves as a comprehensive model and assessment of the entire organization. It enables the consideration of essential managerial elements during the launch or redesign process and can also function as a diagnostic tool to gain deeper insights into organizational challenges. Lee emphasizes that OA is not a one-time activity but an iterative process, continuously reviewed to control the effectiveness of

the strategy. Furthermore, Lee critiques popular OA models for their lack of an explicit external dimension to the organization.

The following table illustrates three popular examples of OA models proposed over the years:

Mckinsey's '7s' framework	Jay Galbraith's 'star' model	Dutta & Manzoni (1999)
Strategy	Strategy	People
Structure	Structure	Culture
Systems	Rewards	Systems/ structure
Staff	Processes	Processes
Skills	People	Technology
Style		
Shared Mindset		

Figure 1 Three Popular Organizational Architecture Models (Lee G. J., 2019)

Lee (2019) therefore proposes the following OA model:

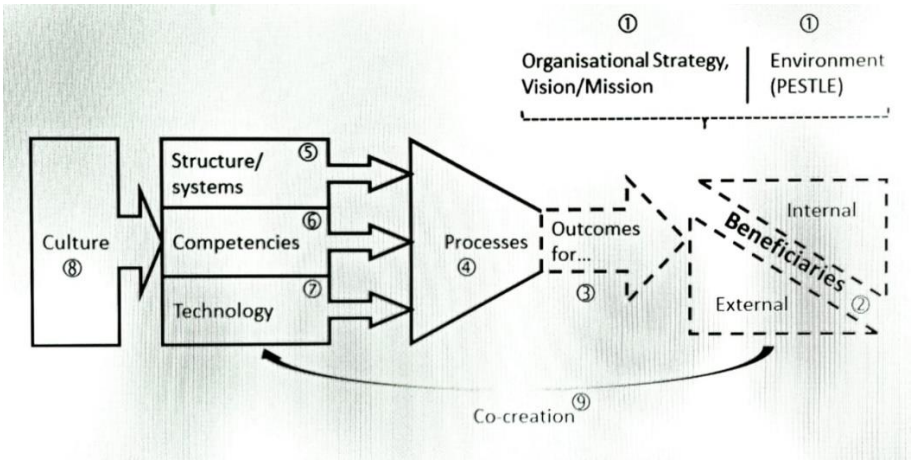


Figure 2: Lee's Organizational Architecture Model (Lee G. J., 2019)

Whereby:

i. Inputs into the architecture: Firstly, the organizational strategy, mission, and vision, secondly, the external environment (part of the why the organization exists).
ii. Beneficiaries: The targets of the architecture (part of why the organization exists)
iii. Outcomes of the architecture (part of why the organization exists)
iv. Processes (how value is created)
v. Organizational systems & structures (process enabler)
vi. Competencies (process enabler)
vii. Technologies (process enabler)
viii. OC (underlying process enabler)

Despite Lee's (2019) criticism of the other popular OA models, those models and Lee's (2019)model all carry the common denominator of OC.

McKinsey's 7s model (2008) is depicted as follows:

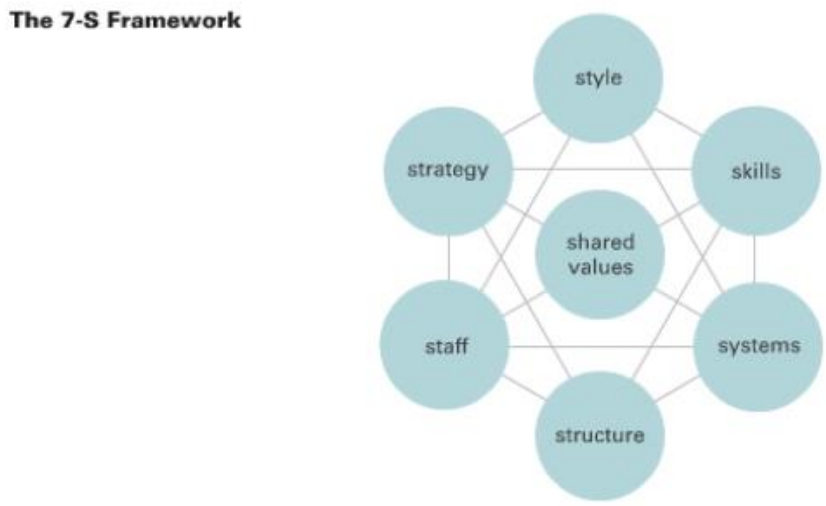


Figure 3: The McKinsey 7-S Framework (McKinsey & Company, 2008)

McKinsey and Company (2008) describe the elements of the model as follows:

i. Strategy refers to the plan adopted by an organization to establish and sustain a competitive advantage over its competitors.
ii. Structure encompasses the organizational arrangement, including the division of departments and teams, as well as the reporting relationships within the organization.
iii. Systems encompass the day-to-day activities and procedures followed by the staff to accomplish their tasks and achieve organizational goals.
iv. Shared Values represent the core principles and beliefs that guide the organization's overall work ethic, originally referred to as "superordinate goals" in the development of the model.
v. Style pertains to the OC, encompassing the informal rules of conduct, leadership approach, and the way things are typically done within the organization.
vi. Staff refers to the employees themselves and their general capabilities, including their knowledge, experience, and qualifications.
vii. Skills represent the specific competencies and proficiencies possessed by the organization's employees, which contribute to the overall capabilities of the organization.

Both the McKinsey model and Lee's model emphasize the importance of OA in achieving strategic objectives through the design and arrangement of organizational components. These models also recognize the central role of OC, particularly shared values, as a critical enabler for effective OA in attaining strategic objectives.

Furthermore, the McKinsey model and Lee's model illustrate how OA influences the alignment of strategies, resource allocation, and coordination of activities for successful strategy implementation. By considering the interplay between OA and culture, these models provide insights into the factors that drive effective strategy execution.

2.4.2. **Organizational Development**

Organizational development (OD) is a field of study and practice that focuses on improving organizational effectiveness and driving positive change within organizations. It involves planned and systematic efforts, using interventions, strategies, and processes to enhance organizational performance, productivity, and adaptability. Recent and seminal sources provide the following definitions:

According to Wadell, Creed, Cummings, and Worley (2019), OD is a structured approach that applies principles and practices rooted in behavioural science to enhance the functioning of individuals, groups, and organizations holistically. This definition emphasizes the systematic and intentional nature of OD, utilizing behavioural science principles to improve organizational effectiveness.

Beckhard (1969), a seminal source, defines OD as a purposeful and strategically planned effort that encompasses the entire organization, overseen by top management, to enhance organizational effectiveness and well-being. It involves implementing intentional interventions based on behavioural science knowledge to improve organizational processes.

French and Bell (2017), in another recent source, define OD as a systematic process for applying behavioural science principles and practices to improve individual and organizational performance and health.

These definitions highlight the systematic, planned, and organization-wide nature of OD, utilizing behavioural science principles and interventions to enhance effectiveness, health, and performance within the organization (Beckard, 1969) (Wadell, Creed, Cummings, & Worle, 2019) (French & Bell, 2017).

OC theories suggest that OC plays a vital role as an enabler for OD, influencing the effectiveness of interventions and facilitating positive change within the organization.

Schein (2010) argues that OC provides the underlying values, beliefs, and assumptions that shape employee behaviour and influence the organization's capacity for change. Aligning the desired changes in OD initiatives with the existing OC is crucial for successful implementation.

The Competing Values Framework (Quinn, 2011) (Lee G. J., 2019) (Gong, Jiang, & Liang, 2022) further highlights the importance of OC in supporting OD. It identifies four

cultural types: clan culture, adhocracy culture, market culture, and hierarchy culture. Each type has distinct characteristics and can either enable or hinder the implementation of OD interventions, depending on the fit between the cultural orientation and the desired change efforts.

In a clan culture that emphasizes collaboration and teamwork, OD interventions focused on team-building and participatory decision-making are more likely to succeed (Lee G. J., 2019). Adhocracy culture, characterized by innovation and flexibility, is conducive to entrepreneurial and innovative OD initiatives. Market cultures, which emphasize competition and goal achievement, align well with interventions aimed at enhancing performance and external competitiveness. Hierarchy cultures, with a focus on stability and control, may benefit from OD interventions that streamline processes and increase efficiency.

Integrating OC theories into the practice of OD recognizes the critical role of culture as an enabler for change. Understanding and aligning with the existing cultural dynamics within the organization allows for the effective design, implementation, and sustainability of OD initiatives.

2.4.3. **Human Capital Management**

The theory of HCM highlights the strategic significance of attracting, developing, and retaining talented individuals to foster organizational success (Malik, 2019). HCM recognizes that human resources are valuable assets that contribute to an organization's competitive advantage by aligning human resource practices with organizational goals and maximizing the value of employees' knowledge, skills, and abilities.

HCM encompasses several dimensions, including talent acquisition, performance management, training and development, and employee engagement (Boudreau, 2008). It begins with effective recruitment and selection processes that aim to attract individuals with the right competencies and a fit for the OC (Malik, 2019). Once employees are onboard, HCM emphasizes ongoing development through training programs, coaching, and mentoring to enhance their skills and capabilities (Boudreau, 2008). Performance management practices, such as goal setting, feedback, and reward systems, play a vital role in motivating employees and aligning their efforts with organizational objectives (Malik, 2019). Employee engagement initiatives create a positive work environment, encourage employee involvement, and enhance commitment and productivity (Boudreau, 2008).

The successful implementation of HCM practices is influenced by OC. A supportive and nurturing culture reinforces the organization's commitment to talent development, learning, and continuous improvement (Malik, 2019). An OC that values employee development and growth foster the adoption of HCM practices, providing opportunities for skill-building, career advancement, and cultivating a learning mindset (Boudreau, 2008). Conversely, a culture that does not prioritize human capital may hinder the effective implementation of HCM initiatives.

Recent research highlights the interplay between HCM and OC. Malik (2019) found that a supportive OC positively influences the implementation of HCM practices and contributes to improved organizational outcomes. They emphasize the importance of aligning OC with HCM initiatives to maximize their impact.

In conclusion, HCM focuses on attracting, developing, and retaining talented individuals to drive organizational success. It encompasses practices related to talent acquisition, performance management, training and development, and employee engagement. OC plays a critical role in facilitating the successful implementation of HCM initiatives by supporting and reinforcing talent development efforts and aligning with the values and principles of HCM.

2.4.4. **Organizational Culture**

The theory of OC emphasizes examining the shared values, beliefs, and norms that shape behaviour and decision-making within an organization. It recognizes that OC plays a significant role in influencing employee attitudes, actions, and overall organizational performance (Schein, 2010). OC is a complex system of symbols, rituals, and practices that define the way work is conducted and guide the interactions and behaviours of individuals within the organization.

Schein (2010) defines OC as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration." These shared assumptions, often implicit and taken for granted, influence employee behaviour, shape the organization's identity, and impact its overall functioning.

OC influences various aspects of organizational life, including decision-making processes, communication patterns, leadership styles, and employee motivation (Quinn, 2011). It provides a framework for understanding and interpreting organizational events and serves as a guide for employee behaviour, setting the norms and expectations within the organization.

Research has shown that a strong and positive OC contributes to enhanced employee satisfaction, engagement, and performance (Aranki, Suifan, & Sweis, 2019). It fosters a sense of belonging, alignment with organizational goals, and a shared understanding of desired behaviours and outcomes.

Additionally, OC is not static and can evolve through various mechanisms such as leadership actions, organizational practices, and employee interactions. It is both influenced by and influences other elements of the organization, such as its structure, systems, and strategies (Quinn, 2011).

Understanding and managing OC is crucial for effective leadership, change management, and the successful implementation of organizational initiatives (Schein, 2010). By aligning the OC with desired values, organizations can shape employee behaviour and create an environment conducive to achieving strategic objectives.

OC plays a significant role in shaping employee attitudes, engagement, and the ability to embrace and sustain strategic initiatives. Research has shown that the alignment between OC and strategic initiatives is crucial for successful implementation and

organizational performance (Denison & Mishra, 1995) (Elias & Akintayo, 2019). Here is an exploration of the impact of OC on these aspects:

i. **Employee Attitudes:**

OC influences employee attitudes by shaping their perceptions, beliefs, and values. A positive and supportive culture that promotes trust, collaboration, and fairness tends to foster positive attitudes among employees (Elias & Akintayo, 2019). In contrast, a negative or toxic culture can lead to dissatisfaction, stress, and decreased motivation (Hofstede, 2011). For example, a culture that values innovation and risk-taking can foster a positive attitude towards change and innovation among employees.

ii. **Employee Engagement:**

OC significantly impacts employee engagement, which refers to the emotional commitment and active involvement of employees in their work. A culture that values employee well-being provides growth opportunities and, recognizes and rewards contributions tends to enhance employee engagement (Saks, 2019). Studies have found a positive relationship between a strong OC and higher levels of employee engagement (Meng & Berger, 2019). When employees feel connected to the organization and its values, they are more likely to be engaged in their work and actively contribute to the organization's strategic initiatives.

iii. **Embracing and Sustaining Strategic Initiatives:**

OC influences the acceptance and sustainability of strategic initiatives. A culture that values innovation, change, and continuous improvement is more likely to embrace and support strategic initiatives (Quinn, 2011). On the other hand, a culture that is resistant to change or has a strong status quo orientation may hinder the adoption and sustainability of strategic initiatives (O'Rielly & Chatman, 2020). For strategic initiatives to succeed, they need to align with the underlying values and beliefs of the OC and be communicated and reinforced consistently.

Recent research by Rasool et al. (2021) found that a positive OC characterized by trust, collaboration, and a focus on learning and growth positively influenced employee attitudes, engagement, and commitment to strategic initiatives. This study highlights the importance of fostering a supportive and adaptive culture for successful strategy implementation.

2.5. Conceptual Framework

OC significantly impacts employee attitudes, engagement, and the ability to embrace and sustain strategic initiatives. A positive and supportive culture fosters positive attitudes, enhances employee engagement, and increases the likelihood of successful implementation and sustainability of strategic initiatives.

The interrelationships and synergies between the supporting theories (OA, OD, HCM) and the principal theory (OC) provide a holistic framework for addressing the strategy implementation challenges at the ANSP. These theories complement and interact with each other in several ways, as depicted in the conceptual model presented below.

OA, as defined by Wadell, et al. (2019), focuses on the design and arrangement of organizational components to achieve strategic objectives. It provides the structural foundation for strategy implementation. The organizational structure, systems, and processes defined by the architecture influence how strategy is executed and how individuals and teams collaborate to achieve strategic goals.

OD, according to Brown and Harvey (2021), encompasses planned interventions and practices aimed at enhancing organizational effectiveness. It emphasizes the importance of aligning people, processes, and systems to support strategy implementation. OD interventions, such as change management, team building, and training programs, enhance the capabilities and readiness of individuals and teams to embrace and implement strategic initiatives.

HCM, as described by Boudreau (2008), focuses on attracting, developing, and retaining talented individuals to drive organizational success. It recognizes that employees are valuable assets and emphasizes aligning their skills, competencies, and motivations with strategic objectives. HCM practices, such as recruitment, performance management, training, and employee engagement initiatives, ensure that the right people with the right capabilities are in place to support strategy implementation.

OC, as defined by Schein (2010), refers to shared values, beliefs, and norms that shape behaviour and decision-making within the organization. OC serves as the underlying foundation that influences how OA, development practices, and HCM are manifested and integrated into strategy implementation. The culture of the ANSP, including its values, communication patterns, and leadership style, influences how strategies are embraced, the effectiveness of OD interventions, and the engagement and alignment of employees.

The conceptual model below illustrates the interplay of these theories and their influence on strategy implementation outcomes at the ANSP:

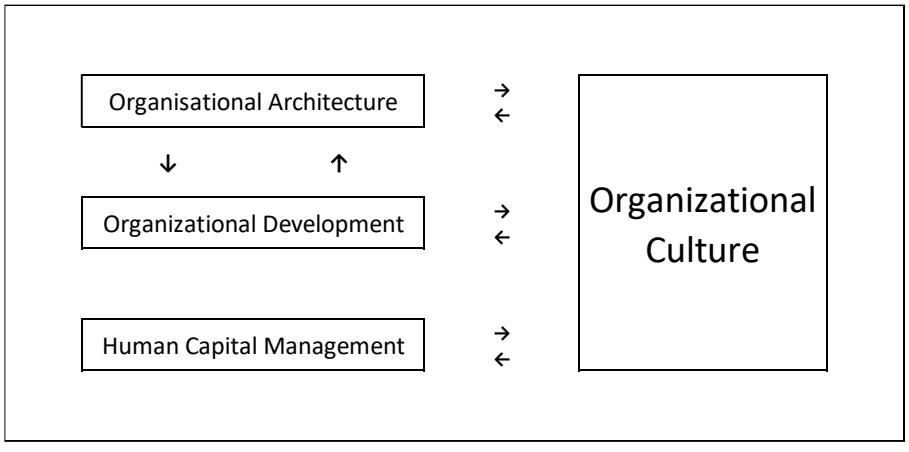


Figure 4: Conceptual Framework - Author's contribution.

The model depicts the interrelationships between different elements that contribute to effective strategy implementation. OA provides the structural foundation for implementing strategies, while OD interventions focus on enhancing the readiness and capabilities of individuals and teams to embrace and execute strategies. HCM practices play a crucial role in aligning employee skills and motivations with strategic objectives. At the core of these elements is the OC, which shapes the behaviours, attitudes, and decision-making processes related to strategy implementation. The arrows in the model represent the interactions and influence among the theories, illustrating that OA is influenced by and influences OC, while OD interacts with both OA and OC. Additionally, HCM practices are influenced by and contribute to the development of OC, reinforcing the interconnectedness of these elements in the context of strategy implementation.

2.6. Summary

The literature review provides a thorough exploration of organizational strategy implementation by integrating key theories such as Organizational Architecture (OA), Organizational Development (OD), Human Capital Management (HCM), and Organizational Culture (OC). It traces the evolution of strategic concepts from military origins to modern applications, focusing on the dynamic nature of strategy. The review highlights the challenges managers face during strategy implementation, emphasizing the role of OC in shaping outcomes. It examines OA through models like McKinsey's 7-S Framework and Lee's OA Model, discusses OD's role in enhancing organizational effectiveness, and explores HCM’s strategic importance in talent management. Additionally, the impact of OC on employee attitudes and strategic success is analysed, citing recent research. The conceptual framework synthesizes these theories to address strategy implementation challenges, underlining OC's central role in achieving successful outcomes.

3. RESEARCH METHODOLOGY

3.1. Research Approach:

An exploratory case study approach will be employed to gain an in-depth understanding of the strategy implementation challenges in the specific context of the South African ANSP. This approach allows for a comprehensive exploration of the interplay between the relevant theories (OA, OD, HCM theory, and OC) and the challenges faced by the organization.

By employing an exploratory case study design and integrating the theories of OA, OD, HCM, and OC, this research aims to provide valuable insights into the strategy implementation challenges at a South African ANSP and shed light on the relevant factors influencing successful strategy implementation in this specific context.

The research design of an exploratory case study is relevant and appropriate for investigating the strategy implementation challenges at a South African ANSP, considering the influence of OA, OD, HCM theory, and OC. Here is why:

3.1.1. **Relevance:**

The exploratory case study design allows for an in-depth exploration of the specific context and complexities of strategy implementation in the ANSP. It enables researchers to understand the challenges faced by the organization and the interplay of multiple factors, including OA, development practices, HCM, and culture, which are crucial for effective strategy implementation.

3.1.2. **Contextual Understanding:**

The case study approach provides a holistic understanding of the challenges faced by the ANSP, considering the organization's unique characteristics, industry-specific regulations, and regional context. It allows for a detailed examination of the organization's strategies and the factors that influence their successful implementation.

3.1.3. **Rich Data Collection:**

The combination of semi-structured interviews and document analysis enables researchers to gather rich qualitative data. Interviews provide insights from key stakeholders, while document analysis allows for a thorough examination of strategic plans, reports, and internal communications.

3.1.4. **Integration of Theories:**

The research design allows for the integration of multiple relevant theories, including OA, OD, HCM theory, and OC. This integration helps provide a comprehensive understanding of the complexities involved in strategy implementation and how these theories intersect and influence each other within the specific context of the ANSP.

3.2. The Unsuitability of other Approaches:

3.2.1. **Experimental Design:**

An experimental design typically involves manipulating variables and observing the effects. However, in the context of studying strategy implementation challenges in a real-world organizational setting, it is not feasible or ethical to manipulate variables or control all the factors involved.

3.2.2. **Quantitative Survey:**

A quantitative survey approach would provide numerical data and statistical analysis but may not capture the nuanced understanding of the challenges faced by the ANSP. Strategy implementation involves complex organizational dynamics and subjective experiences, which are better explored through qualitative methods such as interviews.

3.2.3. **Cross-sectional Study:**

A cross-sectional study examines a phenomenon at a single point in time. However, understanding strategy implementation challenges requires capturing the dynamic nature of the process and exploring the interplay of factors over time. The exploratory case study design allows for a longitudinal perspective, enabling researchers to delve into the evolution of challenges and strategies over the implementation timeline.

In summary, the research design of an exploratory case study is relevant and appropriate for investigating the strategy implementation challenges at a South African ANSP. It allows for a contextual understanding, rich data collection, integration of relevant theories, and exploration of the complexities involved in strategy implementation within the specific organizational context. Other approaches, such as experimental design, quantitative survey, or cross-sectional study, would not have been as suitable for capturing the depth and context-specific insights needed for this research.

3.3. Research Paradigm

The relevant research paradigm or philosophy for the proposed study on the strategy implementation challenges at a South African ANSP would be interpretivism or constructivism.

Interpretivism or constructivism is a research paradigm that emphasizes understanding and interpreting the subjective meanings and social constructions of individuals and groups within a specific context. It recognizes that knowledge is socially constructed and influenced by the interactions and perspectives of individuals.

In the proposed study, the focus is on exploring the strategy implementation challenges and understanding the subjective experiences, perceptions, and insights of key stakeholders within the ANSP. The research aims to gain an in-depth understanding of the organizational context, dynamics, and complexities surrounding strategy implementation.

By adopting an interpretivist or constructivist research paradigm, the study acknowledges that multiple perspectives and subjective interpretations shape the realities and challenges of strategy implementation within the organization. This paradigm allows for capturing the diverse experiences, meanings, and social constructions related to strategy implementation, providing a comprehensive understanding of the phenomenon from the participants' perspectives.

The alternatives to interpretivism or constructivism as research paradigms for the proposed study on the strategy implementation challenges at a South African ANSP could include positivism and pragmatism. However, these alternatives may not be as relevant for the following reasons:

3.3.1. **Positivism:**

Positivism is a research paradigm that emphasizes the objective observation, measurement, and explanation of phenomena, seeking to establish universal laws and causal relationships. It is often associated with quantitative research methods and a deductive approach. In the context of studying the strategy implementation challenges, positivism may not be as suitable because it focuses on generalizable outcomes and objective measurements, which may overlook the subjective and contextual nuances of strategy implementation challenges. The proposed study aims to explore the subjective experiences, perceptions, and meanings of key stakeholders, which align more closely with an interpretivist or constructivist approach.

3.3.2. **Pragmatism:**

Pragmatism is a research paradigm that seeks practical solutions and emphasizes the usefulness and applicability of knowledge. It often combines elements of both positivism and interpretivism, aiming to address research questions in a way that is

practical and beneficial. While pragmatism acknowledges the value of both qualitative and quantitative approaches, it may not be as suitable for the proposed study because the emphasis is on gaining a deep understanding of the strategy implementation challenges and the subjective experiences of individuals within the ANSP. Pragmatism may place more emphasis on finding practical solutions rather than exploring the complexities and social constructions surrounding strategy implementation.

In summary, while positivism and pragmatism are valid research paradigms in their respective contexts, they may not be as relevant for the proposed study on the strategy implementation challenges at a South African ANSP. The study's focus on understanding subjective experiences, interpretations, and social constructions aligns more closely with an interpretivist or constructivist paradigm, which allows for in-depth exploration and context-specific understanding of the phenomenon.

3.4. Data Collection Methods:

3.1.1. **Semi-Structured Interviews:**

In this study, the sample size of 2 Executive Managers and 4 Senior Managers was thoughtfully chosen to align with the aims of qualitative research. The intent wasn't to achieve broad statistical generalization, as might be sought in quantitative studies, but rather to gain a deep and nuanced understanding of the challenges related to strategy implementation within the South African ANSP. Given the small population of Executive Managers (10) and Senior Managers (25), the selected sample represents a meaningful portion of the leadership, ensuring that the perspectives gathered are comprehensive and reflective of the organization’s broader experiences.

A purposive sampling approach was used to ensure that the participants selected were those best positioned to provide rich, detailed insights into the research questions. This method is particularly well-suited to qualitative research, where the focus is on the quality and depth of information rather than the sheer number of respondents. The Executive Managers were chosen for their strategic oversight roles, while the Senior Managers were selected for their direct involvement in the operational aspects of strategy implementation. This approach allowed for a well-rounded perspective from both strategic and operational angles. The decision to conduct a smaller number of interviews is also supported by the principle of data saturation, a key concept in qualitative research. Data saturation occurs when additional interviews no longer yield new insights, indicating that the data collected is sufficient to address the research questions.

During the interview process, it became clear that key themes and issues were recurring, suggesting that further interviews would likely repeat the same information without adding new value. Therefore, while the sample size might seem modest, it is well-justified by the depth of inquiry, the richness of the data collected, and the alignment with qualitative research methodology. The insights from these key

stakeholders provided a thorough understanding of the strategy implementation challenges within the ANSP, ensuring that the study's findings are both credible and relevant to the organization's specific context.

3.1.2. **Document Analysis:**

A review of relevant organizational documents, such as publicly available strategic plans, reports, and communications, was conducted to gain insights into the strategic initiatives, OA, HCM practices, and cultural aspects that influence strategy implementation. Relevant regulatory and strategic documents were also reviewed.

3.5. Data Analysis:

3.5.1. **Thematic Analysis:**

An analysis of the interview transcripts and documents was conducted to identify recurring themes, patterns, and relationships related to the strategy implementation challenges and the influence of OA, OD, HCM theory, and OC.

The thematic analysis involved a detailed examination of various data sources, including interview transcripts and documents. This analysis aimed to uncover recurring themes, patterns, and relationships pertinent to the strategy implementation challenges faced by the South African ANSP.

i. **Data Collection and Preparation:** The first step involved collecting qualitative data from interviews with key stakeholders and reviewing relevant documents. This data was then transcribed, organized, and prepared for analysis to ensure accuracy and completeness.
ii. **Identifying Themes and Patterns**: Using thematic analysis techniques, the research team systematically coded the data, identifying key themes and patterns related to the challenges in strategy implementation. This process involved:

(a) Open Coding: Initial codes were assigned to data segments, focusing on emerging concepts and issues.
(b) Axial Coding: Codes were grouped into categories and subcategories to explore relationships and connections.
(c) Selective Coding: Core themes and patterns were identified, integrating categories into a coherent framework.

iii. **Theoretical Framework Integration:** The analysis paid special attention to the influence of OA, OD, HCM theory, and OC on strategy implementation challenges. Each theme was examined through the lens of these theories to understand how they shape or hinder strategic initiatives. For example:

(a) OA: Investigated how the structural and procedural elements of the organization affect strategy execution.

(b) OD: Assessed the impact of developmental processes and interventions on the organization's ability to implement strategies.
(c) HCM: Explored how the management of human resources, including recruitment, training, and retention, influences strategy execution.
(d) OC: Analysed how cultural factors and organizational values impact the adoption and success of strategic changes.

iv. **Synthesis and Interpretation:** The final phase involved synthesizing the identified themes and patterns to provide a comprehensive understanding of the strategy implementation challenges. This synthesis helped in interpreting the findings in the context of the theoretical frameworks, leading to insights about the interplay between organizational factors and strategic effectiveness.

The thematic analysis thus provided a refined view of the challenges faced by the South African ANSP in implementing strategies, highlighting the critical roles of organizational architecture, development, human capital, and culture.

3.5.2. **Integration of Theories:**

Integration of findings from the analysis of OA, OD, HCM theory, and OC was conducted to develop a comprehensive understanding of their combined impact on strategy implementation challenges.

3.6. Ethical Considerations:

3.6.1. Participant confidentiality was ensured and informed consent was obtained from the participants.
3.6.2. The anonymity of participants was protected by using pseudonyms or codes in reporting findings.

3.7. Limitations:

3.7.1. The study focused solely on a single provider of ANS in South Africa, leading to constraints on the broader applicability of the results.
3.7.2. Written authorization for the research within the South African ANSP was not obtained, resulting in a reliance on data analysis for the findings.
3.7.3. The information gathered during interviews was restricted to what participants were willing to disclose or remember, imposing limitations on the depth of insights.

3.8. Validity and Reliability

To enhance the reliability and validity of the research, several rigorous measures were implemented in accordance with established qualitative research practices. According to Sekaran and Bougie (2016), while research can never be entirely free of errors, substantial efforts must be made to minimize potential biases and enhance the credibility of the study.

3.8.1. Reliability in qualitative research pertains to the consistency and dependability of the research process, ensuring that the study's findings are replicable under similar conditions (Flick, 2015). To bolster reliability, the research design incorporated systematic data collection and analysis procedures. The interview guide was meticulously aligned with the research objectives, ensuring that each question directly contributed to addressing the core research problem. Additionally, detailed records of the data collection process, including interview transcripts were maintained to allow for transparency and replication.

3.8.2. Validity, on the other hand, is concerned with the accuracy and truthfulness of the findings, reflecting how well the study captures the reality of the research context (Hamza & Antwi, 2015). To enhance internal validity, triangulation was employed by using multiple data sources, including interviews and documents to cross-verify the findings. This approach helped in identifying converging patterns and themes, thereby increasing confidence in the research conclusions. The use of pseudonyms during interviews was a deliberate strategy to reduce social desirability bias and ensure that participants could speak freely, thus enhancing the authenticity of the data.

3.8.3. External validity was addressed by providing a thick description of the research context, allowing readers to assess the transferability of the findings to similar settings. Although generalizability is not the primary concern in qualitative research, this approach aids in understanding the applicability of the study’s conclusions to other contexts.

By adhering to these measures, the study sought to ensure that its findings were both reliable and valid, contributing to a deeper and more accurate understanding of the strategy implementation challenges within the South African ANSP.

3.9. Summary

This study used an exploratory case study approach to investigate the strategy implementation challenges at the South African ANSP, integrating Organizational Architecture (OA), Organizational Development (OD), Human Capital Management

(HCM), and Organizational Culture (OC) theories to provide insights into factors affecting successful strategy execution. The exploratory case study is chosen for its ability to offer deep contextual understanding and rich data, unlike experimental, quantitative survey, or cross-sectional designs, which are less suited for capturing the nuanced and dynamic nature of the challenges. The research adopts an interpretivist paradigm, emphasizing subjective meanings and social constructions, and utilizes semi-structured interviews with executive and senior managers, along with document analysis, for data collection. Thematic analysis, combined with theory integration, were used to analyse the data, while ethical considerations focused on confidentiality, informed consent, and anonymity. Limitations include the focus on a single provider, constraints on broader applicability, and challenges in data depth due to participant disclosure and reliance on document analysis. Efforts to enhance validity and reliability were made, acknowledging the inherent imprecision in research.

4. FINDINGS

4.3. Introduction

The data collection process involved interviewing Six participants that are Executive and Senior Managers at the ANSP, who provided feedback on the research questions. This chapter examines the participants' responses, incorporating relevant quotations to enrich the data analysis.

4.4. Unpacking the Concept of Strategy in the ANSP Environment

4.4.1. **The Global and Regional Perspective**

Three of the Six participants had strong views on how strategy is defined in the ANSP Environment. They indicate that all states are signatories to the Chicago Convention of 1944, from which the ICAO has, with the participation of all the states (countries), formulated international plans that define the direction which must be taken by the industry, in harmony. These plans are then cascaded into regional plans of which the states within the regions, for instance, Africa, must align and discuss their regional priorities whilst complying with the global plans.

"In the case of an ANSP, you have got a very good 'North Star' to stick to, if I can call it that. One must bear in mind that we are tied to an international regime and there is a global plan on where this whole Air Navigation Service and Air Traffic Management are going. That global plan is written by all the states together: so, it is a global decision." (Participant 4)

"ICAO has a theme of 'no country left behind'" (Participant 1)

The participants indicate that the Regional Plans are then implemented in terms of what is called the Airspace System Block Upgrades (ASBUs) which comprise elements that are regionally identified as the priorities and are then implemented in a harmonized manner, while also linking to the national priorities of the state.

"ASBUs or the Aviation System Block Upgrade programs, today, describe from A to Z, everything that an organization should try." (Participant 6)

"Then it descends to regions, whereby each state has a regional commitment as well, in that you have to comply with certain things that are heeding to the international call." (Participant 4)

Two of the participants highlighted an increasing drift of the South African ANSP's strategy away from the global agenda.

“Well, the people involved in the business need to realize that the international plan is our business. That is the way that things are going to go. So, they must come on board, they have to realize that what has been put into the (international) strategy has to be implemented. Otherwise, we are going to be left behind the globe. We will not be in the business that we should be doing and people, or the state will soon find somebody else that will do the business according to the international requirements.” (Participant 4)

“In a recent engagement with the ANSP, they were still pondering as to whether the very first ASBU level should even be considered. These are things that the International Civil Aviation Organization, earmarked for 2018 to be implemented. And here we are sitting, five years later, and they are thinking about it.” (Participant 6)

Two of the participants further provided a positive note on how the South African ANSP has, in the past, been very participative and influential in goal setting and establishing Standard and Recommended Practices (SARPs), in the past, which is something that has been recently on the decline.

“Currently, I fear that we are going back to the history of why ICAO started this in the first place.” (Participant 4)

“We have stopped thinking about what we want to do within the African (market) space, the world, and our image as an ANSP. We have regressed over the years from where we used to be in this type of market to where we are now. Right now, we are keeping the lights on.” (Participant 5)

4.4.2. **ANSPs Strategic Stakeholders**

Five of the Six participants identified ICAO, the Government, the Shareholder (Department of Transport), the ANSP’s management, employees, and industry as the key stakeholders. They further categorised the industry as comprising of Airspace Users (airlines, industry bodies), the economic regulator and the safety regulator, which are engaged through various platforms (committees) which are part of the strategic processes.

“I think that committees like the Operations Committee are beneficial. And not to repeat myself, as I have touched a lot on consultation, but OPSCOM plays a huge role in ensuring that the strategy is known by all the airspace users, and they hold each other accountable.” (Participant 1)

“When I was talking about stakeholder inputs, I was referring to the external stakeholders. For example, the Board of Airline Representatives of Southern Africa and the Airline Association of South Africa. Those are the stakeholders that we involve when we are developing the strategy for their input. We also involve the airline industry.” (Participant 3)

“What we did when establishing the ANSP is that we also established two very important committees. These are the Operations Committee and the Financial

Committee… There is another role player in this whole story, and that is the Regulating Committee or Economic Regulator." (Participant 4)

"We have spoken to the Board of Airline Representatives of Southern Africa, we have spoken to the Airline Association of South Africa, we have spoken to the different airline executives, and we have spoken to the shareholders… We will always consider our external stakeholders but, we rarely want to get input from the bottom." (Participant 5)

"The only version, if you wish, or anything that is related to sharing strategy with external groupings may have been occasionally during the Operations Committee meetings, where the operations people effectively meet with the users, and where the initiatives, or lack thereof, from the ANSP, and what they keep themselves busy with, are then ordinarily discussed against the background of, well, that's our strategy." (Participant 6)

There was, however, no consensus on the effectiveness of stakeholder engagement in the strategy implementation process. Two participants highlighted that, with the recent appointment of new executives in the ANSP, there has been a positive shift towards enhancing the quality of internal and external stakeholder engagement.

"We have seen a lot of engagement with our stakeholders, and we put our customers first. There are two things that we put our customers and safety first. Those are very vital within our organization. Hence, you will find that there is a lot of stakeholder engagement in terms of the services that we provide, in terms of keeping them abreast of what is happening within our business because whatever we do within our business also affects them. So, communication and stakeholder management are very core in our business." (Participant 2)

"But with the approach that we have taken now, we have gone to all our stakeholders to, first, ask them to rate us on our performance as an organization. Secondly, to tell us what they would like to see differently. Thirdly, on how we can improve our service offering, our customer service, our tariffs and how we can help them to also derive value from our relationship. So, it is more stakeholder focused. We have spoken to BARSA (Board of Airline Representatives of Southern Africa), we have spoken to AASA (Airline Association of South Africa), we have spoken to the different airline executives, and we have spoken to the shareholders." (Participant 5)

These two participants have thus indicated an evolving approach to stakeholder management in the external domain. However, the effectiveness of these efforts has yet to yield sustainable results.

4.4.3. **The South African ANSP and the National Mandate**

All the participants had a consensus that the relationship between the ANSP and its mandate is being side-tracked by a variety of factors, although there is no single factor which was unanimously mentioned by all.

Two participants highlighted the board of the ANSP and the attention it receives in the strategic management process.

"The strategy is owned by the board and the board is because we are a parastatal, politically appointed." (Participant 1)

"We tend to focus on the board because the strategy is a board initiative." (Participant 3)

The position of these two participants is that the board of the ANSP enjoys a disproportionately elevated level of consultation on the strategy to the detriment of other stakeholders.

"So, in terms of other stakeholders, as an ANSP, we need to consider taking them through our strategy. Currently, when we develop the strategy, we do invite them for their input. What we are lacking is to also include the stakeholders and inform them of how we have performed in terms of our strategy." (Participant 3)

Two participants highlighted the fact that the ANSP has the Department of Transport as its shareholder, and may, from time to time, have expectations and/or requirements that are mandatory objectives for the ANSP as set by the shareholder.

"But also, other external factors that influence the strategy are the regulatory requirements with our shareholders when they expect the APPs and the corporate planning." (Participant 5)

"When you look at the BSC (Balanced Score Card), it is what the shareholder wants. The shareholder will say that I need you to have a revenue of R100m, I need you to have zero safety incidents, I need you to have an EBITDA, or I need to make a profit. This is what the shareholder wants and on the BSC, becomes what you will be measured on." (Participant 3)

Three other participants alluded that, in certain instances, the shareholder expectations are tantamount to political interference, with the consequence of impeding the achievement of strategic objectives.

"But you may find that from external there is a certain expectation that is expected out of the organization to execute. You will find that you have not planned for it accordingly and then it might hinder your strategy because you would now have to introduce certain key areas of which they were not planned initially." (Participant 2)

“I find that there is a greater alignment by the ANSP in South Africa, with the political agenda of the department (in government) that reports to, rather than with the ASBUs (Aviation System Block Upgrades) or with, may I just call it, the subject matter of air navigation.” (Participant 6)

“To be very honest with you, political interference is one of our biggest inhibitors because you get interference in the way the structure is built, you get interference in what the policies that you must apply, that appeases people (politicians), that have nothing to do with the strategy. They try and side-track or put in ‘red herrings’ that are not suited to where the ANSP is supposed to be going. And of course, added to that, there is a loss of focus because a lot of people then, and this is where the ‘red herrings’ come in, they start chasing things… which are not part of the core business. So, they start pumping resources in the wrong direction. That is another strain on trying to achieve what you are supposed to.” (Participant 4)

The political interference is not only inferred to come from the shareholder, as elaborated by one participant. It also comes from other stakeholders such as the government in general and the safety regulator.

“If you look at the talks about (government) cover-ups because it was a Black guy flying an aeroplane. Why do we have to go that route? Just make sure that the right guy is qualified and let them do the work. Simple! But because of the political interference that we spoke about earlier, it then limits your success.” (Participant 4)

“The (Safety) regulator should be concerned about safety and standard application. The Economic Regulator is the one that should be handling whether this is viable, or it is wasting money. Very often, the safety regulator wants to get involved in commercial decisions which is not viable, and I think that this is critical… That then is the oversight role of the state and that is where it should stop. They should be the safety regulator to make sure that whatever service you are providing, complies with those international standards. Even if you are in a domestic (aviation) environment where there is no international activity, there needs to be a level of standards that is acceptable to the local government and the local population, ensuring that it is a safe activity. That is as far as the regulator is concerned.” (Participant 4)

On the other hand, three participants assert that the strategy of the mandate of the South African ANSP is not effectively managed concerning how it links to and delivers the mandate of the ANSP.

“The objectives for the organization, that they may attempt to achieve in a given period, financial year or beyond, were developed by the organization themselves, and then in a sense handed upwards to the department of transport or whomever they may be, you will then endorse them, and in a sense, sent them back and then said; so, these are now your goals for the year. So, there is no leadership in terms of what is more desirable or less desirable from the external environment.” (Participant 6)

"Externally, it goes back to what I was saying, that the misalignment with our permission planning, is not aligned in terms of the timelines with our strategic planning. One is usually lagging behind the other, and it tends to feel as if we base our strategy on what we have submitted or as part of the approved permission. I am tempted to say that we are even afraid to think outside of what we can do outside of the permission." (Participant 5)

"You must look at your mandate. Your strategy must talk to your mandate. That needs to be prioritized. It must talk to your core (business). If you deviate from that, then you lose your meaning. It is as simple as that. You must talk to the reason why you exist (as an ANSP)." (Participant 3)

Two participants further highlighted the significance of the industry and its role and influence in the mandate of the South African ANSP. The main points are:

(a) The ATM System is crafted with and is supposed to serve the industry.

(b) The industry has a say in the resources and revenue that the ANSP is allowed to have and generate.

(c) There is often a misalignment with the industry in that the industry is only concerned with ATM-related activities of the ANSP when there are other support function-related activities to be considered as well.

"That ATM system should be done with the following prerequisites: the technology that you keep mentioning must follow what the ATM system requirements are. Those requirements are crafted by collaboration with the entire industry that is affected: the airline operators and the (safety) regulator. The regulator needs to have a say in these requirements because they need to ensure that whatever is being planned complies with the SARPs (ICAO Standard and Recommended Practices). You as an ANSP need to know that, having a target date that must be actioned, how are you going to be able to do that safely, and how do I bring the industry along because they are all part of the ATM community? People need to realise that it is the industry that is affected by the ANSP, and the technological solutions support the ATM system requirements. These are set by the users (aircraft operators) and service providers." (Participant 4)

"If you are if you are an ANSP, the industry will, when you want to implement your strategy, look in at only your core business. For example, they want to see only the projects that support the implementation or the achievement of their own objectives. However, the organization is not only the core business. There are also support functions that need to assist the core business. When it comes to projects, the industry will say 'No, you are over-budgeting on this or the other, and this will end up in high tariffs for us, so we are not going to support that'… So, you need to get the industry buy-in, because, if you do not have it, then you will never get the funding to implement your strategy. Without the funding, then your strategy is irrelevant because you have to defend to the industry to be able to fund your strategy. We also have some challenges as an organization whereby we wanted an increase in terms of the tariff.

But they said No, they do not have the money, but at the same time they want efficiencies." (Participant 3)

4.4.4. The Effects of the Regulatory Environment on Strategy Implementation

Concerning the regulatory frameworks, two of the participants agreed on how the South African National Treasury Regulations were affecting the implementation of the ANSP's strategic initiatives with a specific emphasis on the agility and responsiveness of the ANSP in implementing its strategy. Of note is the Public Finance Management Act (PFMA) and its prescripts.

"I remember that certain National Treasury regulations were put on hold due to certain court orders and then all the (state-owned) organizations had to pause some of the projects until the court orders had been cleared out… they were treasury regulations that affected us to execute the strategy. So, with all those, they did have an impact on how we executed… For instance, I would say there are private organizations, or you find that there are private organizations that do not follow the PFMA, they do their things, so they do not depend on those regulations." (Participant 2)

"The very, very well-meaning, Public Finance Management Act (PFMA) did not make life easier for the air navigation service provider. Again, the PFMA was very, very well-intended and it had all the good (intentions), but it was not sufficiently refined to deal with a small office of ours in a remote part of the country, but you are not going to get three people tendering for a particular service. We would often see that it would lead to significant wastage because the contract could now be concluded centrally, and then the goods and services would be dispersed or would be distributed from a central position adding transport costs and just causing havoc with the budget." (Participant 6)

However, one participant held a completely different view. They argue that regulations are stable and do not change overnight. As such, when the strategy of the ANSP is well-researched, then regulatory changes should be anticipated and mitigated, therefore being neutralized from having adverse effects on the strategy implementation.

"If your regulatory changes do not come randomly at any time, you will know when to anticipate regulatory changes. It should not have an impact on the implementation of your strategy if you have done the proper because that relationship with the regulatory environment does not change overnight. So, the biggest thing is the market position and, again, if you have not done your market intelligence and there is a shift there, then it is a problem. However, the regulatory changes do not have a major impact because those are the things that we are aware of unless proper research is not in place." (Participant 3)

Two of the participants linked strategic performance to the economic regulation of the ANSP.

"Being a highly regulated business, you must balance a few things to design a strategy, excluding implementing the strategy. So, when you are putting the strategy together, the regulator plays a big part. It becomes more of a consultative process. There are a few compromises that you have to put in place to ensure that you get as close as possible to the strategic intent while taking the users (industry) together with you." (Participant 1)

"Then there are also the issues around funding. You can have your strategy, but if it is not funded, both internally and externally, then you will not be able to implement such as strategy. It is just going to be a paper exercise of the strategies that you might have but with a lack of implementation of that strategy." (Participant 3)

However, one participant also sees the industry as a strong adversary in the resourcing of the ANSP. Although the industry forms part of the economic regulator, it is also engaged on a variety of other platforms and committees.

"If you are if you are an ANSP, the industry will, when you want to implement your strategy, look in at only your core business. For example, they want to see only the projects that support the implementation or the achievement of their own objectives. However, the organization is not only the core business. There are also support functions that need to assist the core business. When it comes to projects, the industry will say 'No, you are over-budgeting on this or the other, and this will end up in high tariffs for us, so we are not going to support that'… So, you need to get the industry buy-in, because, if you do not have it, then you will never get the funding to implement your strategy. Without the funding, then your strategy is irrelevant because you have to defend to the industry to be able to fund your strategy. We also have some challenges as an organization whereby we wanted an increase in terms of the tariff. But they said No, they do not have the money, but at the same time they want efficiencies. How do we improve efficiencies if the tariff remains the same, or if the tariff is below the inflation rate?" (Participant 3)

The same participant mentions that strategic performance is normally not communicated to the industry.

"What we are lacking is to also include the stakeholders and inform them of how we have performed in terms of our strategy. That is still lacking, because we do go back to them in terms of the Balanced Scorecard, but we also need to indicate in terms of the overall strategy so that we, having developed the strategy together, share how we have performed." (Participant 3)

This is further corroborated by another participant who highlights that strategic consultation is not normally done. Instead, the ANSP presents its operational plans and describes these as its strategy.

"I have no recollection of any attempt by the air navigational service provider to align the external forces or the external agencies to any of its strategies. The only version, if you wish, or anything that is related to sharing strategy with external groupings may have been occasionally during the OPSCOM meetings, where the operations people effectively meet with the users, and where the initiatives, or lack thereof, from the ANSP, and what they keep themselves busy with, are then ordinarily discussed against the background of, well, that's our strategy. And unfortunately, that has on a number of occasions led to the user group, for the first time being exposed to the strategy in whatever shape or form." (Participant 6)

"The way that I see this happen is where there would be some sort of a forum would be created whereby the ANSP would invite the end users to come and share with them for a day or hour, what they (users) may need, what the users want from the service. But that is then appropriately specified, defined, and quantified, that they could then get to a point somewhere down the road, a year, or six months, where you come back to the users and say, all right, so you sent us to go and achieve A, B, and C. This is how we have achieved, or this is how we have progressed against A, B, or C. And I think the entire buy-in and the total value creation will benefit from that. And we do not have an engagement like we currently have, where it is a misalignment of expectation and service delivery, rather than where it starts with what the user wants, then we write that up, and a while later go and tell them how we are doing again." (Participant 6)

It is to be noted that the users/industry are represented at the various committees and are also part of the Economic Regulator. Another participant provides an elaborate overview of this relationship:

"These are the Operations Committee (OPSCOM) and the FINCOM (Financial Committee), and, after I left, for years, they kept getting this wrong. The finance guys would go off and do their own thing while the operations guys also go off and deliver papers that were immaterial. The whole idea was the ANSP should be presenting their strategy to the industry (at OPSCOM) and indicate that they are listening to the industry and present what they perceive that their (ANSP) strategy should be. Now, the industry can contribute to steering the strategy in the right direction. So, the OPSCOM was there as a consultative process to ensure that our strategy was aligned with user requirements. Once that was formulated, it went to the FINCOM then had to turn this into the Rands and Cents into the future. They could then say well, this means that we have to raise or dock the tariffs, or whatever the case is. There were certain things that we had to have and some that were nice to have. And in the debate between the ANSP and industry, one has to be careful in that the people that play a role there … have to bring the industry with and present the right papers. Then the industry will be quite happy. There is another role player in this whole story, and that is the Regulating Committee (Economic Regulator). This committee was established as the ANSP was established, to make sure that the ANSP must not misuse its

monopoly position, and not erode the shareholder's (Department of Transport) equity and property. The Economic Regulator needs to be assured that the consultation between the ANSP and all the users in terms of what is being brought forward, has been agreed to. Should the industry not agree with that (strategy of the ANSP), then there is a referee (Economic Regulator) that they can take it to." (Participant 4)

This participant further points out that there is a lack of role clarity between the economic regulator and the safety regulator.

"…the (safety) regulator, often tries to get into things that are commercially related. The safety regulator should be concerned about safety and standard application. The Economic Regulator is the one that should be handling as to whether this is viable or is it wasting money. Very often, the safety regulator wants to get involved in commercially in commercial decisions which is not viable, and I think that this is critical. (Participant 4)

Three of the participants highlight the impact of the regulatory frameworks on the agility and responsiveness of the ANSP to the industry and market needs.

"If you look at the regulatory requirements, they will impact the strategy requirements or the strategy requirements. When you are in a regulatory environment you cannot do as you wish. For example, if you are in a highly regulated environment, you may respond with a strategy that needs to be flexible, but in this environment, you must follow processes to the 'T.' For example, let us consider a company that does not have to follow the same process and a company that is regulated, if you want to go and tender against that organization, they can submit their tender bid within one day. This talks to the flexibility of strategy implementation, the flexibility, and the agility towards implementing the strategy. If we are a regulated organization, then we cannot be agile. Your agility is impaired because you now must follow the processes. If you do not, then you face the challenge of being non-compliant. That is the disadvantage of working in a regulatory environment." (Participant 3)

"…if you look at the safety, you cannot be agile. Let us say you have got to deploy a tool in one of the ANSPs. That tool will need to have a safety assessment. That safety assessment must be approved internally by all relevant stakeholders. That safety assessment must be approved by the safety regulator. They can decide whether to approve or not, but what happens is that you cannot be agile. You already have those tools, but you cannot sell or deploy them because of that approval. If you have a competitor that does not require all these kinds of things (heavy regulatory compliance), they can quickly do it. While you are busy with the regulatory approval, the business opportunity is gone. Then you must start afresh and build another system, and again go through the same process. By the time you get approval, there is no business. So, that is how I mean that agility is a challenge… With safety, you also need to be cautious because it involves a lot of people, and it is a priority. You cannot just implement technology enhancements because the agility in technology advancement is such that you cannot just do as you please." (Participant 3)

"…the regulations that come in from time to time, do impact the strategy. You may find that there might be some lengthy, as I have mentioned before that there might be some lengthy procurement processes due to the introduction of newer regulatory requirements." (Participant 2)

"With the regulations that I have mentioned as part of the challenges, it is still going to take a long time for an ANSP to be competitive with the other businesses. We might cease to exist if we can find other businesses that can enter the market. If they have good business plans, they can easily make the ANSPs disappear." (Participant 3)

"We are bureaucratic by nature, which is a big stumbling block from us implementing the strategy in many forms… So, we need to move away from being bureaucratic. We need to move to a more trusting environment where people are allowed to be trusted to do what they do. We talk about being agile, but we do not have the environment for agility. We need to create that space where people can explore and do what they need to do to deliver on the strategy." (Participant 5)

4.5. The South African ANSPs Strategy Management Processes

4.5.1. **Too Many Objectives**

Three participants indicate that the strategy of the South African ANSP is too long, contains too many objectives therefore unachievable.

"So, my first thoughts go to the strategy development stage… there was often an appetite to develop the longest possible list of strategies. In simple English, they attempted too much, in my view. So, there was this attempt or a drive to develop a significant number of strategies that would address a large number of realities in the domain. So, I think they were overambitious in identifying how many things one can keep oneself busy with during a given period, and to be successful at it." (Participant 6)

"…when we build our strategy, our BSC and our APPs, it is very elaborate., very complex and it has many objectives." (Participant 5)

"…the ANSP, instead of using its head when going into strategic planning, would simply follow what is happening at the regional level. You would see this at the NASCOM (National Air Space Committee). They would come with Satellite Procedures or RNP procedures for places like Upington, Bloemfontein, and other insignificant places, instead of strategically saying 'Where do we need these things?.' They would say that the state has come up with the notion that we need these things at these aerodromes, but there is no forthright reason why we need them, only because it said so in the ICAO regional meeting. So, they end up with these designs even for aerodromes where there is no controlled airspace and there is no service, but they have this beautiful RNP approach. I do not know who is going to use it, or how they are going to use it." (Participant 4)

"The air navigation service provider's primary role should be to provide a service. If you unpack the criteria that you inform providing the service, that then says that, at the highest level, you should identify one or two strategic objectives. No more than three, and cascade that right down to the lowest level. And it would be the professional members of the organization with the management skills to try those initiatives… I think that the ANSP is overcomplicating strategy" (Participant 6)

"We need to simplify it. If you could simplify it to the point where a cleaner can understand it, then you are more likely to implement it than to have a complex document and try to sound smart. I will give you an example. So, we met with an airline client in the last few weeks about different issues, and they have three objectives. At every meeting, whoever you speak to will tell you what their three objectives are, and they will bring it up in conversations. We will hear the CEO talk about it. These objectives are to be low cost, no frills, and on time. Even I could remember that, and I am not even part of that organization. So, if we could simplify our objectives to be that simple and to be that clear, we could achieve a lot more than having an elaborate 10-page document on just objectives." (Participant 5)

"And so, I think they (the ANSP) need to simplify this entire thing. There is a lot of research and literature that today says that if you have more than five objectives, you are not going to be successful in achieving these things. So, I will advocate for the lowest possible number of objectives: per person, per group, per department, per branch, where it is simplified and the professionals on the floor are engaged to say and define what it will mean." (Participant 6)

"We need to stop trying to complicate it (the strategy) and simplify it as best as we can, so that even the cleaner reading it can understand it. Too many objectives mean you are going nowhere. The less it is, aligned to your vision, with clear objectives, three to five at max. Even five is a stretch. Three main objectives, we all know what we are doing, we will all know. I could come up with these things: it is safety, it is efficiency, and you can add customers-centric, or whatever, as a third one. From there then you can derive the different initiatives that just address those three initiatives. Or you can go with safety, efficiency, and growth." (Participant 5)

4.5.2. **The Strategic Management Cycle**

Three participants agree that the strategic management process at the ANSP is too process-focused as opposed to focusing on moving the organization forward and has gross misalignment in the sub-processes involved. This is further exacerbated by the failure to allocate adequate time for the strategic management cycle and several areas of misaligned timing.

"…strategy sessions became a long-winded technical discussion about the practices and processes associated with strategy. And it became more of a process-heavy thing, than driving results and driving the organization forward. So, the decision-makers got heavily stuck in processes rather than seeking meaningful change." (Participant 6)

"I think it starts with how we conduct our strategic planning. Where we start the process in terms of looking at where we come from, the overlapping strategies between the

first five years' strategy and the next five years' strategy, where we start reviewing where we are going, and the misalignment between our regulatory requirements from our government's point of view in terms of what we have to do, and supply in terms of Annual Operating Plans, Annual Performance Plans, as well as the corporate plan and the misalignment with the permission process. So, when you put all those elements together in a typical organization, the strategic planning would overlap and start probably in the third year of your current strategy and already assessing what has gone wrong in the first three years, or what has gone well, or what can be tweaked, or what the vision of the company has been. But in this case, we have been regurgitating the same strategy for the last ten years and just changing a few wordings here and there and calling it a new strategy when it is not. (Participant 5)

"Internally, it is discussed at a very high level in terms of hierarchy within the organization. So, it may be at the senior management and the executive management level. I would say most of it ends there. If you do not even go too far, if you go one line down to your management structure, and you ask them to talk to the strategy, you might not get to hear the full elements. You might hear what their department is responsible for in terms of their contribution and maybe that understanding, but not the overall strategy and how it comes together and how it needs to be done. I think that is the first challenge… We have not dealt with the issues that make us fail with the implementation of the strategy because it remains at the executive and senior management level." (Participant 5)

"Externally, it goes back to what I was saying, that the misalignment with our permission planning, is not aligned in terms of the timelines with our strategic planning. One is usually lagging behind the other, and it tends to feel as if we base our strategy on what we have submitted or as part of the approved permission. I am tempted to say that we are even afraid to think outside of what we can do outside of the 'permission'. But also, other external factors that influence the strategy are the regulatory requirements with our shareholders when they expect the Annual Performance Plans and the corporate planning. That misalignment with our corporate strategy planning is also an issue." (Participant 5)

"Our strategic planning timelines are, firstly, unrealistic. As I mentioned before we are not starting it when we need to start it. Let me talk about the annual strategic planning that happens outside of the five-year plan. Typically, around November, a lot of departments, EXCO and MANCOM are sitting around the table building an Annual Performance Plan, building a strategic plan or the corporate plan for the next period, or making tweaks to a corporate plan, which is a three-year plan. This is misaligned to the strategy, which is a five-year strategy. So now in November, we are doing this, but we have submitted budgets in the preceding September for the following financial year. But now we are talking strategy after we have submitted budget planning. What are we working towards? Should the budget not be informed by what is in the strategy to say these are the key activities that we need to be doing and this is how we will then allocate funding for these key activities? So, then we end up with these nice documents at the start of a financial year. The question is where is the money to implement it? (Participant 5)

"So, the time (allocated) is the major factor in terms of developing the strategy because when you develop your strategy, you need to come up with your five-year KPI, how you are going to implement the strategy, and how you are going to measure the achievement of the strategy. What I have observed is that we are able to analyse the environment, and conduct the environmental scanning, but the biggest issue is on the implementation of the strategy. Why am I saying that when you come to the implementation of this strategy, you realize for example, that one KPI, say the implementation of the Green ATM, or the implementation of the R400 000 CAPEX project? So, when you look at that R400 000 and are supposed to implement, we realise that we did not think about the resources that need to be there, for us to implement that for R400 000 expenditure of CAPEX. Only then do we think about the interdependencies. What do I mean by interdependencies? If for example, in implementing the CAPEX, there are projects that are dependent on the project that we are implementing. There are committees in terms of compliance that have to be complied with. For example, the approval committees and the project steering committees, and there are also shareholder requirements for the KPIs to be approved at that level. I think that is, when we do the planning, when we look at the strategy implementation plan, we need to factor in these dependencies. We need to, when we do the planning, ask what the key dependencies are. What I observe is that we just put plans that we are going to do A, B, C and D, but we do not look at the key dependencies. That is the major challenge of implementing the strategy." (Participant 3)

One participant was quite emphatic about the lack of departmental strategies. The participant alludes that the strategy is often confused with the shareholder expectations with the result of there not being a strategy in place, while the ANSP then focuses on the shareholder expectations and treats them as the strategy of the organization, in the form of the BSC, which is the delivery vehicle for the Department of Transport's KPIs (shareholder expectations).

"Currently, we do not have departmental strategies. The departmental strategies must be a mirror of how the departmental executive (performance) is measured in supporting the organizational strategy. I am not talking about annual performance on the Annual Operational Plans. I am talking about the entire organizational strategy. Once we have developed a 5-year strategy for the organization, as an executive, you must be expected to have a 5-year strategy which links to that of the organization and be measured based on that. That is the main lesson learned. Once you have that, then there will be no ambiguity whereby people are doing different things. These strategies must be implemented, and this is what we have learned from how we have been implementing past strategies." (Participant 3)

"The strategy needs to talk about how we are going to ensure that we develop our employees, how are we going to communicate with our stakeholders, and how are we going to improve our culture within the organization. So, those kinds of things are not part of the BSC. In strategy we must talk about how we are going to combat issues, how are we going to deal with environmental issues, and how are we going to deal

with efficiency issues. The strategy covers almost everything and not only what we are being measured on by the shareholder. So, you also need to measure all your strategic initiatives." (Participant 3)

"For example, you have got the BSC, and you have Department of Transport KPIs which are the things that we need to change because as an organization, you need to measure one thing. As it is, it creates confusion. If you are to measure strategy, it must encompass everything. It must cover the DoT KPIs, it must cover the BSC because it is overall to the organization and that will ensure that you focus on one thing. It also talks about the change management of how we used to do things. If you look at that we have 17 (Department of Transport KPIs, the strategy is overloaded; there are a lot of things that you must do in order to achieve the strategy. Those things are supposed to talk directly to the employees. If you look at any other organization, any measure that talks to the way that we communicate to the employees, the way we engage our employees and the way we do consequence management, talks to culture. If you have a bad culture in an organization, then these approaches must be informed by the strategy. Hence, I am saying that you need to measure the strategy in its entirety." (Participant 3)

This suggests that the ANSP has focussed on the shareholder expectations and treated these as the strategy of the ANSP when there is so much more that should be covered by the strategy.

4.5.3. **External Stakeholder Consultation**

Three participants held strong views that the ANSP is not meeting the needs of the industry as it evolves, resulting in misalignment.

"I think stakeholders are expecting a good service from all of us and remember this, when you develop a strategy, you are not developing a strategy for yourself! You are developing a strategy to respond to your stakeholders, your clients, and your partners out there. So, it is very vital that there should be constant engagement with your stakeholders whether the services or whether there are challenges within the strategy or not. But that constant engagement and open communication should be there." (Participant 2)

"I think that the users, the airlines, in the main, want to make sure that they get value for their money. They buy a particular tariff and if that tariff says that between flying between this point and that point today, I am going to transit 10 (airspace) sectors, but seven of them are combined into other services. Then they argue that they are being short-changed." (Participant 6)

"…airlines run on the bones of their backside. So, they need to run efficiently, and they need to go more smoothly. They have also been keeping up with this ATM concept. So, they have got stuff on board the aircraft so that they do not need stuff (navigational aids) on the ground here. They have stuff on the aircraft whereby they can start seeing other aircraft. Therefore, their needs are changing and our (ANSP) needs and our

service provision must accommodate those needs. So, the industry is there, they are part of it, and we need to be responsive to their requirements." (Participant 4)

"Well, I would think that in developing the strategy, you would, amongst others, engage with the end user of your services, to get their understanding of what they would want more or less of, and continue with 'this' and stop doing 'that'. And that you can then when you make your business decisions, to say then, we are going to employ 'this' technology and possibly not 'that' technology: You can then relate that back to the needs and wants, if I may, of your users, so that there is alignment between the services being provided and what the users require." (Participant 6)

These views are held, even though there is evidence to show that the ANSP has been consulting with the industry.

"OPSCOM plays a huge role in ensuring that the strategy is known by all the airspace users, and they hold each other accountable. I do have to add that it is also important to be in the work groups. The OPSCOM only meets quarterly or bi-annually. So, between those times, we need the user group to be involved in doing the work so that at each OPSCOM, we report. Firstly, no one is shocked because we have been giving consistent reporting. Secondly, people prepare for OPSCOM, because they have enough information, they have enough knowledge, and the work gets done. So, consultation must be at different levels for different things, and it is not a one-size-fits-all, but, at every single level, there is consultation." (Participant 1)

"But with the approach that we have taken now, we have gone to all our stakeholders to, first, ask them to rate us on our performance as an organization. Secondly, to tell us what they would like to see differently. Thirdly, on how we can improve our service offering, our customer service, our tariffs, and how we can help them to also derive value from our relationship. So, it is more stakeholder-focused. We have spoken to the Board of Airline Representatives of Southern Africa, we have spoken to the Airline Association of South Africa, we have spoken to the different airline executives, and we have spoken to the shareholders." (Participant 5)

"…it always goes back to consultation because even externally, consultation with the role players, I think we have done that very well if you look at how we developed the Airspace Masterplan, the South African Airspace Masterplan: those are strategies. The South African National Airspace Masterplan is a strategy. We have consulted with the Airports Company of South Africa, we consulted very closely with the Commercial Aviation Association of South Africa and with the Board of Airline Representatives of Southern Africa. So, wide consultation helps… So, it was done very closely with these people because that is what you need. You need to consult widely and make sure that whatever strategy you are coming up with is realistic for the user, it is realistic for the ANSP and all the partners that are going to come into this space." (Participant 1)

One participant explains that the root cause of the misalignment between the ANSP and the industry arises from the fact that, for the longest time, there was no sufficient

influence from the industry to exert pressure on the ANSP to be aligned to the industry's needs.

"I think there has, unfortunately, been a high level of apathy amongst the users and for many years it was limited commercial considerations that drove the airline agenda with the air navigation services provider. Today, airlines are becoming slightly more sophisticated, and they understand airport capacity. They understand how mixed aircraft performances impact the capacity for a particular hour in a busy airport. So, the entire industry has come a long way in the last 10 years. The fact that there was one very large airline role player for the bulk of the time that I was within the ANSP. The fact that there was one very large operator who never attempted to be a business positive or to have a regard for economic principles never drove them to ask how do we commercialise air navigation services so that it becomes an enabler for the airline(s)?" (Participant 6)

Another participant suggests that the misalignment is a result of the ANSP following the ICAO's global and regional plans blindly, without ascertaining the context and needs of the South African industry.

"One of the messes that was made by South African ANSP and those in the Region was that they would go to the Regional ICAO meeting and identify the ASBUs that need to be done. Let us all do 'this one!'. The problem is, looking at some of the neighbours across the borders, they all have different requirements. They each have different things that they should concentrate on. A good example is that South Africa has a good safety record and is reasonably ahead. So, the South African ANSP should focus, perhaps, on efficiency. So, the strategy document, should, whilst complying with the ASBUs, focus on what is reasonable for South Africa, and not what is relevant for next door." (Participant 4)

4.5.4. **Internal Stakeholder Consultation**

Five participants indicate that internal consultation, particularly with the employees on the ground is non-existent within the ANSP. They further suggest that this results in the strategy of the ANSP often being irrelevant as it does not connect with the challenges that are at the lower levels which lead to failure in implementing the strategy successfully.

"I think a lot of times when we do strategy development and implementation, we miss very key stakeholders in the process. We will always consider our external stakeholders but, we rarely want to get input from the bottom. We tend to want to provide solutions without understanding what the problems are. One could even say we are disconnected from what we are asked to discharge as an ANSP. So, we need to recreate that alignment." (Participant 5)

"So, I will advocate for the lowest possible number of objectives: per person, per group, per department, per branch, where it is simplified and the professionals on the floor

are engaged to say and define what it will mean. So, the staff alignment, as we said, makes it automatically easier and less difficult to work with." (Participant 6)

"But what has been happening in the recent past is that the people are just simply given the strategy, and they must take it or leave it. Then the staff do not have an idea of where they are going to be in about five years. When you develop a strategy, involve staff at the grassroots, make them buy into it and then keep them appraised of how you are hitting the targets. But they currently do not discuss strategy at staff meetings; it is the last thing they discuss." (Participant 4)

"So, you cannot bring the employees on board once the strategy is finalized. You need to get input from your employees so that they can buy in, they can own that strategy." (Participant 3)

"But what tends to happen, with the most recent one (strategy), even in coming up on the 2025 strategy, there was very little consultation. The depth of the consultation was also limited. I think the breadth was not that bad, but the depth of it was very limited… There are a lot of assumptions being made in the development of the strategy, which also makes it very difficult to meet the strategy. A strategy made on assumptions is a strategy of hope. It is not a real strategy where the implementation of it can shift the company to new heights." (Participant 1)

"The person who is a cleaner needs to understand which direction we are taking and also as a cleaner, what is his or her contribution to the achievement of the organizational strategy. So, the person who is a security guard must understand his or her role in the implementation of the organizational strategy. They (all employees) must not say that the strategy is for EXCO or the executives but must understand their contribution towards the achievement of the strategy. If, for example, the facilities are not secured, if the facilities are not clean, no one is going to go and work there. Then how are we going to achieve our strategy? So, it is a value chain. Everyone must understand that value chain." (Participant 3)

Furthermore, one participant alludes that the strategy is often not consulted with even the Senior Managers of the ANSP but is rather presented to them after having been finalised by the Strategy Department.

"Consultation needs to be mature in a sense because you do not want superficial consultation, which is what tends to happen a lot of times, you do not want it to be superficial… There were times when the strategy did not make sense because the consultation was lacking. Because consultation was lacking, you did not structure this properly and there is no way of meeting it. So, again, it is a strategy of hope." (Participant 1)

4.5.5. **Implementation Plans**

Three participants indicated that when the strategy is developed, it is usually not accompanied by implementation plans. This then results in resistance towards the implementation of the strategy which comes in the form of constant reviews and short-

term changes to the strategy. This leads to the consequences of inadequate and inefficient allocation of resources.

"What I have observed during strategy implementation is that, when you implement the strategy, you then realize that there are no plans to implement that strategy or the KPIs… What I have observed is that the way that the strategies are designed, they do not have the 'how to implement' the strategy—the how part is lacking… Additionally, when we are supposed to implement the strategy, we start questioning why some of the things in it are there. This brings us to the point of saying that we need to have knowledge management. This would be a repository of the decisions that we are making when we develop our strategies because we cannot ask questions at the stage of implementation… If we want to overcome these challenges, then we must have a strategy implementation plan. That strategy implementation plan must have timelines, it must have the responsible and accountable people, and those people must be held accountable." (Participant 3)

"Also, the budget can contribute. You might have a strategy in place. You cost that strategy, and by the time you want to execute certain activities, you find that there are challenges that you encounter. Those challenges might come in the form of a budget. If there is no sufficient budget… You find that, mostly it might be very difficult." (Participant 2)

"Should the budget not be informed by what is in the strategy to say these are the key activities that we need to be doing and this is how we will then allocate funding for these key activities? So, then we end up with these nice documents at the start of a financial year." (Participant 5)

"I think it starts with how we conduct our strategic planning. Where we start the process in terms of looking at where we come from, the overlapping strategies between the first five years' strategy and the next five years' strategy, where we start reviewing where we are going and the misalignment between our regulatory requirements from our government's point of view in terms of what we have to do, and supply in terms of Annual Operating Plans, Annual Performance Plans, as well as the Corporate plan and the misalignment with the permission. So, when you put all those elements together in a typical organization, the strategic planning would overlap and start probably in the third year of your current strategy and already assessing what has gone wrong in the first three years, or what has gone well, or what can be tweaked, or what the vision of the company has been. But in this case, we have been regurgitating the same strategy for the last ten years and just changing a few wordings here and there and calling it a new strategy when it is not." (Participant 5)

4.6. Organizational Architecture

Two participants indicated that the Strategy Department exceeded its mandate of facilitating the strategy development and then monitoring the strategic performance. They indicate that the Strategy Department continuously develops, monitors, and implements the strategy, with the consultative process being superficial. This results

in the resources of the ANSP not being efficiently aligned to follow the strategy whilst the strategy itself ends up not being fit for purpose.

"In my view, we have got the wrong people doing the wrong things. Your strategic planning department is not doing what is required of them. They should be facilitating rather than writing a document for comment… It was done just to say that we have consulted." (Participant 5)

"So, strategy, depending on the leadership at the time, often, strategy tended to be the work of the strategy department. And that is not how it is supposed to be. It is supposed to be that, you know, the strategy department is supposed to be facilitating the process. And that process should be a consultative process moving towards your strategy… The strategy has always been coming from a single department, almost as if they need to know everything that happens. So, they are in charge of coming up with a strategy and monitoring the implementation of the strategy. There have been a lot of gaps in that process. The other big issue is that while the strategy is implemented in this manner, this department has moved. It was under the CEO as you may remember. Then it was moved to have its own executive at some point. There has not been a real understanding of where best to locate it." (Participant 1)

An additional perspective is provided by one participant, citing occasional changes to the organizational structure and how it affects the implementation of the strategy.

"You will find that when we are supposed to implement the strategy, the environment changes, or the structure changes. So, when the structure changes, it affects how you the relevancy of some of the things that were already put in the strategy." (Participant 3)

It is important to highlight from the above comment that, the strategy of the ANSP is sometimes the subject of the structure when convention dictates that it is the strategy which should inform the structure as described by two participants.

"If you put together a strategy without resources, then you are bound to fail. The strategy must talk to your resources. You must put together your strategy and then allocate resources." (Participant 3)

"You know, the old adage that they teach so many people at the university, which they throw away when they walk out is the law that 'structure follows strategy'. So, once you have your strategy documented, you need to focus on what needs to be done now to achieve that strategy. What must our structure look like? … You need to take your entity, and your available resources and you need to say, what must my structure look like to make this happen? That is critical. So, your structure is the most vital point because you are going to have a lovely structure that is full of clever people. But if they are not following the strategy, or if the structure is not designed for the strategy, then you will carry on bumbling along because each of your guys is going to have their own idea about the future." (Participant 4)

This participant further highlights political interference to be one of the root causes of structural changes which are not informed by the strategy.

"To be very honest with you, political interference is one of our biggest inhibitors because you get interference in the way the structure is built, you get interference in what the policies that you must apply, that appeases people, that have nothing to do with the strategy. They try and side-track or put in "red herrings" that are not suited to where the ANSP is supposed to be going. If you have weak management, external interference, and the wrong structure, then you are already doomed to fail… To be blunt, restructure so that you have a structure that can accommodate the strategy. Your strategy has already been written and has to be complied with." (Participant 4)

This participant goes on to suggest that the existing structure might not be populated appropriately to support the effective implementation of the strategy.

"… you need the right people in the job which gets back to having to fix the structure. The structure is totally wrong: it is top-heavy at the moment, and you have a lot of people. But to drive the strategy and the operations, I do not think it is suitably matched for the organization." (Participant 4)

4.7. Culture Eating Strategy for Breakfast

4.7.1. **The Performance Culture**

One participant points out that the incentive scheme that is being used by the ANSP to incentivise organizational performance has had adverse effects on how strategic objectives are implemented and achieved. The participant's main points are that:

(a) How objectives are described is a major driver of how they are delivered irrespective of the quality of the objective at the ANSP.

(b) If an objective is poorly devised in respect of adding meaningful value to the organization, it would still be delivered as described because of the monetary (bonus) benefit associated with achieving what has been described.

(c) The employee motivation to deliver did not arise from being engaged and aligned in taking the organization forward but rather had the monetary incentives as the main driver.

"The strategy implementation was often defined or cascaded down, if you wish, in terms of a structure of so-called routine deliverables or routine objectives and then there would be a sprinkling of 'new' objectives… The fact that the performance against those deliverables often resulted in a monetary benefit or lack of a monetary benefit and your bonus if you wish. It meant that things got done in a certain way to satisfy the terms of how a particular objective may have been described… they would attach your annual performance to some sort of monetary benefit, and that became the focus

and not the growth of the organization… But now there was the caveat that, it is best that I do this because there could be some economic benefits for me in it… So, the decision-makers got heavily stuck in processes rather than seeking meaningful change." (Participant 6)

Another participant, albeit, aware of the incentive scheme at the ANSP, delves into the same matter by asserting that a performance culture does not exist at the ANSP, citing that the ANSP is complacent in a position of entitlement to the revenue that it generates as a monopoly in South Africa. The participant indicates that the ANSP is currently maintaining the essential functions to survive.

"The market share type if you look at our organizational setup. I would be tempted to even say that is possibly one of the reasons why we do not have a performance culture because we believe these things that we are entitled to this tariff because of what the permission has said. We have stopped thinking about what we want to do within the African space, the world, and our image as an ANSP. We have regressed over the years from where we used to be in this type of market to where we are now. Right now, we are keeping the lights on." (Participant 5)

Another participant points out that the OC is not embedded and measured in the ANSP strategy because the shareholder expectations are overloading the strategy of the ANSP.

"If you look at that we have 17 Department of Transport KPIs, the strategy is overloaded; there are a lot of things that you must do in order to achieve the strategy." (Participant 4)

4.7.2. **Ownership, Accountability, Commitment and Change Management**

Five participants, on various occasions, indicated that ownership, accountability, and commitment to implementing the strategy are often lacking in the ANSP. The emerging narrative is that:

i. At the inception of the ANSP, when it converted from being part of the state to being a commercial state-owned company, there was no real pressure for it to be competitive or to aspire for advanced strategic management principles.
ii. The leadership of the ANSP has never succeeded in embedding the ANSP strategy in its employees.
iii. The is insufficient buy-in from the employees due to inadequate change management. Although there is some level of change management, it normally focuses on the senior and the top management.
iv. There is a weak link between the ANSP strategy and its culture and values resulting in pockets of resistance to implementing the strategy.
v. A cultural fit has not been a priority of the ANSP in its recruitment processes.
vi. Low morale plays a role in the willingness of employees to implement the ANSP's strategy.

"From my side, in terms of the challenges regarding the strategy implementation over the years, what I saw especially in my current environment is that one of the most challenging factors is commitment. If there is no commitment in executing your strategy, at the end of the day it will not be implemented correctly… If there is no willingness within the business to execute those modernization initiatives, it becomes more challenging… If you look at all these key factors that I have mentioned, your commitment, ownership and willingness, there are some correlations within those areas and perhaps I can add about the accountability: if there is no accountability, the strategy can be there, it might not be executed… So, if you look at day, those effectors, if there is no commitment, if there is no accountability, if there is no willingness, at the end of the day you will not be able to execute the strategy. Adding a last one, communication, it is important that the strategy should be communicated throughout the business so that everyone would know what is expected out of them." (Participant 2)

"I think, organizational cultural practices or norms impacted the ANSP. They impacted it heavily in the sense that in the early days, they came from a government service, where they were from being part of the state and there was never a compelling business case or a compelling leader that could sufficiently mobilize and excite the masses bout the strategies. And again, as we say, the strategy is a sophisticated plan, having considered the environment, of achieving particular goals. Unfortunately, the management grouping very often failed to excite the masses about certain objectives." (Participant 6)

"You will find that when you are implementing, there is resistance to implementing the change because strategy implementation comes with change. That resistance comes about due to the lack of change management as one of the trends that are observed within the ANSP." (Participant 3)

"I very much realize the importance of not only accountability but ownership of the strategy. That is very important that every employee owns the strategy. The strategy is not a document that is only for the CEO or the EXCO and ends up sitting in a drawer. It needs to be brought to the forefront. As much as you have the values of the company, you also have the strategy of the company. Every employee needs to know it. When you start having that ownership of strategy, you quickly see that implementation becomes easier because everyone works, as it is similar to the values. When you work with your values in mind, you know that you are living the values. So it is with strategy: if we work with strategy in mind, then we work, living the strategy, and it becomes much more, much easier to make it a reality. The implementation of it then splits. The accountability stays the same, but the responsibility gets shared." (Participant 1)

One participant suggests that a root cause of the misalignment between employee culture and the desired OC emanates from the fact that the recruitment processes of the organization do not assess the culture-fitness of employees to the ANSP.

"You need your employees to align with the organizational strategy, and your organizational culture must be communicated. That must also be integrated when you

appoint employees, at the beginning. You must ensure that you assess the culture to see if the employee is a culture fit in terms of the strategy. Are they going to fit into the organization? That assessment must be done because you might find that an employee finds that the organizational culture is not the one that they want, as such, this is not the company that they want to work for because there are a lot of gaps. When you develop your strategy, I have mentioned that, at the recruitment stage, you need to look at the values first. When you develop your strategy, it must be around your values. The values come first as part of your strategy, and they will assist you in changing the culture of your organization. This is because values and culture are one and the same thing (two sides of the same coin). You must have values that will assist in changing the culture, the direction, and the goals of the organization. You need to link those as you develop your strategy." (Participant 3)

This participant emphasises that values, strategy, and culture must be implemented in that order, with one being an enabler to the next one, although there is a remarkably close link between the values and the culture.

One participant cites an example of an occasion when strategic change management was conducted well by the ANSP, with the appropriate support from top management and the right steps followed in implementing the change.

"I think, where previously there were occasions of strategy and the objectives of the organization being well communicated, and with the necessary change management to support movement in whatever direction we might want to achieve. Where there has been support for that and the skills of the managers who must deal with these things daily. Where those skills have been addressed and improved, other soft skill specialists were employed to support people. I think that worked very well. One of the things that I thought worked particularly well was at the time when they started decentralizing some of the HR functions." (Participant 6)

A different participant also outlines that in change management, the communication needs to be tailored for different audiences within the organization, which, based on the participant's negative sentiment, seems to be not executed effectively.

"… but just also to mention or maybe emphasize that willingness, commitment, and accountability are crucial in executing strategy and also when crafting the strategy, it should not be just a mere exercise or something that you wake up to, like playing the Lotto and winning R100 million… Communication plays an important role from end to end of strategy. From starting with your strategy, crafting your strategy, implementing your strategy, communicating it upwards, communicating it downwards." (Participant 2)

4.7.3. **Bureaucratic Culture**

Two respondents indicated that the ANSP is bureaucratic. This bureaucracy is linked to both the lengthy processes and the culture of the ANSP and has adverse effects on any attempts by the ANSP to be agile. A further consequence is that employees are not in a trusting environment and do not enjoy the freedom to explore solutions to implementing the strategy.

"The second part is bureaucracy. So, being in a specialized environment, which is aviation, you get a lot of people who are sole providers or suppliers. The bureaucracy of a parastatal trying to work with sole suppliers on projects delays a lot." (Participant 1)

"We are bureaucratic by nature, which is a big stumbling-block from us implementing the strategy in many forms… So, we need to move away from being bureaucratic. We need to move to a more trusting environment where people are allowed to be trusted to do what they do. We talk about being agile, but we do not have the environment for agility. We need to create that space where people can explore and do what they need to do to deliver on the strategy." (Participant 4)

4.8. Knowledge, Talent, and HCM

Two participants highlight that there are frequent changes and many vacancies in the office bearers of top and middle management which has dire consequences in the effective implementation of strategy. The main points are:

i. The management instability adversely affects the continuity of strategy implementation due to changing expectations.
ii. Having too many vacancies for prolonged periods puts the organization in a state of paralysis as the people in the acting positions do not have an appetite for binding decisions.

"Our board has changed twice, and I think that now there is a new board. When the board changes, it puts a lot of pressure, especially when it is midway through a strategy. It puts a lot of pressure because the agreements were with the previous board, and now you must re-agree with the new board, and sometimes it is not a one-to-one, you know, agreement. There is give and take that must happen and some alterations to the strategy again. So, yes, in the, in the impact that the implementation, because something that might have been planned is not in the plan." (Participant 1)

"So, the fact that the air navigation service provider had a large number of acting people in roles or let me call it non-permanent appointments. The nature of someone acting in an executive, or an immediately just below executive level, not having the full appointment or being dependent on the team in that position, would often lead to a level of paralysis, and no appetite for making meaningful decisions. You would find that the organization got paralyzed through all these acting appointments, and we saw that their safety performance deteriorated significantly. Their financial performance!" (Participant 6)

Added to this challenge, three participants indicate that within the top and middle management of the ANSP, there is often insufficient knowledge of what an ANSP should do and be.

"Well, the people involved in the business need to realize that the international plan is our business. That is the way that things are going to go. So, they must come on board, they have to realize that what has been put into the (international) strategy has to be implemented. Otherwise, we are going to be left behind the globe. We will not be in the business that we should be doing and people, or the state will soon find somebody else that will do the business according to the international requirements." (Participant 4)

"S*o, there is an executive education process that is probably a gap most of the time. I have gone through a few different boards in my years at the ANSP, some better than others. There is an executive education when it comes to aligning the executives or the board with the strategy."* (Participant 1)

"It is my view that for those who busy themselves, and when the entire management structure of an ANSP in South Africa, when they busy themselves with developing strategy, that there is often not a sufficient understanding of exactly what the challenges are… I think that the air traffic management knowledge levels of nine out of ten of the executives today and even the board members are very, very limited… I think also that there is a lack of knowledge about what an ANSP could or should do. I find that there is greater alignment in terms of external forces, I find that there is a greater alignment by the ANSP in South Africa, with the political agenda of the department (in government) that reports to, rather than with the ASBUs or with, may I just call it, the subject matter of air navigation." (Participant 6)

In addition to this, knowledge management of the strategic decisions taken from time to time is found wanting by one participant.

"If we do not have the how part, if someone leaves the organization, then the next person (successor) will not be able to implement that strategy. Additionally, when we are supposed to implement the strategy, we start questioning why some of the things in it are there. This brings us to the point of saying that we need to have knowledge management. This would be a repository of the decisions that we are making when we develop our strategies because we cannot ask questions at the stage of implementation. So, we need to have knowledge management, a knowledge repository, a knowledge centre, and excellence where we can keep all the decisions and why we decided to make certain votes." (Participant 3)

The challenge of talent management also permeates to the lower levels of management as described by one participant, in that there is no real plan at the ANSP for how they develop managers from the lower ranks.

"… the ANSP in South Africa has struggled for many, many years to deliver on its objectives, its own goals, and its ambitions because they have never equipped their managers to manage people or to manage strategy or manage strategy as it may be broken down and applies to the smallest business unit wherever that might be. Be it the technical environment, be it an (air traffic) control tower, somewhere well removed from the head office. So, there was never a serious plan by the ANSP to develop its upcoming managers. (Participant 6)

The participant further highlights how the failure to equip managers often results in frustration for those responsible for implementing strategy in the lower levels of the organization. The main arguments from this participant are that:

i. Managers in the lower ranks are normally not trained in managing performance.
ii. The executives do not have adequate ANSP knowledge.
iii. The ANSP has the challenge of strategists who have no ANSP knowledge failing to agree completely with air traffic managers who have come through the ranks in producing a sensible strategy.

"If I can go back to just sort of remind ourselves that given an environment where the managers were never really developed to work with these methodologies and these concepts, often, managers would have to decide on the performance of a particular staff member against these objectives; often that became almost a burden in the sense that I need to sit with individual employee X for a particular number of times per year and I have got to make some sort of sense of where he or she is, how they are developing while balancing the objective of the organization, with the individual's growth and managers that are not trained to do that, it just became one big frustration, and I'm generalizing, there were, of course, exceptions… So, you always have the perfect storm of restrictive legislation, less than-experienced executives, and middle and lower-level management without training. And when those three things come together, as I say, I suppose you are looking at some sort of a perfect storm... So, when you would go to the strategy sessions, you would have a bunch of, or you would have a group of external non-ANSP sourced executives who tried their hand at what they thought would be the objectives and goals for the organization. And the only air navigation specialists that you would have in the room are truly that – air navigation specialists, but not specialist managers. So, these two groupings, and I am generalizing, by saying, broadly two groups. So, predictably, these two groupings of career professionals on the one side and external professionals would often struggle to meet each other in finding solutions, just because they were never equipped for that. So, internally, there have been challenges because they did not develop the people, and externally came with a limited view of air navigation services…" (Participant 6)

Two participants added that the strategy must include the development of the employees and improve the culture within the organization.

“The strategy needs to talk about how we are going to ensure that we develop our employees, how are we going to communicate with our stakeholders, and how are we going to improve our culture within the organization.” (Participant 3)

“So, for me, this is a training of the professionals, the engineers the technicians and the (air traffic) controllers. The individuals who come through the ranks in those groupings into management positions should be given management training.” (Participant 6)

4.9. Summary

The findings provide a comprehensive look at the strategic landscape of the South African ANSP. Participants agreed on the significant role of international agreements, such as the Chicago Convention and ICAO, in shaping global and regional airspace strategies. However, concerns were raised about the ANSP's alignment with these global priorities, with some fearing a divergence from established agendas.

Key stakeholders, including ICAO, government bodies, shareholders, and ANSP management, were identified as crucial to strategy implementation. While there was general agreement on the importance of these entities, opinions varied on the effectiveness of stakeholder engagement, with some noting improvements under new management. Discrepancies in how board influence and political interference affect the ANSP's mandate were also highlighted.

The analysis revealed criticism of the ANSP’s strategy management processes, including an overabundance of objectives and misalignment with industry needs. Concerns about bureaucratic culture, lack of role clarity, and inadequate management practices were noted. Challenges in **organizational culture**, **stakeholder engagement**, **strategy management processes**, and **alignment with global strategies** emerged as central themes affecting the ANSP’s ability to implement its strategies effectively.

5. INTEPRETATION AND ANALYSIS OF THE FINDINGS

5.3. Introduction

This chapter delves into a comprehensive examination of the positive aspects and areas requiring improvement within the strategy implementation journey of the South African ANSP. Grounded in the conceptual framework that emphasizes the interplay between OC, OA, HCM, and OD, this chapter meticulously analyses milestones and challenges faced by the ANSP. The positive findings are categorized within the realms of OA, OD, HCM, and o. Simultaneously, areas of improvement are identified, providing a holistic understanding of the complex dynamics shaping the ANSP's strategy implementation process.

5.4. Conceptual Framework

The conceptual framework highlighted the critical role of OC in shaping employee attitudes, engagement, and the success of strategic initiatives. A positive culture enhances implementation effectiveness. The integration of OA, OD, and HCM into the principal theory of OC forms a comprehensive framework for addressing strategy implementation challenges at the South African ANSP.

5.5. Milestones

Within the intricate environment of the South African ANSP, a narrative of positive characteristics emerges, echoing the principles of OA, OD, HCM, and OC. The exploration unfolds as the ANSP’s endeavours are dissected in alignment with global strategies, sustaining itself in a stable regulatory environment, managing change effectively, fostering stakeholder engagement, recognizing industry influence, and nurturing a positive OC.

5.5.1. **Organizational Architecture: Global Engagement and Regulatory Stability at of the ANSP**

The ANSP exhibits proactive engagement in global aviation initiatives and maintains a stable regulatory environment. Actively participating in international and regional strategies, particularly ongoing efforts to align with ICAO, the ANSP demonstrates a conscious effort to harmonize with global aviation objectives. This commitment seamlessly aligns with the principles of OA, emphasizing strategic design and arrangement for broader goals. The ANSP’s involvement in global initiatives ensures its structural foundation conforms to international standards, contributing to effective strategy implementation. Additionally, the recognition of a stable regulatory

environment reflects strategic foresight, aligning with OA principles that emphasize continuous review to enhance strategic effectiveness. These characteristics provide the ANSP with a potentially robust foundation for successful strategy execution.

i. **Active Participation in Global Initiatives:** The ANSP has consistently demonstrated active engagement in international and regional strategies, particularly aligning with the plans of the ICAO. This commitment reflects a conscious effort to harmonize with global and regional aviation objectives. The involvement aligns seamlessly with the OA theory, emphasizing the strategic design and arrangement of organizational components to achieve broader goals. By participating in global initiatives, the ANSP ensures that its structural foundation is attuned to international standards and expectations, contributing to effective strategy implementation. Brickley, Smith & Zimmerman (1995) highlighted the primary economic challenge faced by organizations which is the need to ensure decision-makers have access to relevant information for making effective decisions. The South African ANSP demonstrates the capability and capacity to ensure access to such information.
ii. **Stable Regulatory Environment:** Acknowledging the stability of regulations, two participants emphasized the ANSP's ability to anticipate and mitigate potential changes. This recognition underscores the organization's strategic foresight in aligning its components with a stable regulatory framework. The stability of regulations is considered a positive aspect, resonating with the principles of OA. This theory highlights the importance of organizational design and arrangement to achieve strategic objectives. Lee (2019) emphasizes that OA is not a one-time activity but an iterative process, continuously reviewed to control the effectiveness of the strategy. In the case of the South African ANSP, a stable regulatory environment becomes an integral part of its architectural foundation, providing a conducive structure for effective strategy implementation.

The ANSP's active participation in global initiatives and the stability it maintains within the regulatory environment collectively contribute to a robust OA. This architecture, characterized by alignment with international strategies and a stable regulatory framework, serves as the structural foundation for successful strategy implementation. The organization's deliberate efforts to integrate global perspectives and navigate regulatory landscapes display a commitment to a well-designed architecture that enhances adaptability, collaboration, and achievement of strategic objectives.

5.5.2. **Organizational Development: Change Management**

The participants provided examples highlighting the effectiveness of change management, underscoring the significance of tailored communication for diverse audiences. This positive aspect within the change management process corresponds with the principles of OD theory. As outlined by Wadell, et al. (2019), OD is a systematic methodology that employs principles and practices grounded in behavioural science to comprehensively improve the performance of individuals, groups, and

organizations. OD, involving planned interventions to improve organizational effectiveness, is exemplified by the successful instances of change management cited by participants. These instances underscore that effective change management aligns with the objectives of OD, emphasizing interventions aimed at enhancing overall organizational effectiveness at the South African ANSP.

5.5.3. Human Capital Management: Enhancement in Stakeholder Engagement and Industry Recognition:

The participants highlight that the South African ANSP demonstrates an evolving approach to stakeholder engagement, particularly evident with the implementation of a new organizational structure and the introduction of new executives. This positive shift signifies an improvement in the quality of both internal and external stakeholder engagement. The South African ANSP's evolving approach to stakeholder engagement aligns seamlessly with the HCM theory's focus on creating a positive work environment, encouraging involvement, and enhancing commitment and productivity through employee engagement initiatives (Boudreau, 2008).

Moreover, the South African ANSP displays a heightened awareness of the industry's influential role in shaping its mandate. Acknowledging the industry's involvement in crafting the ATM system and its impact on resource allocation, the ANSP actively recognizes and integrates industry influence.

Furthermore, the interplay between HCM and OC becomes evident in these positive changes. The South African ANSP's proactive engagement with stakeholders and recognition of industry influence aligns well with Malik's (2019) findings that a supportive OC positively influences the implementation of HCM practices and contributes to improved organizational outcomes. The South African ANSP's efforts reflect the importance of aligning OC with HCM initiatives to maximize their impact, fostering an environment that values talent development and aligns with HCM principles (Boudreau, 2008).

In conclusion, the ANSP's recent strides in stakeholder engagement and industry recognition harmonize effectively with the principles of HCM. By aligning its practices with HCM dimensions such as talent acquisition, continuous development, and fostering a supportive culture, the ANSP positions itself strategically to drive organizational success.

5.5.4. Organizational Culture: Global Influence and Employee Development

The participant took pride in that the South African ANSP has a rich history in participation in goal setting and the establishment of Standard and Recommended Practices at ICAO and, despite a recent decline, this displays a rich legacy of playing a leading role in shaping industry standards. This historical involvement aligns seamlessly with the OC theory, emphasizing the profound impact of values and leadership on the successful implementation of strategies. OC, as defined by Schein (2010), represents a pattern of shared basic assumptions learned by the group as it

adapts to external challenges and integrates internally. This culture, comprising implicit and taken-for-granted assumptions, influences employee behaviour, shapes the organization's identity, and impacts overall functioning. The shared values within the ANSP, evident in its historical participation in goal setting and recent emphasis on employee development, reflect the organization's culture. This culture, as described by Quinn (2011), influences decision-making processes, communication patterns, leadership styles, and employee motivation, creating a framework for interpreting events and guiding behaviour.

Moreover, the ANSP's recognition of the importance of including employee development in its strategy, especially to address challenges in lower-level management, reflects a positive approach to talent management and OC enhancement. This development is a by-product of using the ANSP's employees in the ICAO participation. The ANSP's commitment to employee development and culture enhancement aligns with the notion that OC serves as the underlying foundation influencing how strategies are embraced and implemented. By incorporating these aspects into its strategy, the ANSP acknowledges the interplay between OC and the successful execution of strategic initiatives.

This dual emphasis of global participation and employee development resonates not only with the HCM theory, which underscores the strategic significance of attracting, developing, and retaining talented individuals but also reinforces the key role of OC in fostering employee development and growth. A positive OC fosters employee satisfaction, engagement, and performance, aligning with research findings of Aranki, et al. (2019). The alignment between OC and strategic initiatives is crucial for successful implementation and organizational performance (Denison & Mishra, 1995) (Elias & Akintayo, 2019). Examining the impact of OC on employee attitudes reveals that it shapes perceptions, beliefs, and values, influencing whether employees hold positive or negative attitudes. Similarly, OC significantly impacts employee engagement, fostering emotional commitment and active involvement when it values well-being and recognizes contributions. Crucially so, OC influences the acceptance and sustainability of strategic initiatives. A culture valuing innovation and continuous improvement is more likely to embrace and support strategic initiatives, as opposed to a resistant or status quo-oriented culture. Recent research by Rasool et al. (2021) emphasizes the positive influence of a supportive and adaptive OC characterized by trust, collaboration, and a focus on learning and growth on employee attitudes, engagement, and commitment to strategic initiatives.

Therefore, the ANSP's historical role in goal setting and its recent emphasis on employee development within its strategy underscore the critical influence of OC on strategy implementation. The alignment with both the OC theory and the HCM theory reflects an emerging holistic understanding of how values, leadership, and talent management contribute to shaping a positive and effective OC for successful strategy execution.

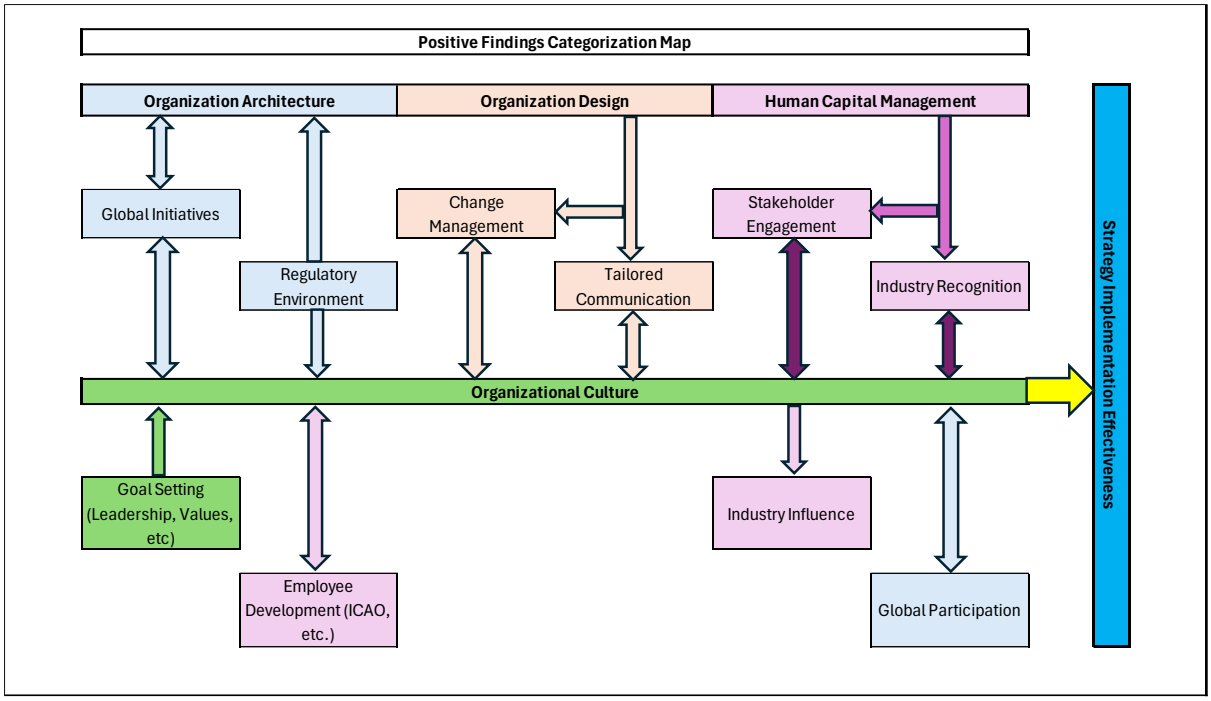


Figure 5: Positive Findings Categorization Map – Author's Contribution

The Positive Findings Categorization Map visually represents the interconnectedness of various organizational elements that contribute to the effectiveness of strategy implementation within the South African ANSP. The map is divided into four main categories: OA, OD, HCM, and OC, each color-coded for clarity. Within these categories, specific areas such as Global Initiatives, Regulatory Environment, Change Management, Stakeholder Engagement, and Industry Recognition are highlighted.

Arrows indicate the relationships and dependencies between these aspects.

The interrelationships between the various elements in the Positive Findings Categorization Map contribute to strategy implementation effectiveness by creating a synergistic framework where each component supports and enhances the others, resulting in a more cohesive and aligned organizational approach. Here's how these interrelationships influence strategy implementation positively:

i. OA and OC

Global Initiatives and Regulatory Environment: The alignment of the ANSP's OA with global aviation standards (through active participation in Global Initiatives and adherence to a stable Regulatory Environment) positively influences the OC. This alignment fosters a culture that is globally aware and compliant with international norms, which is crucial for effective strategy implementation. Employees within such a culture are more likely to adopt practices that align with global standards, ensuring that strategies are not only well-designed but also effectively executed in a manner that meets both local and international requirements.

ii. OD and OC

Change Management and Tailored Communication: The OD elements, particularly Change Management and Tailored Communication, interact with Organizational Culture to facilitate smoother transitions during strategy implementation. Tailored communication ensures that changes are conveyed effectively across different levels of the organization, fostering understanding and buy-in from employees. This, in turn, nurtures a culture that is adaptable and responsive to change, reducing resistance and ensuring that strategic initiatives are implemented more effectively.

iii. HCM and OC

Stakeholder Engagement and Industry Recognition: Positive Stakeholder Engagement and Industry Recognition are both outcomes of effective HCM practices. When these practices are aligned with a supportive OC, they contribute to a more engaged and motivated workforce, which is essential for the successful implementation of strategies. A culture that values and recognizes contributions internally and externally encourages employees to align their efforts with strategic goals, leading to higher levels of commitment and more effective execution of strategies.

iv. Interdependence Across Categories

OC as a Central Pillar: OC serves as the central pillar that connects OA, OD, and HCM. This interdependence means that improvements in one area, such as better regulatory alignment in OA or enhanced stakeholder engagement in HCM, positively influence the culture, which in turn reinforces these areas. For example, a culture that promotes Goal Setting and Employee Development will naturally align with strategic objectives, leading to more successful strategy implementation across the organization.

v. Global Participation and Industry Influence

Global Participation and Industry Influence: These elements reinforce the OC by ensuring that the organization remains competitive and relevant on the global stage. Global Participation helps embed best practices within the culture, while Industry Influence ensures that the ANSP is a leader rather than a follower. This proactive stance positively affects the implementation of strategies, as it creates a culture of continuous improvement and external benchmarking.

vi. Overall Impact on Strategy Implementation Effectiveness:

The positive interrelationships among these elements create a reinforcing loop that enhances strategy implementation effectiveness. By aligning OA with global

standards, fostering a culture of adaptability through OD, and ensuring that HCM practices support a positive and engaged culture, the ANSP is better positioned to execute its strategies effectively. The cohesive interaction between these elements ensures that strategies are not only well-planned but also embedded within the organization's daily operations, leading to sustainable success.

In summary, the South African ANSP has made notable progress in strategy implementation, demonstrating alignment with international standards through active global participation and a stable regulatory environment. This regulatory stability supports effective decision-making and adaptability. Successful change management, informed by OD principles, and a positive shift in stakeholder engagement reflect advancements in organizational effectiveness and commitment. The ANSP's evolving approach to HCM and its emphasis on employee development and cultural alignment further enhance strategy implementation. Collectively, these achievements highlight the interconnectedness of OA, OD, HCM, and OC theories, showcasing the organization's growth in aligning with global standards, managing change effectively, and fostering a supportive organizational culture.

5.6. Areas of Improvement

There are several adverse findings which represent areas of concern in the strategy implementation journey of the South African ANSP. These are organised into the following theories of the conceptual framework:

5.6.1. **The Interplay between Organizational architecture and Organizational culture**

The findings furthermore illuminate a tapestry of challenges, intricately woven through the fabric of OA and OC. A compelling narrative unfolds, revealing critical dimensions that demand strategic fortification. The drift from global aviation agendas, as highlighted in the misalignment with global strategies, underscores the paramount importance of a well-designed OA. This architectural foundation becomes the keystone for effective decision-making harmonized with international standards. The absence of departmental strategies and implementation plans not only signals process inadequacies but accentuates the pressing need for a structured OA, integrating meticulous planning for successful strategy implementation. Architecture challenges, including the surpassing of the Strategy Department's mandate, beckon towards a call for an integrated OA, encapsulating decision rights assignment, performance evaluation, and reward systems. Political interference, mandate mismanagement, regulatory framework challenges, and board consultation imbalances collectively underscore the intricate interplay between OA and OC. This complex dynamic emphasizes the necessity for a well-designed structural foundation aligned with organizational goals and a supportive culture resilient to external influences. As we

traverse these findings, a clarion call emerges – an integrated approach that harmoniously intertwines OA and OC is imperative.

i. **Alignment with Global Strategies:** The findings highlighted an increasing drift of the South African ANSP's strategy away from the global strategies. The gap in alignment with the global aviation agenda is intricately connected to the theory of OA. Brickley, Smith, and Zimmerman (1995) highlight the importance of OA in addressing the primary economic challenge of ensuring decision-makers have access to relevant information. Although this has been mentioned as a positive milestone earlier, in this context, a well-designed OA is crucial for aligning the South African ANSP's strategy with international standards and objectives. The structural foundation is not harmonized to facilitate effective decision-making in accordance with the global aviation strategies.
ii. **Lack of Departmental Strategies and Strategy Implementation Plans:** The findings indicate a confusion between strategy and shareholder expectations, leading to the absence of departmental strategies. Lee (2019) identifies processes (how value is created) as a critical link between the organizational systems and structures and the outcomes of the organization's architecture (part of why the organization exists). The lack of consistency in developing departmental strategies as enablers to the overall ANSP's strategy is an indicator of inadequate processes. Moreover, when the strategy is developed, there are no concrete implementation plans that are put in place and this signifies that the ANSP's structure is not well designed to include clear planning for successful strategy implementation. Successful strategy formulation must be complemented by successful strategy implementation, as the strategy alone cannot ensure success until it is executed effectively (Hitt, et al., 2017) (Raes, Heijltjes, Glunk, & Roe, 2011) (Sull, Homkes, & Sull, 2015). The lack of implementation plans is the primary reason there is often resistance (OC) to implement the strategy and the failure to have foresight on the interdependencies of the strategic objectives that will occur during the strategy implementation, leading to significant strategy implementation challenges.
iii. **Architecture Challenges:** The weaknesses in the ANSP's architecture, such as the exceeding of the Strategy Department's mandate and occasional structural changes, indicates the need for a more integrated approach. As per Brickley, Smith, and Zimmerman (1995), a well-designed OA includes decision rights assignment, performance evaluation, and reward systems. The current practice of the Strategy Department being responsible for facilitating, implementing, and monitoring strategic performance results in role confusion across the organization which leads to other departments not being certain of their specific roles within strategy implementation, thus there is often a lack of Departmental Strategic Plans as will be discussed below.
iv. **Political Interference and Mandate Management:** This area of improvement is associated with both OA and OC theories. The McKinsey (2008) model and Lee's (2019) model both emphasize the importance of OA in achieving strategic objectives through the design and arrangement of organizational components. These models also recognize the significant role of OC, particularly shared values, as a critical enabler for effective OA in attaining strategic objectives. The

ANSP lacks alignment between its structural foundation and its strategic objectives, making it susceptible to political interference due to the unclear mandate management (OA). Furthermore, the existing OC does not foster resistance to external influences and interference, contributing to ineffective mandate management.

v. **Framework Challenges:** The challenges in managing regulatory frameworks such as the PFMA are tied to both OA and OC. Brickley, Smith, and Zimmerman (1995) emphasize the importance of OA in addressing economic challenges. The ANSP does not have the structural foundation (OA) necessary for managing regulatory challenges. Simultaneously, the OC is not adequately supportive for understanding, adapting to, and effectively communicating changes related to regulatory frameworks (OC). This double-edged challenge hampers comprehensive and agile responses to regulatory challenges.
vi. **Board Consultation Imbalance:** The findings highlighted concerns about the disproportionately elevated level of consultation with the ANSP's board in the strategic management process. Friesl, Stensaker, and Colman (2021) endorse the idea that high-level managers commonly perceive their primary role as strategic planning, assigning the responsibility for implementation to lower levels where they believe less skill is needed. They contend that for effective strategy formulation, both top and middle managers should actively participate in conceptualizing the strategy. The board is indeed the custodian of the strategy of the organization. However, the findings are clear that the ANSP's approach to decision-making is not balanced, nor inclusive.

In conclusion, the challenges faced by the South African ANSP highlight the complex interaction between Organizational Architecture (OA) and Organizational Culture (OC). The misalignment with global strategies underscores the need for a well-structured OA to align decision-making with international standards. The absence of departmental strategies and implementation plans, as noted by Lee (2019), indicates a need for a robust OA that includes clear planning and performance evaluation. Challenges such as political interference and exceeding departmental mandates emphasize the importance of integrating OA and OC to align structural foundations with strategic objectives and foster a resilient culture. Additionally, regulatory framework issues point to the necessity of a supportive structural foundation and an adaptive culture. Addressing these challenges requires an integrated approach that combines OA and OC to enhance organizational effectiveness and ensure alignment with strategic goals.

5.6.2. **Cultivating Organizational Effectiveness**

The challenges faced by the ANSP underscore deficiencies in its OD practices, pointing to obstacles in effective strategy implementation and overall organizational effectiveness. The findings highlight issues in Stakeholder Engagement Effectiveness,

revealing a lack of consensus on its effectiveness and emphasizing the need for a more structured and sustainable approach.

i. **Stakeholder Engagement Effectiveness:** The findings regarding Stakeholder Engagement Effectiveness reveal that, despite efforts to enhance engagement, there is a lack of consensus on its effectiveness, highlighting the need for a more structured and sustainable approach. The participants highlighted that the ANSP often share their operational plans with the industry and describe these as their strategy. This gap aligns with the principles of OD, emphasizing planned interventions to enhance overall organizational effectiveness as argued by Wadell, et al. (2019). The ANSP does not employ a systematic and behavioural science-based methodology to comprehensively manage internal and external stakeholders. Some of the participants highlighted that the new leadership has implemented some positive changes to stakeholder engagement. However, evidence to support the effectiveness of these engagements is yet to be seen.
ii. **Strategic Management Processes:** The findings revealed strategy implementation challenges such as having too many objectives, a process-focused approach, and misalignment in sub-processes that underscore the significant room for improvement in streamlining, focusing, and coordinating the strategic management process. Beckard (1969), Wadel, et al. (2019) and French and Bell (2017) agree that OD is the systematic, intentional and comprehensive principles and interventions rooted in behavioural science to improve the effectiveness, well-being and performance across the organization. Given the gross misalignment in the annual strategy cycle, and between the 5-year strategy and the permission process, the ANSP does not implement systemic interventions to enhance the overall ANSP's effectiveness. One participant saw the need to highlight that the ANSP has been approaching strategic management the same way for a long time, without any change in performance and the current trend is that there is no more than a 10% change in the approach. Ninety percent remains how it has always been done.
iii. **Bureaucratic Culture Challenges:** The Bureaucratic Culture identified in the findings affects agility and employee freedom in the ANSP, indicating a need for cultural transformation. The current OD practice within the ANSP is not matured enough to alight with the existing cultural dynamics to allow for the effective design, implementation and sustainability of interventions that can transform the bureaucratic culture and foster a more innovative and flexible OC. It can be safely surmised that the bureaucratic culture is feeding upon and sustaining itself because it inherently becomes a barrier to the adoption of the necessary interventions that can improve the organizational effectiveness described by Wadell, et al. (2019).

In conclusion, the challenges faced by the South African ANSP reveal significant shortcomings in Organizational Development (OD) practices that hinder effective strategy implementation and overall organizational effectiveness. The findings on Stakeholder Engagement highlight the need for a more structured approach aligned with OD principles, advocating for planned interventions to better manage

stakeholders. Despite positive changes under new leadership, the lack of supporting evidence indicates gaps in OD methodologies. Issues with Strategic Management Processes show a need for improvement in aligning these processes with OD principles, reflecting a lack of systemic interventions. Additionally, Bureaucratic Culture Challenges underscore the necessity for cultural transformation to align OD practices with the dynamic cultural needs for effective intervention. Overall, addressing these challenges requires advancing OD practices with systematic, behaviourally informed interventions to enhance organizational effectiveness and foster innovation.

5.6.3. **Cultivating Human Capital Harmony**

The findings have revealed a disconcerting misalignment of the ANSP with industry priorities, deficiencies in knowledge and talent management, lapses in employee development, and perceived misalignment with external stakeholders, which pose substantial challenges. As we navigate through these adverse findings, the principles of HCM emerge as crucial guides, underlining the strategic significance of aligning OC with industry demands and stakeholder needs. This introspection beckons a compelling call for a comprehensive strategy, one that intricately aligns internal processes, invigorates stakeholder engagement, and nurtures a culture of performance throughout the organization.

i. **Industry Alignment:** In the context of industry alignment, the identified gap of misalignment with industry priorities and a limited focus on broader industry needs emphasizes the need for a more integrated approach. This gap resonates with the principles of HCM, as elucidated by Malik (2019), which underscores the strategic importance of aligning OC with industry demands. Economic regulation serves as a mechanism to hold the ANSP accountable for its profits, ensuring efficiency in the deployment of ATM infrastructure, and fostering a conscious and deliberate approach in addressing both current and future ATM requirements as per Arblaster and Zhang (2020). Additionally, economic oversight plays a crucial role in promoting thriftiness in managing costs within the industry, aligning the ANSP's financial practices with broader industry needs and priorities. This brings to the fore two important observations. Firstly, the Economic Regulator is not as effective as it should be in ensuring the alignment between the ANSP and the Industry need. Secondly, the ANSP itself is not elevating itself to be attuned to the current and evolving needs and priorities of the industry. The imperative for a cultural shift becomes apparent to align with industry priorities and foster collaboration effectively.
ii. **Knowledge and Talent Management:** The theory of HCM highlights the strategic significance of attracting, developing, and retaining talented individuals to foster organizational success (Malik, 2019). The findings have highlighted a glaring concern of frequent changes in management, vacancies, and insufficient knowledge at various levels which accentuates the importance of stability, talent development, and knowledge management. This area of improvement is directly associated with the HCM theory, as outlined by Malik (2019), emphasizing the strategic significance of talent development for effective strategy implementation.

The ANSP cannot expect to succeed in strategy implementation while it perpetuates management instability, coupled with low knowledge level on what an ANSP should do and be within the ranks of top and middle management. The ANSP industry is a highly specialised field within which general and transportable expertise from other industries are insufficient without some form of advanced aviation industry knowledge.

iii. **Employee Development and Cultural Fit in Recruitment:** The findings revealed the absence of plans for developing managers from lower ranks and the lack of cultural fit in recruitment processes indicate a strategic gap in employee development. This area of improvement is aligned with the principles of HCM, emphasizing the need for talent management practices that are in harmony with OC. The absence of plans for developing managers from lower ranks means that, if there is any investment that is being undertaken by the ANSP on the development of its employees, the return of investment cannot be quantified. Moreover, any development initiatives by the employees might not necessarily align with the talent needs of the ANSP. There is the potential for a propensity of the employees to undertake development initiatives that support their exit-strategies from the ANSP, irrespective of whether such initiatives are self-funded, or funded by the ANSP. HCM comprises various facets, such as talent acquisition, performance management, training and development, and employee engagement (Boudreau, 2008). The training and development initiatives at the ANSP are not deliberate and intentional. Malik (2019) argues that the HCM process initiates with efficient recruitment and selection procedures designed to allure individuals possessing the appropriate competencies and a cultural alignment with the organization (Malik, 2019). The lack of assessing the cultural fit of employees at the recruitment stage significantly highlights the absence of effective HCM at the ANSP.

iv. **Internal Stakeholder Engagement:** Moreover, when examining the weakness related to internal stakeholder consultation and engagement, which involves the absence of internal consultation, the imperative for improved communication channels and the involvement of employees at all levels becomes evident. This challenge is intricately connected with HCM, emphasizing the necessity of creating a positive work environment through employee engagement initiatives.

In conclusion, the areas of improvement identified across different facets of the ANSP, including industry alignment, knowledge and talent management, employee development, and internal stakeholder consultation and engagement, underscore the significance of adopting HCM principles. Addressing these weaknesses requires strategic alignment with HCM practices, emphasizing talent development, cultural fit, and positive work environments to enhance overall organizational effectiveness and successfully implement strategic initiatives.

5.6.4. **Organizational Culture Challenges:**

In the challenges confronted by the South African ANSP, the lens of OC comes into sharper focus. Specific areas of improvement within the organizational fabric, notably the adverse effects of the incentive scheme and the notable absence of a performance culture, stand out as critical areas demanding attention. These weaknesses underscore the imperative to revisit incentive structures and emphasize the pressing need for a culture intricately aligned with strategic goals. Furthermore, the discerned lack of ownership, accountability, and commitment to the implementation of strategic initiatives accentuates the necessity for a holistic change management approach, underscoring the pivotal role played by OC in fostering commitment and ownership for the successful execution of strategic objectives.

i. **Performance Culture and Incentive Issues:** In the context of challenges faced by the South African ANSP, specific areas of improvement related to OC are identified. The theory of OC emphasizes the examination of shared values, beliefs, and norms influencing behaviour within an organization (Schein, 2010). This complex system of symbols, rituals, and practices shapes work conduct and guides interactions, impacting overall organizational performance. Specific areas of improvement within the organizational fabric, notably the adverse effects of the incentive scheme and the notable absence of a performance culture, stand out as critical areas demanding attention. These challenges underscore the imperative to revisit incentive structures and emphasize the pressing need for a culture intricately aligned with strategic goals
ii. **Ownership, Accountability, and Commitment:** The lack of ownership, accountability, and commitment to strategy implementation, as per the findings, points to the necessity for comprehensive change management, highlighting the role of OC in fostering commitment and ownership for successful strategy execution. Recent research by Rasool, et al. (2021) emphasizes the positive influence of a supportive and adaptive OC characterized by trust, collaboration, and a focus on learning and growth on employee attitudes, engagement, and commitment to strategic initiatives.

These findings underscore the significance of fostering a culture conducive to successful strategy implementation within the South African ANSP.

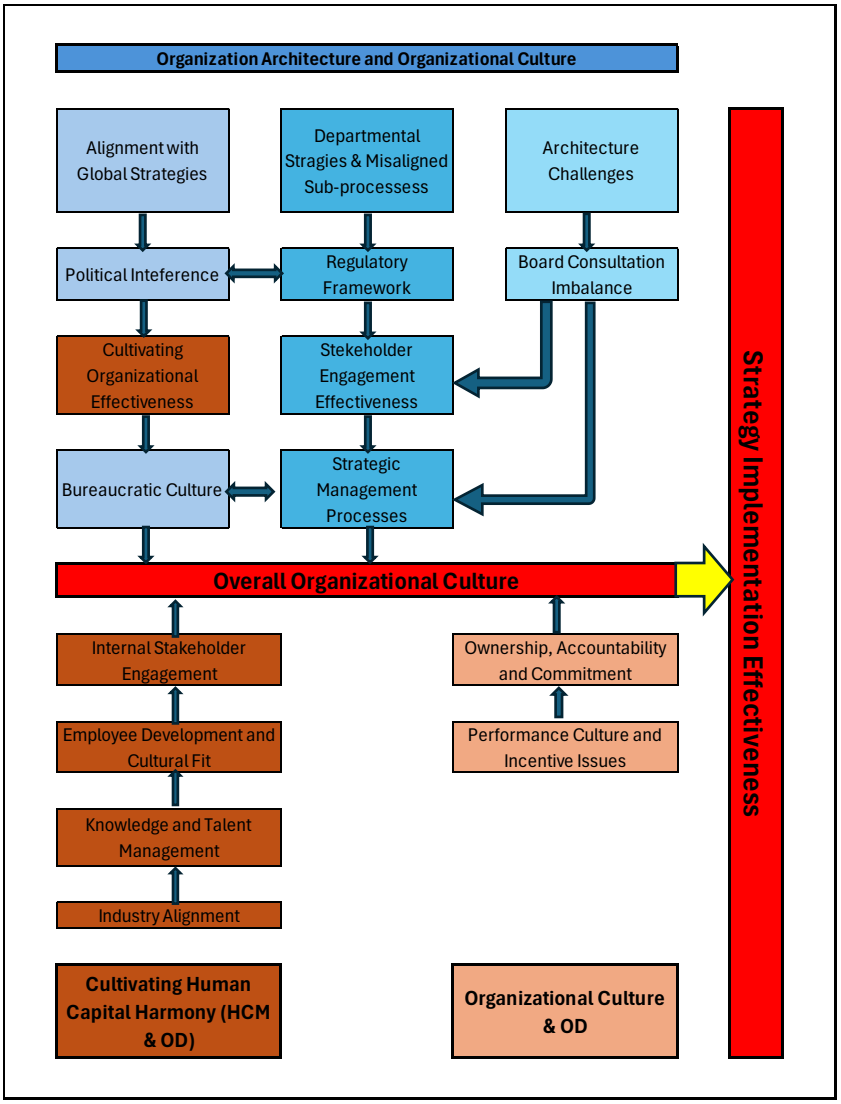


Figure 6: The Interconnection of the Areas of Improvement – Author's Contribution

The Interconnection of the Areas of Improvement diagram illustrates how various elements within the South African ANSP are interconnected, contributing to adverse impacts on strategy implementation effectiveness.

i. OA and OC

(a) **Alignment with Global Strategies & Political Interference:** The limited success in aligning with global strategies, combined with persistent political interference, disrupts the strategic direction of the ANSP. Political interference compromises the organization's ability to maintain a stable and globally competitive strategy, leading to inconsistent decision-making and undermining the overall effectiveness of the strategy implementation.

(b) **Departmental Strategies & Misaligned Sub-processes:** Misaligned departmental strategies and sub-processes create a fragmented approach to strategy execution. This fragmentation results in inefficiencies, as different

departments may pursue conflicting objectives, making it challenging to implement a cohesive strategy that aligns with the broader organizational goals.

(c) **Architecture Challenges & Board Consultation Imbalance:** The structural challenges within the organization, exacerbated by an imbalance in board consultation, hinder effective governance and decision-making. When architecture challenges are not addressed, they lead to bottlenecks in the flow of information and resources, further complicating the implementation process. Additionally, an imbalance in board consultation may result in top-heavy decision-making, where critical insights from middle management or operational levels are overlooked, leading to poorly informed strategic decisions.

ii. OC

(a) **Cultivating Organizational Effectiveness & Bureaucratic Culture:** The entrenched bureaucratic culture within the ANSP stifles innovation and responsiveness, both of which are essential for effective strategy implementation. A bureaucratic environment often results in slow decision-making processes, resistance to change, and a lack of agility, all of which negatively impact the ability to implement strategies swiftly and effectively.

(b) **Stakeholder Engagement Effectiveness & Strategic Management Processes:** Ineffective stakeholder engagement can lead to a disconnect between the ANSP and its key stakeholders, including employees, regulators, and industry partners. This disconnect hampers the organization's ability to gather essential feedback and build the necessary support for strategic initiatives. When stakeholder engagement is weak, strategic management processes suffer, leading to poorly executed strategies that do not resonate with or meet the needs of stakeholders.

iii. HCM and OD

(a) **Internal Stakeholder Engagement & Ownership, Accountability, and Commitment:** Weak internal stakeholder engagement contributes to a lack of ownership, accountability, and commitment among employees. When employees do not feel engaged or aligned with the organizational culture, they are less likely to take responsibility for the successful implementation of strategies. This lack of engagement results in a workforce that is disengaged from the organization's strategic objectives, further diminishing the effectiveness of strategy implementation.

(b) **Employee Development & Cultural Fit:** Insufficient focus on employee development and poor alignment with cultural fit create gaps in the workforce's ability to execute strategies effectively. When employees are not developed in line with the organization’s strategic goals or do not fit within the desired organizational culture, they may struggle to perform in ways that support the overall strategy. This misalignment can lead to reduced productivity and effectiveness in strategy execution.

(c) **Knowledge and Talent Management & Industry Alignment:** Ineffective knowledge and talent management processes lead to a misalignment between the organization's capabilities and industry standards. This misalignment means that the ANSP may not have the necessary skills or knowledge to implement strategies that are in line with industry best practices, reducing its competitiveness and the overall success of its strategic initiatives.

iv. Overall OC

Performance Culture and Incentive Issues: The existing organizational culture, if not effectively managed, can create issues related to performance culture and incentives. A culture that does not adequately reward or recognize the achievement of strategic goals can lead to a demotivated workforce. This demotivation can result in poor performance, lack of innovation, and ultimately, a failure to meet strategic objectives.

v. Overall Adverse Impact on Strategy Implementation Effectiveness:

The interconnected nature of these elements creates a cascade of challenges that collectively hinder the effectiveness of strategy implementation within the South African ANSP. The diagram shows how deficiencies in organizational architecture, culture, and human capital management contribute to an environment where strategies are poorly aligned, inconsistently executed, and inadequately supported by both internal and external stakeholders. The result is a cycle of inefficiency and ineffectiveness, where the organization struggles to implement strategies that can drive long-term success and competitiveness in the aviation industry.

In conclusion, OC is crucial for understanding the dynamics of shared values, beliefs, and norms that shape behaviour within an organization. According to Schein (2010), this culture influences work conduct and overall performance through symbols, rituals, and practices. The South African ANSP's challenges highlight weaknesses linked to OC, such as issues with incentive schemes and a lack of performance culture. These issues underscore the need for a reassessment of incentive structures and a culture aligned with strategic goals. Additionally, the absence of ownership and accountability signals a need for effective change management. Recent research emphasizes that a supportive and adaptive OC positively impacts employee attitudes and commitment, highlighting the importance of fostering such a culture for successful strategy implementation.

5.7. Summary

The Interpretation and Analysis of the Findings section provides an overview of the South African ANSP's strategy implementation, focusing on both achievements and areas needing improvement, while framing the discussion through OA, OD, HCM, and OC theories.

Positive Findings: The ANSP shows proactive global engagement and maintains a stable regulatory environment, reflecting strong organizational architecture aligned with international standards. Effective change management practices and tailored communication indicate alignment with OD principles, suggesting systematic efforts to enhance organizational effectiveness. Positive shifts in stakeholder engagement and industry recognition align with HCM principles, emphasizing a supportive work environment and strategic involvement. Additionally, the ANSP's historical global involvement and recent focus on employee development underscore a positive organizational culture (OC) contributing to successful strategy implementation.

Areas of Improvement: Challenges in aligning with global strategies, departmental mismanagement, and political interference reveal the need for a more integrated approach to OA and OC. Deficiencies in stakeholder engagement and strategic management processes highlight gaps in OD practices, suggesting a need for more structured and sustainable interventions. Issues such as misalignment with industry priorities and gaps in talent management emphasize the necessity of aligning with HCM principles, focusing on talent development and cultural fit. Lastly, problems with incentive schemes, lack of a performance culture, and insufficient ownership and commitment to strategies signal the need to revisit incentive structures and foster a culture that supports strategic goals.

Against this background, the findings in respect of the Research Questions are presented in the following table:

RQ No	Research question	Prop No	Proposition	Findings from the research
RQ1	What are the factors leading to strategy implementation challenges at a South African ANSP?	P1	The Organizational Culture and change management, HCM, and stakeholder engagement and collaboration of the South African ANSP are not aligned with the strategy of the ANSP.	The Organizational Culture, inadequate change management and HCM practices create misalignment at all levels of the ANSP.
RQ2	What are the trends during strategy implementation at a South African ANSP?	P2	Consultation with internal and external stakeholders is not conducted effectively, resulting in the lack of buy in and gross misalignment.	Effective consultation with internal and external stakeholders during strategy implementation at the South African ANSP is lacking.
RQ3	What are the strategies for consideration for strategy implementation at a South African ANSP?	P3	Alignment to the global and regional strategic plans while ensuring effective alignment with internal and external stakeholders. Prioritising strategy implementation	Alignment with global and regional strategic plans and ensuring effective alignment with internal and external stakeholders.

Table 3: Research Questions, Proposition and Findings

Overall, the South African ANSP has made significant positive strides, demonstrating considerable alignment with global standards, emerging efforts for change management, stakeholder engagement, industry recognition, and a quest for a positive OC. However, identified challenges necessitate an integrated approach, intertwining OA, OD, HCM, and OC. Addressing deficiencies requires a maturation of OD practices, a structured and sustainable approach to stakeholder engagement, strategic alignment with HCM principles, and a comprehensive change management strategy fostering a culture conducive to successful strategy implementation.

The analysis provides a detailed understanding of the ANSP's strategy implementation journey, offering insights into its strengths and areas for improvement, guiding strategic decision-making for organizational enhancement.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

In this concluding chapter, we summarize and draw conclusions from the exploration of strategy implementation challenges at the South African ANSP. We investigate contributing factors, present findings, and offer recommendations to improve strategy implementation processes. The recommendations address the ANSP specifically, extend to the SADC region, the broader African continent, and the global community. We also propose future research directions to enhance understanding of ANSP strategy challenges. This chapter encapsulates the study's objectives, providing valuable insights and actionable recommendations for aviation industry stakeholders.

6.2. Objectives

All the objectives of the study have been achieved as follows:

6.2.1. **Investigate the factors leading to strategy implementation challenges at a South African ANSP:**

The study has effectively achieved this objective by conducting an in-depth analysis of the South African ANSP. It explored various dimensions of the organization, including OC, HCM, stakeholder engagement, and architecture challenges. Through a meticulous examination of these factors, the research identified and elucidated the intricate web of challenges that contribute to strategy implementation difficulties.

6.2.2. **Present the findings on strategy implementation at a South African ANSP:**

The study has successfully presented comprehensive findings on strategy implementation at the South African ANSP. Each aspect, from misalignment with global strategies to bureaucratic culture challenges, has been thoroughly explored and documented. The presentation of findings encompasses a detailed analysis of the organizational landscape, allowing for a nuanced understanding of the challenges faced by the ANSP in executing its strategies.

6.2.3. **Interpret and analyse the findings on strategy implementation at a South African ANSP:**

The research has gone beyond presenting raw data and has provided insightful interpretations and analyses of the findings. It has connected the dots between different challenges, elucidating the interplay between OA and culture. The interpretations offer a deeper understanding of the root causes and implications of the

identified challenges, providing a foundation for the formulation of strategic recommendations.

6.2.4. Recommend strategies for strategy implementation at a South African ANSP:

The study has successfully achieved this objective by formulating strategic recommendations tailored to address each identified challenge. Each recommendation is grounded in the specific context of the South African ANSP and is aligned with the corresponding challenge. The recommendations provide a roadmap for organizational transformation, emphasizing the need for an integrated approach that considers both structural and cultural aspects to enhance strategy implementation.

In summary, the study has effectively met each of its objectives, progressing from investigation and presentation of findings to interpretation, analysis, and the formulation of strategic recommendations tailored to the specific challenges faced by the South African ANSP in strategy implementation.

6.3. Summary of the Chapters

This comprehensive study investigates the challenges and dynamics of strategy implementation at the South African ANSP. The research emphasizes the critical role of effective strategy execution for business success and identifies specific challenges within the South African ANSP related to OC, change management, HCM, and stakeholder engagement.

The literature review establishes a foundation by exploring academic research on organizational strategy implementation, drawing from various perspectives and theories such as OA, OD, HCM, and OC. The Conceptual Framework synthesizes these theories, emphasizing the pivotal role of OC in shaping strategy implementation outcomes.

The research approach involves an exploratory case study, utilizing OA, OD, HCM theory, and OC theories. The study adopts an interpretivist or constructivist research paradigm to capture subjective meanings and social constructions within the specific context. Data collection includes semi-structured interviews and document analysis, with thematic analysis, cross-case analysis, and theory integration employed for data analysis.

Findings from the case study reveal insights into the South African ANSP's strategic landscape, identifying key stakeholders, global influences, and challenges in strategy management processes, OA, and HCM. Four central themes emerge, including concerns about global strategy alignment, challenges in stakeholder engagement, issues in strategy management processes, and the impact of OC on implementation.

The Interpretation and Analysis of the Findings section highlights the positive aspects and areas of improvement in the South African ANSP's strategy implementation journey. Positive findings include proactive engagement in global aviation initiatives, effective change management, positive shifts in stakeholder engagement, and an emphasis on employee development. Areas of improvement focus on challenges in global strategy alignment, stakeholder engagement effectiveness, deficiencies in OD practices, and issues in HCM and OC.

In conclusion, the study provides a nuanced understanding of the South African ANSP's strategy implementation journey, offering valuable insights for strategic decision-making and improvement. The identified challenges underscore the need for a holistic approach, integrating OA, OD, HCM, and OC for successful strategy implementation.

6.4. Recommendations

6.4.1. **Problem statement**

The organization, despite having well-defined strategies, encounters difficulties in executing them effectively, posing potential inefficiencies and compromising ATM. Key challenges include:

i. **Organizational Culture and Change Management:** The South African ANSP struggles to foster a culture embracing change, leading to resistance, lack of employee buy-in, and inadequate change management, hindering successful strategy implementation
ii. **Human Capital Management:** Challenges in human resource planning, recruitment, training, and retention, coupled with low employee morale and engagement, impede the organization's ability to implement strategies effectively
iii. **Stakeholder Engagement and Collaboration:** Difficulties in engaging and collaborating with regulatory authorities, airlines, pilots, and air traffic controllers result in limited involvement and communication gaps, obstructing the alignment of stakeholders' interests with the organization's strategic objectives.

Addressing these challenges is crucial for the South African ANSP to enhance strategy implementation, improve operational efficiency, and ensure the provision of safe and effective ATM services.

6.4.2. **Recommendations for the South African ANSP**

6.4.2.1. **Alignment with Global Strategies:**

The challenge identified in the analysis points to a significant drift of the South African ANSP's strategy away from global strategies, indicating a misalignment with the international aviation agenda. This misalignment poses risks to the ANSP's efficiency, adaptability, and overall success in the rapidly evolving global aviation landscape. To address this issue, a comprehensive development and Implementation of a well-designed OA is proposed. The foundation of effective strategy implementation lies in the OA, which encompasses the structures, processes, and decision-making frameworks within the ANSP. A well-designed OA is crucial for aligning the ANSP's strategy with international standards and objectives. This involves several key components:

i. **Decision-Making Processes:** Refine decision-making processes to be more agile, responsive, and aligned with the global aviation agenda. This may involve reassessing decision rights, clarifying decision-making authority, and establishing protocols for swift and effective decision-making.
ii. **Structural Adaptations:** Evaluate the current organizational structure to ensure it supports the alignment with global strategies. Consider adjustments to departmental roles, responsibilities, and interdepartmental collaborations to facilitate a seamless integration of international standards into the ANSP's strategy.
iii. **Integration of International Standards:** Integrate international standards and best practices directly into the organization's architecture. This ensures that decision-makers have access to relevant information, as highlighted by Brickley, Smith, and Zimmerman (1995), enabling them to make informed choices that align with global aviation agendas.
iv. **Performance Evaluation and Accountability:** Enhance performance evaluation mechanisms to measure the success of the ANSP's strategy in aligning with international standards. Implement accountability measures that hold relevant stakeholders responsible for ensuring that strategies adhere to global norms and regulations.
v. **Training and Development:** Invest in training and development programs to equip employees with the necessary skills and knowledge to understand and implement international standards. This extends beyond technical skills to include a cultural understanding that fosters a global mindset among staff.
vi. **Continuous Monitoring and Adaptation:** Establish mechanisms for continuous monitoring of global trends and changes in international aviation regulations. This involves creating feedback loops that allow the organization to adapt its strategy in real-time to remain aligned with the ever-evolving global landscape
vii. **Communication Strategies:** Develop clear communication strategies to disseminate information about international standards, changes, and updates throughout the organization. Effective communication is essential for building awareness, understanding, and buy-in from all levels of the ANSP.

By focusing on these aspects, the ANSP can create an OA that serves as a robust framework for aligning its strategy with global aviation agendas. This not only addresses the immediate challenge of misalignment but also establishes a foundation for long-term adaptability and success in the international aviation context. Through this recommendation, the ANSP can enhance its strategic decision-making capabilities, improve international collaboration, and position itself as a leader in the global aviation community.

6.4.2.2. **Departmental Strategies and Strategy Implementation Plans:**

Th finding of a deficiency in departmental strategies and the absence of concrete implementation plans poses a significant challenge to the South African ANSP. To overcome this hurdle and ensure a more effective strategy implementation, a set of comprehensive recommendations is proposed:

i. **Establish Clear Departmental Strategies:**

(a) **Strategic Alignment:** Align each department's goals and objectives with the overarching strategy of the ANSP. This involves a thorough review of the ANSP's strategic objectives and ensuring that individual departments contribute meaningfully to the achievement of these broader goals.

(b) **Collaborative Strategy Development:** Facilitate collaborative sessions involving department heads, key stakeholders, and strategy experts to formulate clear and concise departmental strategies. This ensures that diverse perspectives are considered, fostering a sense of ownership and commitment among departmental leaders.

(c) **Integration with Organizational Goals:** Integrate departmental strategies seamlessly with the overall organizational goals. This alignment ensures constructive collaboration and coherence in the pursuit of strategic objectives across different departments.

ii. **Develop Concrete Implementation Plans:**

(a) **Detailed Action Plans:** Translate departmental strategies into detailed action plans that outline specific tasks, responsibilities, timelines, and performance metrics. These plans serve as roadmaps for successful strategy execution, leaving little room for ambiguity.

(b) **Resource Allocation:** Clearly define the resources, both human and financial, required for the implementation of each aspect of the departmental strategy. This includes ensuring that departments have the necessary staffing levels, skills, and budgetary allocations to execute their plans effectively.

(c) **Risk Mitigation Strategies:** Anticipate potential challenges and risks associated with strategy implementation. Develop contingency plans and mitigation strategies to address unforeseen obstacles, ensuring resilience and adaptability in the face of changing circumstances.

iii. **Enhance Organizational Processes:**

(a) **Cultural Shift:** Foster a culture within the organization that values and prioritizes effective strategy implementation. This involves promoting a mindset where strategic thinking is embedded in daily operations, and employees at all levels understand their roles in achieving strategic objectives.

(b) **Communication and Transparency:** Establish transparent communication channels to disseminate information about the ANSP's overall strategy and individual departmental strategies. This promotes awareness, understanding, and buy-in among employees, reducing resistance to change and fostering a collaborative environment.

(c) **Training and Development:** Invest in training programs to build the skills and competencies necessary for successful strategy implementation. This includes leadership training, change management workshops, and other initiatives aimed at enhancing the organization's collective capability to execute strategies.

(d) **Performance Measurement and Feedback:** Implement robust performance measurement mechanisms to track the progress of strategy implementation at both the organizational and departmental levels. Regular feedback loops enable continuous improvement and timely adjustments to strategies as needed.

iv. **Continuous Improvement:**

(a) **Feedback Mechanisms:** Establish feedback mechanisms that allow departments to share insights, challenges, and successes related to strategy implementation. This continuous feedback loop enables the organization to learn from experiences and adapt its strategies accordingly.

(b) **Periodic Reviews:** Conduct periodic reviews of departmental strategies and implementation plans to ensure they remain relevant and aligned with the dynamic business environment. This proactive approach prevents strategies from becoming outdated and ineffective.

By adopting these recommendations, the ANSP can address the identified lack of departmental strategies and strategy implementation plans. This comprehensive approach not only provides a framework for overcoming the current challenges but also cultivates a culture of strategic excellence, positioning the organization for sustained success in its strategic endeavours.

6.4.2.3. **Architecture Challenges:**

The analysis has identified specific challenges within the South African ANSP related to OA, particularly issues such as the exceeding of the Strategy Department's mandate, occasional structural changes, and role confusion across departments. To address these challenges and enhance overall strategy implementation, the following comprehensive recommendation is proposed:

i. **Re-evaluate the Organizational Structure:**

The first step in overcoming architecture challenges is to conduct a thorough re-evaluation of the current organizational structure. This process involves a critical examination of departmental roles, responsibilities, reporting lines, and decision-making authority. Considerations include:

(a) **Mandate Alignment:** Ensure that each department's mandate aligns cohesively with the overall strategic objectives of the ANSP. Identify and rectify any instances where a department's responsibilities exceed its designated mandate.
(b) **Cross-Departmental Collaboration:** Foster collaboration between different departments by establishing clear communication channels and interdepartmental workflows. This promotes constructive collaboration and ensures that each department understands its role in contributing to the overall strategy.
(c) **Decision Rights Assignment:** Clearly define decision rights within the organization. Assign decision-making authority to the appropriate levels and individuals, reducing ambiguity and empowering departments to make informed decisions aligned with the overarching strategy.
(d) **Performance Evaluation Framework:** Develop and implement a comprehensive performance evaluation framework. This involves setting key performance indicators (KPIs) that align with strategic objectives, measuring departmental performance against these KPIs, and providing regular feedback for improvement.

Reward Systems Alignment: Align reward systems with strategic goals. Recognize and incentivize departments and individuals who contribute significantly to the successful implementation of the ANSP's strategy. This creates a positive feedback loop that encourages proactive engagement in strategy execution.

ii. **Implement an Integrated Organizational Architecture:**

To address challenges related to exceeding the Strategy Department's mandate and role confusion, the ANSP should transition towards an integrated OA. This involves:

(a) **Clear Decision Rights Assignment:** Clearly define decision rights across all levels of the organization. Specify who has the authority to make strategic decisions, ensuring that responsibilities are appropriately distributed and understood.
(b) **Performance Evaluation Mechanisms:** Establish robust mechanisms for evaluating departmental and individual performance. This includes regular assessments, feedback loops, and a transparent process for acknowledging and addressing performance-related issues.
(c) **Reward Systems Integration:** Integrate reward systems into the OA. Ensure that rewards are directly tied to strategic objectives and successful strategy implementation. This encourages a purposeful approach and motivates employees to actively contribute to the organization's success.
(d) **Training and Development Programs:** Implement training and development programs that enhance the skills and competencies necessary for effective

strategy implementation. This includes providing resources and support for employees to understand their roles and responsibilities within the new organizational structure.

(e) **Communication Strategies:** Develop and implement clear communication strategies to inform employees about changes in the organizational structure. Open lines of communication facilitate understanding and acceptance of the new architecture.

By reevaluating the organizational structure and transitioning to an integrated OA, the ANSP can effectively address architecture challenges. This recommendation aims to create a more agile, collaborative, and performance-driven organizational environment, laying the groundwork for successful strategy implementation and organizational excellence.

6.4.2.4. **Political Interference and Mandate Management:**

The analysis has identified challenges within the South African ANSP related to political interference and mandate management, highlighting the need for strategic alignment, cultural resilience, and effective management practices. To mitigate these challenges and enhance the ANSP's ability to operate independently and effectively, the following comprehensive recommendation is proposed:

i. **Align the Structural Foundation with Strategic Objectives:**

To minimize susceptibility to political interference, it is imperative to align the ANSP's structural foundation with its strategic objectives. This involves a systematic approach to organizational design and governance:

(a) **Strategic Planning and Alignment:** Ensure that the ANSP's strategic planning process is closely aligned with its organizational structure. Strategic objectives should be integrated into the core structure, with departments and functions designed to fulfil the strategic goals of the organization.

(b) **Decision-Making Processes:** Review and refine decision-making processes within the organization. Implement transparent decision frameworks that prioritize strategic alignment and minimize the risk of decisions being influenced by external political factors.

(c) **Organizational Autonomy:** Establish mechanisms that safeguard the ANSP's autonomy from political pressures. Clearly define the boundaries of organizational authority and decision-making, emphasizing the organization's role in ensuring air traffic safety and efficiency.

(d) **Strategic Oversight Bodies:** Consider the creation of strategic oversight bodies that include industry experts, stakeholders, and professionals with a focus on aviation. These bodies can provide an additional layer of protection against undue political influence by ensuring decisions are grounded in industry expertise and best practices. This can also be achieved by reviewing the

mandate of the Economic Regulator and strengthening its role the performance management of the ANSP.

ii. **Strengthen Organizational Culture to Resist External Influences:**

To build resilience against external influences and interference, the ANSP must cultivate a strong OC. This involves:

(a) **Values Alignment:** Reinforce and communicate organizational values that prioritize safety, efficiency, and adherence to international standards. This helps create a shared understanding among employees and stakeholders about the core principles that guide the ANSP's operations.
(b) **Leadership Role Modelling:** Leadership plays a pivotal role in shaping OC. Leaders should actively model behaviours that demonstrate resistance to external pressures and a commitment to maintaining the organization's integrity and independence.
(c) **Communication Strategies:** Develop effective communication strategies that emphasize the importance of organizational independence and the adverse effects of external interference on ATM. This fosters a sense of collective responsibility and resistance against compromising the organization's mission.
(d) **Training Programs:** Implement training programs that educate employees about the potential risks of external interference and equip them with the skills to navigate such challenges. This includes training on ethical decision-making and maintaining organizational integrity.

iii. **Implement Effective Mandate Management Practices:**

To ensure effective mandate management, the ANSP should establish clear processes and practices aligned with the OA:

(a) **Mandate Definition and Documentation:** Clearly define and document the ANSP's mandate, including its responsibilities, authorities, and limitations. This provides a foundation for effective mandate management and serves as a reference point in decision-making processes.
(b) **Regulatory Compliance Framework:** Develop and implement a robust regulatory compliance framework that aligns with the ANSP's OA. This framework should guide decision-making processes and ensure adherence to industry regulations and standards.
(c) **Stakeholder Consultation:** Engage stakeholders, including regulatory authorities, airlines, and industry experts, in the mandate management process. Regular consultation ensures alignment with broader industry needs and enhances transparency in decision-making.
(d) **Continuous Monitoring and Evaluation:** Establish mechanisms for continuous monitoring and evaluation of mandate management practices. Regular assessments help identify areas of improvement, ensuring that the organization remains agile in responding to evolving challenges.

By implementing these recommendations, the ANSP can foster organizational resilience, strengthen its resistance to external influences, and establish effective mandate management practices. This, in turn, enhances the organization's ability to operate independently, align with strategic objectives, and fulfil its crucial role in air traffic safety and management.

6.4.2.5. **Regulatory Framework Challenges:**

Addressing regulatory framework challenges within the South African ANSP requires a comprehensive approach, involving improvements to OA and the cultivation of a supportive OC. The following recommendations are proposed to enhance the ANSP's ability to manage regulatory challenges effectively:

i. **Enhance Organizational Architecture to Better Manage Regulatory Challenges:**

(a) **Comprehensive Regulatory Compliance Framework:** Develop and implement a comprehensive regulatory compliance framework that encompasses all relevant regulations, including the Public Finance Management Act (PFMA). This framework should provide clear guidelines on compliance requirements, reporting obligations, and mechanisms for addressing regulatory changes.

(b) **Dedicated Regulatory Affairs Department:** Consider establishing a dedicated Regulatory Affairs Department within the ANSP. This department would be responsible for monitoring changes in regulatory requirements, interpreting their implications for the organization, and ensuring proactive compliance.

(c) **Regulatory Impact Assessment:** Conduct regular regulatory impact assessments to evaluate the potential effects of new or revised regulations on the ANSP's operations. This proactive approach enables the organization to anticipate challenges, make necessary adjustments, and streamline compliance processes.

(d) **Engagement with Regulatory Authorities:** Foster strong and continuous engagement with regulatory authorities. This includes participation in industry forums, proactive communication with regulators, and collaboration on regulatory changes. Building positive relationships with regulators enhances the ANSP's ability to influence and adapt to regulatory developments.

(e) **Regular Training and Awareness Programs:** Implement regular training programs for employees at all levels to enhance their understanding of regulatory frameworks. This includes educating staff on compliance requirements, reporting procedures, and the implications of regulatory changes. Well-informed employees contribute to a culture of regulatory awareness and adherence.

ii. **Foster a Supportive Organizational Culture:**

(a) **Cultural Embrace of Regulatory Compliance:** Instil a culture within the organization that values and prioritizes regulatory compliance. Leadership should communicate the importance of adhering to regulations, emphasizing

how it aligns with the ANSP's commitment to safety, efficiency, and industry standards.

(b) **Communication Channels for Regulatory Updates:** Establish effective communication channels to disseminate timely updates on regulatory changes. This includes regular briefings, newsletters, and training sessions dedicated to keeping employees informed about evolving regulatory landscapes.

(c) **Cross-Functional Collaboration:** Promote cross-functional collaboration to address regulatory challenges collectively. Departments should work collaboratively to ensure that compliance efforts are integrated into various organizational processes, preventing silos, and facilitating an integrated approach to regulatory management.

(d) **Continuous Improvement Culture:** Cultivate a culture of continuous improvement concerning regulatory compliance. Encourage employees to provide feedback on existing processes, identify areas for enhancement, and participate in initiatives aimed at streamlining regulatory-related activities.

(e) **Ethical Decision-Making Training:** Provide training on ethical decision-making within the context of regulatory compliance. This ensures that employees are equipped with the knowledge and skills to navigate complex regulatory environments while upholding the organization's ethical standards.

By implementing these recommendations, the ANSP can fortify its OA to proactively manage regulatory challenges and foster a supportive OC that embraces and adapts to regulatory frameworks. This dual approach not only enhances the organization's ability to comply with regulations effectively but also positions it to thrive in a dynamic and evolving regulatory landscape.

6.4.2.6. **Board Consultation Imbalance:**

The identified challenge of board consultation imbalance within the South African ANSP demands a comprehensive approach to recalibrate decision-making processes and enhance inclusivity. The following recommendations aim to address this imbalance and promote a more balanced and participatory strategic management approach:

i. **Re-evaluate the Level of Consultation:**

(a) **Strategic Alignment:** Ensure that the level of consultation with the ANSP's board is strategically aligned with the organization's goals and objectives. The board's role should be defined in a way that complements its oversight responsibilities without impeding the efficiency of decision-making processes.

(b) **Strategic Planning Sessions:** Conduct strategic planning sessions that involve both top-level executives and middle managers. These sessions should serve as forums for collaborative discussions, allowing a diverse range of perspectives to contribute to the formulation and implementation of organizational strategies.

(c) **Clear Decision-Making Protocols:** Establish clear decision-making protocols that outline the specific areas where board consultation is essential and those

where autonomy can be delegated to executive and middle management levels. This ensures that decisions are made at the appropriate hierarchical level, promoting efficiency and responsiveness.

(d) **Regular Communication Channels:** Foster regular communication channels between the board, top management, and middle managers. This can be achieved through periodic meetings, status updates, and the establishment of reporting mechanisms that facilitate continuous information flow and feedback.

ii. **Encourage Active Participation of Top and Middle Managers:**

(a) **Training and Capacity Building:** Provide training and capacity-building programs for both top and middle managers to enhance their strategic thinking and decision-making skills. This ensures that managers at all levels are equipped to actively contribute to the conceptualization and implementation of organizational strategies.

(b) **Inclusive Strategy Formulation:** Encourage inclusive strategy formulation by actively involving top and middle managers in the initial stages of strategic planning. Their insights into operational aspects and ground-level challenges can enrich the strategic decision-making process, leading to more effective and realistic strategies.

(c) **Cross-Functional Collaboration:** Facilitate cross-functional collaboration by breaking down silos and promoting interdisciplinary cooperation. This approach ensures that decisions consider the diverse expertise present across different organizational functions, fostering a holistic understanding of strategic challenges.

(d) **Performance Recognition:** Implement performance recognition mechanisms that acknowledge and reward the active participation of both top and middle managers in the successful execution of strategic initiatives. This creates a positive feedback loop, motivating managers at all levels to contribute meaningfully to organizational success.

iii. **Institutionalize Inclusive Decision-Making Practices:**

(a) **Policy Development:** Develop organizational policies that explicitly emphasize the importance of inclusive decision-making practices. These policies should articulate the expectations for collaboration, communication, and active participation across different managerial levels.

(b) **Continuous Improvement Mechanisms:** Establish continuous improvement mechanisms that regularly assess the effectiveness of decision-making processes. Solicit feedback from top and middle managers to identify areas for improvement and refine decision-making practices accordingly.

(c) **Benchmarking and Best Practices:** Benchmark decision-making practices against industry best practices and successful organizations with similar structures. Implement lessons learned from benchmarking to continually enhance the ANSP's decision-making processes.

By implementing these recommendations, the ANSP can foster a more balanced, inclusive, and effective decision-making approach that leverages the expertise and

insights of both top and middle managers. This recalibration contributes to a more dynamic and responsive organizational strategy that aligns with industry requirements and enhances overall operational effectiveness.

6.4.2.7. **Stakeholder Engagement Effectiveness:**

Addressing the challenges associated with stakeholder engagement effectiveness within the South African ANSP requires a strategic and systematic approach. The following recommendations aim to enhance stakeholder engagement practices and ensure alignment with OD principles:

i. **Implement a Structured and Sustainable Approach:**

(a) **Strategic Framework for Stakeholder Engagement:** Develop a strategic framework that outlines the goals, objectives, and key performance indicators for stakeholder engagement. This framework should align with the overall organizational strategy and incorporate OD principles to ensure an integrated approach.

(b) **Stakeholder Mapping and Segmentation:** Conduct a comprehensive stakeholder mapping exercise to identify and categorize stakeholders based on their influence, interests, and importance to the ANSP. This segmentation will enable targeted and tailored engagement strategies for different stakeholder groups.

(c) **Stakeholder Engagement Plan:** Formulate a detailed stakeholder engagement plan that delineates specific engagement activities, communication channels, and frequency of interactions. This plan should be dynamic, adapting to changing circumstances and feedback from stakeholders.

(d) **Integration with OD Practices:** Integrate stakeholder engagement initiatives with broader OD practices. Ensure that stakeholder engagement is viewed as an integral part of enhancing overall organizational effectiveness, aligning with the principles of planned interventions rooted in behavioural science.

ii. **Clarify Distinctions Between Operational Plans and Strategy:**

(a) **Communication Strategy:** Develop and implement a clear communication strategy to articulate the distinction between operational plans and the overall organizational strategy. This strategy should emphasize the strategic objectives guiding the ANSP and how operational plans contribute to achieving these objectives.

(b) **Training and Awareness Programs:** Conduct training programs for employees at all levels to enhance their understanding of the difference between operational plans and the overarching organizational strategy. Foster awareness of the strategic context within which operational activities are situated.

(c) **Documentation and Documentation Review:** Establish robust documentation practices that clearly delineate between operational plans and strategic documents. Implement regular reviews to ensure consistency and alignment,

preventing confusion between short-term operational goals and long-term strategic objectives.

iii. **Monitor and Evaluate Stakeholder Engagement Effectiveness:**

(a) **Key Performance Indicators (KPIs):** Define and track key performance indicators (KPIs) related to stakeholder engagement effectiveness. These KPIs may include stakeholder satisfaction levels, the frequency and quality of interactions, and the incorporation of stakeholder feedback into decision-making processes.

(b) **Feedback Mechanisms:** Implement feedback mechanisms to gather insights from stakeholders on the effectiveness of engagement initiatives. Regularly solicit feedback through surveys, focus groups, or dedicated communication channels to assess stakeholder perceptions and expectations.

(c) **Continuous Improvement:** Establish a culture of continuous improvement in stakeholder engagement practices. Analyse performance metrics, identify areas for enhancement, and implement iterative improvements to ensure that stakeholder engagement remains dynamic and responsive to evolving needs.

iv. **Leadership and Accountability:**

(a) **Leadership Commitment:** Secure commitment from top leadership to prioritize and champion effective stakeholder engagement. Leadership support is crucial for allocating resources, fostering a culture of engagement, and demonstrating the organizational commitment to stakeholder collaboration.

(b) **Accountability Mechanisms:** Introduce accountability mechanisms that hold individuals and teams responsible for executing stakeholder engagement plans. Incorporate stakeholder engagement objectives into performance appraisals to emphasize the importance of these activities.

By implementing these recommendations, the ANSP can cultivate a more structured, sustainable, and effective approach to stakeholder engagement. This approach, aligned with OD principles, contributes to a positive OC, enhances stakeholder relationships, and supports the successful execution of the ANSP's overall strategy.

6.4.2.8. Strategic Management Processes:

The challenges identified in the strategic management processes of the South African ANSP necessitate targeted recommendations to streamline, focus, and enhance the overall effectiveness of strategic initiatives. The following recommendations are designed to address the specific areas of improvement identified:

i. **Streamline and Focus the Strategic Management Process:**

(a) **Objective Rationalization:** Conduct a comprehensive review of existing strategic objectives to rationalize and prioritize them. Eliminate redundancy and ensure that each objective aligns directly with the overarching goals of the ANSP. This process helps in creating a more focused and impactful strategic framework.

(b) **Prioritization Framework:** Develop a prioritization framework that categorizes strategic objectives based on their significance, feasibility, and alignment with

industry trends. This framework guides decision-making during the strategic planning phase, ensuring that the ANSP invests resources in initiatives that deliver the most value.

(c) **Sub-Process Alignment:** Address misalignments within sub-processes by fostering better coordination and communication between different departments involved in the strategic management process. Implement cross-functional teams to facilitate collaboration and ensure that sub-processes complement each other rather than operating in isolation.

(d) **Performance Metrics Clarity:** Clarify and refine performance metrics associated with each strategic objective. Ensure that these metrics are measurable, specific, and linked to the success criteria of the respective initiatives. Clear performance indicators contribute to better monitoring and evaluation of progress.

ii. **Implement Systemic Interventions Rooted in Behavioural Science Principles:**

(a) **Behavioural Science Training:** Provide training programs rooted in behavioural science principles for employees involved in the strategic management process. This includes top-level executives, middle managers, and any staff contributing to the formulation and execution of strategic initiatives. Understanding behavioural aspects enhances the effectiveness of change management and strategy implementation.

(b) **Change Management Practices:** Integrate proven change management practices into the strategic management process. This involves creating a culture that embraces change, addresses resistance, and fosters a sense of ownership among employees. Behavioural science principles can guide the development and implementation of change management strategies.

(c) **Employee Engagement Strategies:** Develop and implement employee engagement strategies that specifically target those involved in strategic initiatives. Recognize the importance of employee motivation, commitment, and alignment with organizational goals in ensuring the successful execution of strategic objectives.

(d) **Feedback Loops and Adaptability:** Establish feedback loops that enable continuous assessment and adaptation of the strategic management process. Encourage a culture of learning and improvement, where insights gained from ongoing initiatives contribute to refining future strategic plans.

iii. **Behavioural Science-Informed Organizational Culture:**

(a) **Cultural Transformation Programs:** Initiate cultural transformation programs informed by behavioural science principles. Foster a culture that encourages innovation, collaboration, and adaptability, aligning with the dynamic nature of the aviation industry. Cultural shifts play a crucial role in enhancing the effectiveness of strategic management processes.

(b) **Leadership Development:** Invest in leadership development programs that emphasize behavioural science concepts. Equip leaders with the skills to

understand and influence organizational behaviour, creating a positive and supportive environment for strategy formulation and implementation.

(c) **Incentive Alignment:** Align incentive structures with behavioural science principles to reinforce desired behaviours that support the strategic objectives. Recognition, rewards, and career advancement opportunities should be linked to contributions toward the successful execution of strategic initiatives.

By implementing these recommendations, the South African ANSP can transform its strategic management processes into a more focused, collaborative, and effective framework. Rooted in behavioural science principles, these interventions address the identified challenges and contribute to a culture of continuous improvement, enhancing the organization's overall effectiveness in strategic planning and execution.

6.4.2.9. **Bureaucratic Culture Challenges:**

The identified bureaucratic culture challenges within the South African ANSP are hindering organizational agility and employee freedom. This bureaucratic culture acts as a barrier to innovation and adaptability, impeding the ANSP's ability to respond effectively to the dynamic aviation environment. The existing OD practices are not mature enough to align with the prevailing cultural dynamics, further exacerbating the challenges associated with bureaucracy. The following are recommended:

i. **Initiate Cultural Transformation:** The first step towards addressing bureaucratic culture challenges is to initiate a comprehensive cultural transformation within the ANSP. This involves a deliberate effort to redefine cultural norms, values, and practices that contribute to bureaucratic tendencies. Engaging employees at all levels in this transformation process is crucial for creating a sense of ownership and commitment.
ii. **Alignment with OD Practices:** Aligning OD practices with cultural dynamics is essential. This includes incorporating cultural considerations into the design, implementation, and sustainability of interventions. Interventions should be tailored to address specific aspects of the bureaucratic culture, promoting a shift towards a more innovative and flexible OC.
iii. **Promote Innovation and Flexibility:** Encourage a culture of innovation and flexibility by fostering an environment that values creativity, adaptability, and continuous improvement. This involves redefining organizational structures, processes, and communication channels to empower employees to contribute ideas, take calculated risks, and embrace change.
iv. **Employee Involvement in Intervention Design:** Involve employees in the design of cultural transformation interventions. This ensures that the initiatives resonate with the workforce and are more likely to be embraced. By actively seeking input from employees, the ANSP can tap into valuable insights and perspectives that contribute to the success of cultural transformation efforts.
v. **Continuous Monitoring and Evaluation:** Implement a continuous monitoring and evaluation process to assess the effectiveness of cultural transformation initiatives. Regular feedback loops and assessments can help identify areas of

improvement, measure cultural changes, and ensure that the organization is on track towards cultivating a more innovative and flexible culture.

In summary, addressing bureaucratic culture challenges requires a proactive and integrated approach that involves cultural transformation, alignment with OD practices, promotion of innovation and flexibility, active employee involvement, and continuous monitoring and evaluation. By undertaking these measures, the ANSP can create a cultural shift that fosters a more conducive environment for effective strategy implementation and organizational effectiveness.

6.4.2.10. **Industry Alignment:**

The South African ANSP faces challenges related to its alignment with industry priorities. There is a noticeable misalignment with broader industry needs, and the ANSP's approach does not sufficiently address the current and evolving priorities of the aviation industry. The existing mechanisms for industry alignment, including economic regulation, lack effectiveness, contributing to a disconnect between the ANSP and broader industry requirements. The following interventions are proposed:

i. **Establish Mechanisms for Better Alignment:** The ANSP should proactively establish mechanisms to enhance its alignment with industry priorities. This involves developing structured processes for understanding, assessing, and responding to the evolving needs of the aviation industry. Regular industry assessments and consultations can provide valuable insights into industry priorities.
ii. **Strengthen Economic Regulation Effectiveness:** Economic regulation serves as a crucial mechanism for aligning the ANSP's practices with broader industry needs. Enhancing the effectiveness of economic regulation involves collaborating with regulatory authorities to ensure that regulatory frameworks incentivize practices that align with industry priorities. This includes promoting efficiency, addressing industry challenges, and fostering a conscious approach to industry requirements.
iii. **Cultivate a Conscious Approach:** There is a need for a cultural shift within the ANSP to foster a conscious and deliberate approach to addressing industry needs. This involves instilling a mindset throughout the organization that is attuned to the current and evolving priorities of the aviation industry. Employees at all levels should be encouraged to stay informed about industry trends and contribute to the organization's responsiveness to industry demands.
iv. **Promote Collaboration and Communication:** Facilitate collaboration and communication channels between the ANSP and industry stakeholders. Regular engagement with airlines, regulatory authorities, and other key players in the aviation sector can help identify industry priorities, share best practices, and collectively address challenges. Building strong relationships within the industry fosters a collaborative approach to achieving common goals.
v. **Continuous Monitoring and Adaptation:** Implement a system for continuous monitoring and adaptation to industry changes. The aviation industry is dynamic, and priorities may shift over time. The ANSP should be agile in

adjusting its strategies, processes, and services to align with evolving industry needs. Regular reviews and assessments can ensure that the organization remains responsive to industry dynamics.

In conclusion, addressing industry alignment challenges requires a multifaceted approach involving the establishment of effective mechanisms, strengthening economic regulation, cultivating a conscious organizational approach, promoting collaboration, and implementing continuous monitoring and adaptation. By adopting these recommendations, the ANSP can enhance its alignment with industry priorities, contributing to a more responsive and effective aviation services provider.

6.4.2.11. **Knowledge and Talent Management:**

The South African ANSP faces significant challenges in knowledge and talent management. There are concerns related to the alignment of the ANSP with industry priorities, a lack of focus on broader industry needs, and deficiencies in knowledge management at various organizational levels. Frequent changes in management, vacancies, and insufficient knowledge within the workforce contribute to these challenges. The following initiatives are imperative for the ANSP:

i. **Prioritize Stability in Management:** Ensure stability in top and middle management positions. Frequent changes in leadership can disrupt organizational continuity and hinder effective strategy implementation. Stability in management fosters a consistent vision, reduces role ambiguity, and promotes a sense of direction throughout the organization.
ii. **Talent Development:** Implement structured talent development programs to address gaps in knowledge and expertise. Identify high-potential individuals within the organization and provide them with targeted training and development opportunities. This approach not only enhances individual skills but also contributes to a more knowledgeable and capable workforce.
iii. **Knowledge Management:** Establish robust knowledge management practices to capture, share, and leverage organizational knowledge. Develop a knowledge-sharing culture where insights, experiences, and best practices are documented and made accessible to employees. Utilize technology platforms to facilitate knowledge sharing and collaboration.
iv. **Human Capital Management Practices:** Adopt HCM practices that emphasize attracting, developing, and retaining individuals with industry-specific expertise. This involves strategic recruitment efforts that target professionals with relevant skills and knowledge. Provide ongoing training and educational opportunities to ensure that employees stay abreast of industry advancements.
v. **Industry-Specific Expertise:** Recognize the specialized nature of the aviation industry and the importance of industry-specific expertise. Tailor talent management programs to address the unique skill sets required in ANS. Foster a culture that values and rewards industry knowledge, encouraging employees to continually enhance their understanding of aviation-related practices.

vi. **Stability in Middle Management:** Prioritize stability not only in top management but also in middle management positions. Middle managers play a crucial role in translating high-level strategies into actionable plans. A stable middle management structure ensures consistency in strategy execution and facilitates effective communication between leadership and frontline staff.

In conclusion, addressing knowledge and talent management challenges requires a comprehensive approach that prioritizes stability in management, emphasizes talent development, implements robust knowledge management practices, adopts HCM principles, recognizes the importance of industry-specific expertise, and ensures stability in both top and middle management positions. By focusing on these recommendations, the ANSP can build a knowledgeable and skilled workforce capable of effectively implementing strategic initiatives in the dynamic aviation industry.

6.4.2.12. **Employee Development and Cultural Fit in Recruitment:**

The South African ANSP faces challenges related to employee development and cultural fit in recruitment processes. There is a lack of plans for developing managers from lower ranks, and recruitment processes do not adequately assess cultural fit. These challenges impact talent management practices and hinder the alignment of workforce capabilities with OC.

i. **Development of Lower-Rank Managers:** Establish comprehensive plans for developing managers from lower ranks within the organization. Identify high-potential individuals at lower levels and provide them with targeted training, mentorship, and skill-building opportunities. This approach not only supports career progression but also ensures that leadership roles are filled by individuals that are familiar with the organizational context.
ii. **Cultural Fit in Recruitment:** Integrate cultural fit assessments into the recruitment process. Develop a framework that evaluates candidates not only based on their skills and qualifications but also on how well their values and work style align with the OC. This ensures that new hires contribute positively to the existing work environment and are more likely to thrive within the organization.
iii. **Deliberate and Intentional Training Initiatives:** Implement deliberate and intentional training and development initiatives that align with organizational goals. This includes ongoing training programs that address both technical skills and soft skills relevant to the aviation industry. Foster a learning culture where employees are encouraged to continuously develop their capabilities.
iv. **Alignment with HCM Principles:** Adopt HCM principles in talent management practices. HCM emphasizes strategic recruitment and selection procedures designed to attract individuals with the appropriate competencies and cultural alignment. Ensure that recruitment processes align with the broader talent management strategy and contribute to the development of a cohesive OC.
v. **Quantifying Return on Investment (ROI):** Develop mechanisms to quantify the return on investment (ROI) for employee development initiatives. Establish clear performance metrics and key performance indicators (KPIs) that allow the

organization to assess the impact of training and development efforts. This data-driven approach helps in refining future initiatives based on their effectiveness.

vi. **Employee Engagement Initiatives:** Promote employee engagement through initiatives that involve employees at all levels. Create forums for open communication, feedback, and collaboration. Engaged employees are more likely to participate in development programs and contribute positively to the OC.

vii. **Integration of Cultural Dynamics:** Align OD practices with existing cultural dynamics. Recognize the cultural nuances within the organization and design training interventions that resonate with the workforce. A cultural fit in development initiatives ensures that employees feel connected to the organization's values and objectives.

In conclusion, addressing challenges related to employee development and cultural fit in recruitment requires a strategic and intentional approach. By developing plans for lower-rank managers, assessing cultural fit in recruitment, implementing deliberate training initiatives, aligning with HCM principles, quantifying ROI, promoting employee engagement, and integrating cultural dynamics, the ANSP can cultivate a workforce that is not only skilled but also aligned with the OC, contributing to overall effectiveness and successful strategy implementation.

6.4.2.13. **Internal Stakeholder Engagement:**

The South African ANSP faces challenges in internal stakeholder engagement, including the absence of internal consultation and ineffective communication channels. This hinders the involvement of employees at all levels in decision-making processes, impacting the overall work environment and organizational effectiveness. The following initiatives are recommended:

i. **Effective Communication Channels:** Establish and enhance effective communication channels within the organization. Utilize both traditional and modern communication methods to ensure that information is disseminated transparently and reaches all employees. Implement regular updates, newsletters, and intranet platforms to keep stakeholders informed about strategic initiatives, changes, and ODs.

ii. **Involvement of Employees at All Levels:** Promote a culture of inclusion by involving employees at all levels in decision-making processes. Create forums, such as cross-functional teams or advisory groups, where representatives from different departments and hierarchical levels can contribute ideas, provide feedback, and actively participate in shaping organizational strategies. This inclusivity fosters a sense of ownership and commitment.

iii. **Positive Work Environment:** Foster a positive work environment through employee engagement initiatives. Implement programs that enhance morale, job satisfaction, and overall well-being. Recognition programs, team-building activities, and employee appreciation events contribute to a positive workplace

culture. Positive work environments are conducive to effective collaboration and communication.

iv. **Alignment with HCM Principles:** Align internal stakeholder engagement initiatives with HCM principles. HCM emphasizes creating conditions that enhance employee well-being and performance. Ensure that internal stakeholder engagement practices contribute to the overall talent management strategy, recognizing the importance of employees as valuable stakeholders in the organization.
v. **Training and Development on Communication Skills:** Provide training and development opportunities for employees to enhance their communication skills. Effective communication is essential for successful internal stakeholder engagement. Training programs focused on interpersonal communication, active listening, and conflict resolution contribute to a more collaborative and communicative work environment.
vi. **Regular Feedback Mechanisms:** Implement regular feedback mechanisms to gauge the effectiveness of internal stakeholder engagement initiatives. Conduct surveys, focus groups, or feedback sessions to gather insights from employees. Use this feedback to refine and improve communication channels and engagement strategies, ensuring continuous alignment with organizational goals.
vii. **Integration of Employee Perspectives:** Integrate employee perspectives into decision-making processes. Actively seek input from employees when formulating strategies or making significant organizational decisions. This integration ensures that strategies resonate with the workforce, leading to higher levels of commitment and successful implementation.
viii. **Recognition of Employee Contributions:** Recognize and acknowledge the contributions of employees to organizational success. Implement a system of rewards and recognition that appreciates the efforts of individuals and teams. This recognition reinforces a positive work culture and motivates employees to actively engage in the organization's strategic objectives.

In conclusion, improving internal stakeholder engagement requires a multi-faceted approach that focuses on effective communication, involvement of employees at all levels, fostering a positive work environment, aligning with HCM principles, providing communication skills training, implementing feedback mechanisms, integrating employee perspectives, and recognizing contributions. By addressing these aspects, the ANSP can enhance internal collaboration, strengthen OC, and contribute to successful strategy implementation.

6.4.2.14. **Performance Culture and Incentive Issues:**

The South African ANSP faces challenges related to the absence of a performance culture and issues with incentive structures. These challenges impact the overall effectiveness of the organization, contributing to suboptimal performance and a lack of alignment with strategic goals. The following initiatives are recommended:

i. **Revisiting Incentive Structures:** Initiate a comprehensive review of existing incentive structures within the organization. Identify elements that contribute to adverse effects, such as demotivation or a misalignment with strategic objectives. This review should involve feedback from employees at various levels and aim to create a system that encourages, and rewards behaviours aligned with organizational goals.
ii. **Cultivating a Performance Culture:** Develop strategies to cultivate a performance-oriented culture within the ANSP. This involves fostering an environment where employees are motivated to excel and contribute their best efforts. Leadership plays a crucial role in setting the tone for a performance culture by emphasizing the importance of individual and collective achievements.
iii. **Aligning Culture with Strategic Goals:** Ensure that the OC is explicitly aligned with strategic goals. A performance culture should reflect the values and objectives outlined in the broader organizational strategy. This alignment creates a shared understanding among employees, reinforcing the connection between individual performance and the overall success of the organization.
iv. **Performance Recognition Mechanisms:** Implement effective performance recognition mechanisms that go beyond monetary incentives. While financial rewards are important, acknowledgment, praise, and non-monetary incentives contribute significantly to building a positive performance culture. Recognize and celebrate individual and team achievements to motivate employees and reinforce desired behaviours.
v. **Leadership Development:** Invest in leadership development programs that focus on nurturing a performance-oriented leadership style. Leaders should be equipped with the skills to inspire, motivate, and create an environment where high performance is both expected and recognized. Leadership sets the example for the rest of the organization.
vi. **Employee Involvement in Performance Design:** Involve employees in the design of performance measures and incentive structures. This participatory approach ensures that the performance metrics resonate with the workforce and are perceived as fair and achievable. Employee input enhances the relevance and effectiveness of performance-related initiatives.
vii. **Continuous Feedback and Evaluation:** Establish a system of continuous feedback and evaluation to monitor the effectiveness of performance culture initiatives. Regularly assess the impact of incentive structures and performance programs, performing adjustments that are based on feedback and evolving organizational needs.
viii. **Communication of Expectations:** Clearly communicate performance expectations to all employees. Transparency in expectations helps employees understand how their contributions align with organizational goals. This clarity contributes to a sense of purpose and reinforces the connection between individual efforts and overall performance.

In conclusion, addressing challenges related to performance culture and incentive issues requires a multifaceted approach. By revisiting incentive structures, cultivating a performance culture aligned with strategic goals, recognizing performance, investing

in leadership development, involving employees in performance design, providing continuous feedback, and communicating expectations clearly, the ANSP can foster an environment conducive to high performance, positively impacting organizational effectiveness and successful strategy implementation.

6.4.2.15. **Ownership, Accountability, and Commitment:**

The South African ANSP is confronted with issues related to a lack of ownership, accountability, and commitment to strategy implementation. These challenges hinder the successful execution of strategic objectives, leading to suboptimal organizational performance. The following initiatives are recommended:

i. **Comprehensive Change Management:** Implement comprehensive change management approaches to address the identified lack of ownership, accountability, and commitment. Change management involves a structured process of planning, implementing, and reinforcing changes within an organization. This approach ensures that individuals at all levels understand the reasons for change, are actively involved in the process, and are committed to the desired outcomes.
ii. **Leadership Alignment and Support:** Ensure alignment among leadership regarding the importance of ownership, accountability, and commitment to strategy implementation. Leaders should actively support and champion the change initiatives, setting an example for the rest of the organization. Leadership commitment is critical for fostering a culture of accountability and ownership.
iii. **Communication Strategy:** Develop a clear and effective communication strategy to convey the organizational vision, strategy, and the importance of individual ownership and accountability. Transparency in communication helps build trust and ensures that employees understand their roles in achieving strategic objectives.
iv. **Establishing Performance Metrics:** Define and communicate performance metrics that reflect ownership, accountability, and commitment. Employees should have a clear understanding of how their performance contributes to the success of the organization. Performance metrics aligned with strategic goals provide a basis for accountability and commitment.
v. **Training and Development:** Invest in training and development programs that enhance employees' skills, competencies, and understanding of their roles in strategy implementation. Training programs should not only focus on technical skills but also on soft skills related to collaboration, communication, and taking ownership of responsibilities.
vi. **Creating a Learning Culture:** Foster a learning culture within the organization where employees are encouraged to seek continuous improvement. A learning culture supports adaptability and innovation, contributing to a workforce that is more committed to evolving strategies and overcoming challenges.

vii. **Recognition and Rewards:** Establish a system for recognizing and rewarding individuals and teams that demonstrate ownership, accountability, and commitment to strategy implementation. Recognition can take various forms, including monetary incentives, promotions, or acknowledgment in organization-wide communications.
viii. **Building Trust and Collaboration:** Prioritize initiatives that build trust and encourage collaboration among team members. Trust is a foundational element of a culture that fosters ownership and commitment. Collaborative efforts lead to shared goals and a collective sense of responsibility.
ix. **Continuous Feedback Mechanisms:** Implement mechanisms for continuous feedback on individual and team performance. Regular feedback sessions provide opportunities for course correction, improvement, and reinforcement of positive behaviours. They also contribute to a culture of ongoing improvement and commitment to excellence.
x. **Adaptive Organizational Culture:** Foster an OC that is supportive and adaptive. A culture that embraces change, values learning, and encourages growth contributes to increased ownership and commitment. Leadership plays a key role in shaping and reinforcing such a culture.

In conclusion, addressing challenges related to ownership, accountability, and commitment necessitates a strategic and integrated approach. By implementing comprehensive change management, aligning leadership, communicating effectively, defining performance metrics, investing in training, creating a learning culture, recognizing achievements, building trust, providing continuous feedback, and fostering an adaptive OC, the ANSP can cultivate an environment where individuals are more inclined to take ownership, be accountable, and commit to the successful implementation of organizational strategies.

To address the strategy implementation challenges and optimize the South African ANSP, recommendations include developing a robust organizational architecture (OA) to align with international standards and improve decision-making. Clear departmental strategies, implementation plans, and a culture of effective strategy implementation are essential. Overcoming architectural and political challenges involves reevaluating organizational structure, assigning clear decision rights, resisting political interference, and managing mandates effectively. Enhancing OA to navigate regulatory frameworks and fostering a supportive culture for regulatory changes are crucial. Improved stakeholder engagement, streamlined strategic management processes, and addressing bureaucratic culture issues through transformation are recommended. Prioritizing management stability, talent development, and knowledge management will support human capital, while revisiting incentive structures and fostering a performance culture will enhance organizational culture. Comprehensive change management approaches are necessary to address ownership, accountability, and commitment issues, contributing to overall effectiveness and successful strategy implementation.

6.4.3. Recommendations for the Eastern and Southern African (ESAF) Region

To enhance regional integration, harmonization, and interoperability of ATM systems across borders within the ESAF Regional grouping under the ICAO umbrella while considering the ANSP strategy implementation challenges revealed by this study, several recommendations can be considered:

i. **Enhance the Existing Regional Collaboration Frameworks:** Foster stronger collaboration and coordination amongst ANSPs, industry stakeholders, and countries within the region. Establish regional forums or working groups to facilitate regular communication, information sharing, and joint decision-making processes. This should include considerations that each country comes with different developmental needs and industry context.
ii. **Develop Common Standards and Procedures:** Work towards the development and adoption of common standards and procedures for ATM. This includes harmonizing regulations, protocols, and operational practices to ensure consistency and interoperability across borders.
iii. **Implement Technology Harmonization:** Invest in technology solutions that are compatible and interoperable regionally. This involves adopting standardized technologies and ensuring that ANSPs within the region use similar or compatible systems to streamline operations and communication.
iv. **Promote Regulatory Alignment:** Collaborate on regulatory frameworks to ensure alignment among the countries in the region. This involves harmonizing regulations related to air traffic, safety, security, and environmental standards to create a seamless and unified airspace.
v. **Enhance Cross-Border Training and Capacity Building:** Establish regional training programs to enhance the skills and competencies of aviation professionals, including air traffic controllers, technicians, and other relevant personnel. This will contribute to a more proficient workforce capable of implementing and adapting to regional strategies.
vi. **Develop Regional Strategies for ATM:** Collaboratively develop and implement regional strategies for ATM, taking into consideration the unique challenges and opportunities of the Eastern and Southern African region. These strategies should address common goals and objectives for improving efficiency, safety, and overall airspace management.
vii. **Establish Performance Monitoring Mechanisms:** Implement mechanisms to monitor and assess the performance of regional ATM systems. This includes developing key performance indicators (KPIs) and regular evaluations to ensure that the implemented strategies are achieving their intended outcomes.
viii. **Facilitate Cross-Border Data Sharing:** Establish secure and standardized data-sharing mechanisms among ANSPs and relevant authorities. This will enhance real-time information exchange, contributing to better decision-making and improved overall safety and efficiency.
ix. **Create Financial Incentives for Collaboration:** Explore financial incentives or funding mechanisms that encourage collaboration and joint initiatives among

ANSPs. Shared investment in infrastructure and technology can be facilitated through regional agreements and partnerships.

x. **Address Human Capital Challenges:** Collaborate on addressing human capital challenges by implementing joint training programs, sharing expertise, and promoting the exchange of personnel among ANSPs. This can contribute to a more skilled and adaptable workforce.
xi. **Regular Review and Adaptation:** Establish a framework for regular reviews and adaptations of regional strategies. The aviation landscape is dynamic, and strategies need to be flexible and responsive to changing circumstances and technological advancements.

By implementing these recommendations, the Eastern and Southern African Regional grouping can foster a more integrated and interoperable airspace, overcoming challenges in strategy implementation for ANSPs and contributing to the overall advancement of ATM in the region.

6.4.4. Recommendations for the African Continent

To enhance ATM across the African continent, considering the diverse regional groupings under the ICAO umbrella and the strategy implementation challenges faced by ANSPs, several recommendations can be proposed:

i. **Establish a Pan-African ATM Framework:** Develop a comprehensive Pan-African ATM framework that aligns the strategies of various regional groupings. This framework should serve as a guiding document, promoting standardized practices, procedures, and technological interoperability across the continent.
ii. **Facilitate Inter-Regional Collaboration:** Encourage collaboration and information sharing among different regional groupings. Establish mechanisms for regular dialogues, joint projects, and cross-regional initiatives to address shared challenges and promote consistency in the implementation of ATM strategies.
iii. **Harmonize Regulatory Policies:** Facilitate the harmonization of regulatory policies at the continental level. This involves aligning safety, security, environmental, and operational regulations to create a unified regulatory framework, reducing complexities for ANSPs operating across different regions.
iv. **Implement Continent-Wide Technology Standards:** Foster the adoption of continent-wide technology standards for ATM systems. Promote the use of interoperable technologies and ensure that ANSPs leverage compatible systems, enhancing coordination and communication throughout the African airspace.
v. **Enhance Cross-Regional Training Programs:** Develop and support cross-regional training programs to build a skilled and adaptable workforce. Facilitate the exchange of expertise, best practices, and personnel among ANSPs in different regions to address human capital challenges collectively.
vi. **Encourage Financial Collaboration:** Explore financial collaboration mechanisms at the continental level. Establish funding models that encourage shared investments in infrastructure, technology, and capacity building,

ensuring that ANSPs across Africa have access to resources for effective strategy implementation.

vii. **Create a Pan-African Performance Monitoring System:** Establish a Pan-African performance monitoring system to track and evaluate the effectiveness of ATM strategies. Define common performance indicators and reporting mechanisms to assess the impact of strategies on safety, efficiency, and overall airspace management.

viii. **Promote Cross-Regional Data Sharing:** Implement secure and standardized data-sharing protocols across the continent. Develop frameworks that facilitate real-time information exchange among ANSPs and relevant authorities, supporting collaborative decision-making and enhancing overall situational awareness.

ix. **Cultivate a Continent-Wide Safety Culture:** Foster a continent-wide safety culture by promoting a shared commitment to safety standards and best practices. Implement collaborative safety management systems that involve ANSPs, regulatory bodies, and industry stakeholders across different regions.

x. **Establish a Pan-African Forum for Strategy Alignment:** Create a Pan-African forum or steering committee responsible for aligning and coordinating ATM strategies. This body should bring together representatives from different regions to discuss challenges, share insights, and collectively guide the development and implementation of continent-wide strategies.

xi. **Advocate for Policy Support at the African Civil Aviation Commission:** Advocate for policy support at the African Union level through the African Civil Aviation Commission to reinforce the importance of harmonized ATM strategies. Seek endorsement and commitment from African governments to align their national strategies with continental objectives for seamless and efficient airspace management.

xii. **Encourage Innovation and Research Collaboration:** Promote innovation and research collaboration at the continental level. Facilitate joint research projects and knowledge-sharing initiatives that contribute to advancements in ATM technologies, procedures, and strategies.

By implementing these recommendations, the African continent can move towards a more integrated and harmonized ATM environment, overcoming strategy implementation challenges faced by ANSPs and fostering safer, more efficient, and interconnected airspace management across diverse regions.

6.4.4. Recommendations for the Global Community

Considering the complex challenges faced by ANSPs globally, as well as the need for harmonization and effective strategy implementation, the following recommendations can be proposed for the global community:

i. **Establish a Global Collaboration Platform:** Facilitate a global forum or collaboration platform under ICAO to promote information exchange, best practice sharing, and collaborative initiatives. This platform can serve as a

mechanism for ANSPs, industry stakeholders, and countries worldwide to address shared challenges, share innovative solutions, and foster global cooperation.

ii. **Develop Universal Standards and Protocols:** Work towards the development and adoption of universal standards and protocols for ATM. Global harmonization of regulations, procedures, and technologies will enhance interoperability, streamline operations, and contribute to a more seamless and efficient global airspace.

iii. **Promote Cross-Regional Collaboration:** Encourage collaboration between different regional groupings under the ICAO umbrella. Facilitate knowledge transfer, joint projects, and mutual support to address global aviation challenges. This interconnected approach will contribute to a more integrated and resilient global ATM system.

iv. **Invest in Next-Generation Technologies:** Foster global investments in next-generation technologies that enhance safety, efficiency, and environmental sustainability. This includes the development and implementation of advanced communication, navigation, surveillance, and automation systems that can be universally adopted.

v. **Support Developing Regions:** Provide support and assistance to ANSPs in developing regions to bridge technological and operational gaps. This can involve capacity-building programs, technology transfer initiatives, and collaborative projects aimed at ensuring a more equitable distribution of ATM capabilities worldwide.

vi. **Establish a Global Performance Monitoring Framework:** Develop a standardized global framework for monitoring and assessing the performance of ATM systems. This can include the definition of common key performance indicators (KPIs) and a mechanism for sharing performance data to drive continuous improvement on a global scale.

vii. **Facilitate International Funding Mechanisms:** Explore the creation of international funding mechanisms to support the implementation of global aviation strategies. This can involve the establishment of funds or partnerships that provide financial assistance to ANSPs, especially in regions facing economic challenges, to upgrade infrastructure and enhance capabilities.

viii. **Enhance Cybersecurity Measures:** Collaborate globally to strengthen cybersecurity measures for ATM systems. Given the increasing reliance on digital technologies, a unified effort is essential to protect against cyber threats and ensure the resilience of global aviation infrastructure.

ix. **Foster International Cooperation on Environmental Sustainability:** Promote global initiatives to address environmental sustainability challenges in aviation. This includes collaborative efforts to reduce carbon emissions, optimize fuel efficiency, and implement sustainable practices across the entire aviation value chain.

x. **Encourage Research and Innovation:** Support global research and innovation initiatives that contribute to the advancement of ATM. Encourage the development of innovative technologies and solutions through international

collaboration and partnerships between industry, academia, and regulatory bodies.

xi. **Ensure Inclusivity in Decision-Making:** Establish mechanisms to ensure inclusivity in global decision-making processes. Involve representatives from diverse regions, cultures, and economic contexts to foster a more comprehensive and inclusive approach to shaping global aviation policies and strategies.

xii. **Facilitate Cross-Border Data Sharing:** Develop global standards for secure and standardized cross-border data sharing among ANSPs and relevant aviation authorities. This will enhance situational awareness, improve coordination, and contribute to the overall safety and efficiency of global air traffic.

By adopting these recommendations, the global community can work collaboratively to overcome shared challenges, promote innovation, and build a more resilient and interconnected ATM system that serves the needs of all regions and stakeholders.

6.4.5. Recommendations for Future studies

The comprehensive study on the strategy implementation challenges for the South African ANSP provides valuable insights, and for future research to advance further understanding, several avenues can be explored:

i. **Cross-Cultural Comparative Analysis:** An investigation of how diverse cultural contexts impact strategy implementation in ANSPs. A cross-cultural comparison with ANSPs from various regions could reveal nuanced challenges and effective strategies, contributing to a more globally applicable understanding.

ii. **Longitudinal Studies:** Conducting longitudinal studies to observe changes and improvements in strategy implementation over time. Examining how strategies and interventions evolve and their long-term impact on ANSP performance could provide insights into the sustainability of implemented changes.

iii. **Benchmarking with Successful ANSPs:** Comparison of the South African ANSP with ANSPs that have successfully overcome similar challenges. Identifying best practices and success stories from other regions can offer practical insights and serve as a benchmark for improvement strategies.

iv. **In-Depth Stakeholder Analysis:** Exploring the influence and impact of various stakeholders on strategy implementation. This would investigate the dynamics of collaboration between ANSPs, regulatory authorities, airlines, pilots, and air traffic controllers, considering the role each plays in shaping strategy outcomes.

v. **Technological Integration Studies:** Assessing the impact of emerging technologies on ANSP strategy implementation. This would explore how the integration of technologies such as artificial intelligence, data analytics, and automation influences strategy execution and operational efficiency.

vi. **Global Regulatory Framework Analysis:** Investigation of the alignment and challenges of ANSPs with global regulatory frameworks, including ICAO

standards. This will provide an understanding of how adherence to international regulations affects strategy implementation and overall organizational performance.

vii. **Climate Change Resilience in ATM:** Given the increasing impact of climate change on aviation, this would explore how ANSPs can integrate climate resilience into their strategies. It would be an investigation of the challenges and opportunities of aligning ATM with environmental sustainability goals.

viii. **Innovation and Collaboration Studies:** Examination of how fostering a culture of innovation and collaboration within ANSPs contributes to successful strategy implementation. This would investigate the role of creativity, adaptability, and cross-functional collaboration in overcoming implementation challenges.

ix. **Comparative Analysis of Organizational Structures:** Analysis of the organizational structures of various ANSPs to identify the most effective models for strategy implementation. Consider how structural changes, such as the distribution of decision-making authority, impact adaptability and execution.

x. **Impact of Global Events on ANSPs:** Exploration of how global events, such as pandemics or geopolitical shifts, impact ANSP strategy implementation. Investigate the adaptability of ANSPs to unforeseen circumstances and the development of resilient strategies.

xi. **Employee Morale and Engagement Studies:** Investigation of the correlation between employee morale, engagement, and successful strategy implementation. Assess the role of OC in fostering employee commitment and its impact on overcoming implementation challenges.

xii. **Dynamic Simulation Models:** Development of dynamic simulation models to predict and analyse the impact of different strategies on ANSP performance. This could provide a proactive approach to strategy planning and implementation by identifying potential challenges before they arise.

xiii. **Public-Private Partnership (PPP) Models:** Evaluation of the effectiveness of public-private partnership models in ANSPs. Investigate how collaboration between public and private entities influences strategy formulation and implementation, considering both advantages and challenges.

xiv. **Behavioural Economics in Decision-Making:** Application of behavioural economics principles to understand decision-making processes within ANSPs. Explore how cognitive biases and psychological factors influence strategy implementation and organizational responses to change.

These research directions aim to deepen the understanding of strategy implementation challenges in ANSPs, fostering the development of more effective and adaptable strategies for the evolving aviation landscape.

6.5. Conclusion

In conclusion, this study delves into the intricate landscape of strategy implementation challenges faced by the South African ANSP. Through a meticulous investigation, the factors contributing to these challenges have been unearthed and thoroughly examined, spanning OC, HCM, stakeholder engagement, architecture challenges, and more. The findings shed light on the complex interplay between OA and culture, emphasizing the need for an integrated approach to address these challenges effectively. The strategic recommendations presented in the study offer a roadmap for the South African ANSP to navigate these challenges and enhance its strategy implementation processes. By aligning with global strategies, refining organizational structures, fostering stakeholder engagement, and cultivating a performance-oriented culture, the ANSP can pave the way for improved operational efficiency and effective ATM. This study not only contributes valuable insights into the specific challenges faced by the South African ANSP but also provides a framework for addressing similar issues in other ANSPs globally. As the aviation industry continues to evolve, the lessons learned from this study can inform future research and guide efforts toward fostering resilience, adaptability, and excellence in strategy implementation across the broader aviation community.

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