

**EXAMINING STRATEGY IMPLEMENTATION AT THE NAMIBIAN PORTS
AUTHORITY**

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF

THE REQUIREMENTS

FOR

**THE MASTER OF BUSINESS ADMINISTRATION MANAGEMENT
STRATEGY DEGREE**

OF

THE UNIVERSITY OF NAMIBIA

BY

DORKAS PENOVANHU KAMATI

220004641

OCTOBER 2022

SUPERVISOR: DR PATIENCE SIWADI (MIDLANDS STATE UNIVERSITY)

ABSTRACT

This study aimed at examining strategy implementation at NamPort for the year 2014 to 2019. This study adopted a mixed -methods approach. The study limits itself to NamPort employees covering a population of 120 participants. A pilot study was done to make strides on validity and reliability. Literature from different analysts was consulted to guide strategy implementation and get managers' valuable suggestions on their industry. The closed ended questions response of the management staff were analysed with the aid of ATLAS.ti. Qualitative data analysis were presented in tables. Stratified random sampling was utilized to choose the sample sizes for the study. This study was limited to NamPort's employees and the Board of Directors. The data collection procedure for this study required participants whom in one way or the other formed part of the strategy formulation and/or implementation that NamPort embraced for the period 2014-19. The challenges to the strategic implementation process were noted to be ageing of equipment, staff members' discontent and poor corporate culture. Findings from the study revealed that the strategy implementation at NamPort for the year 2014 to 2019 was influenced by the organisational culture and the legal requirements. The research recommends that NamPort creates a communication plan to address challenges experienced during the strategy implementation process.

DECLARATIONS

I, Dorkas Penovanhu Kamati, hereby declares that this study is my work and is a true reflection of my research and that this work or any part thereof has not been submitted for a degree at any other institution.

No part of this thesis may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g., electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or the University of Namibia.

I, Dorkas Penovanhu Kamati, grants the University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, that the University of Namibia may deem fit.



.....

SIGNATURE

06 October 2022

.....

DATE

DEDICATION

Firstly, I give thanks to God Almighty for the wisdom. I dedicate this thesis to my late father, Demetrius Andreas Kamati kaNdunge, for having given life to me and for mentorship and guidance throughout my educational journey, I will always remain grateful. To my adoring daughter Selma Joy Abraham and my cousin Sam Natangwe Mtembi I extend my uttermost appreciation for their encouragement and support during my entire study. Finally, to my friends, family and everyone who supported me throughout the thesis, thank you all.

ACKNOWLEDGEMENTS

Firstly, I would like to express my sincere appreciation to the almighty God for his guidance through this path until I completed my study. Secondly, I would like to express my deepest gratitude to my supervisor, Dr Patience Siwadi for the expert advice through guidance and supervision from the onset of this project to its end.

I remain grateful to NamPort for allowing me to conduct the empirical investigation in the organisation. My appreciation further goes to all the participants whose contribution made this thesis possible. I am also thankful to my family, friends and colleagues for the patience and moral support they provided throughout the project. Last but not least, my beloved daughter Joy endured my absence and lack of attention during the period of my study. May the Almighty God bless you all!

LIST OF FIGURES

FIGURE 1.: NAMPORT STRATEGIC GOALS FOR 2019/2020	4
FIGURE 2.1: STRATEGIC MANAGEMENT THEORIES	14
FIGURE 3.1: THE RESEARCH POPULATION	35
FIGURE 3.2: DATA ANALYSIS SPIRAL	44
FIGURE 4.7: ETHNICITY OF RESPONDENTS	60
FIGURE 4.8: INFLUENCE OF CULTURE ON STRATEGY IMPLEMENTATION	61
FIGURE 4.9: CONTRIBUTION OF CULTURE TO INNOVATION AND CREATIVITY	62
FIGURE 4.10: STANDOUT FEATURES	63
FIGURE 4.11: LEVEL OF COMPANY'S STRATEGY ETHICS	64
FIGURE 4.13: IMPORTANCE OF MANAGER'S ETHICAL CONDUCT	66
FIGURE 4.15: IMPACT OF THE FOURTH INDUSTRIAL REVOLUTION AS CHALLENGE TO THE STRATEGY IMPLEMENTATION.....	68
FIGURE 4.16: LEVEL OF OPERATIONAL CHALLENGES	69
FIGURE 4.17: LEVEL OF COMPETITION IN THE MARITIME INDUSTRY.....	70
FIGURE 4.18: QUALITY OF STRATEGY PROGRAMS	71
FIGURE 4.20: LEVEL OF PROGRESS.....	73

LIST OF ACRONYMS AND ABBREVIATIONS

NAMPORT	–	Namibian Ports Authority
SOX	–	Sarbanes-Oxley Act
CSR	–	Corporate Social Responsibility
RBT	–	Resources Based Theory
SADC	–	Southern African Development Community
SOE	–	State-Owned Enterprises

Table of Contents

ABSTRACT	ii
DECLARATIONS	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
LIST OF FIGURES	vi
LIST OF ACRONYMS AND ABBREVIATIONS	vii
CHAPTER 1: INTRODUCTION AND BACKGROUND	1
1.1 BACKGROUND OF THE STUDY	1
1.2. STATEMENT OF THE PROBLEM	6
1.2 OBJECTIVES OF THE STUDY	7
1.3 SIGNIFICANCE OF THE STUDY	8
1.4 LIMITATION OF THE STUDY	9
1.5 DELIMITATION OF THE STUDY	9
CHAPTER 2: LITERATURE REVIEW	13
2.1 INTRODUCTION	13
CHAPTER 3: RESEARCH METHODS	31
3.1 INTRODUCTION	31
3.2 RESEARCH PHILOSOPHY	31
3.3 RESEARCH DESIGN	32

3.4 RESEARCH APPROACH	33
3.5 POPULATION	33
3.4 SAMPLE	34
3.5 DATA COLLECTION	36
3.6 PROCEDURE	37
3.7 RELIABILITY AND VALIDITY	39
3.8 DATA TRUSTWORTHINESS	40
3.9 DATA ANALYSIS	42
3.10 RESEARCH ETHICS	44
CHAPTER 4: RESULTS AND DISCUSSIONS	47
4.1 INTRODUCTION	47
4.2 PARTICIPATION	48
4.3 DATA PRESENTATION AND ANALYSIS OF FINDINGS	48
4.3.1 INTERVIEWS	49
4.3.2 STRUCTURED QUESTIONNAIRE	53
4.3.2.1 DEMOGRAPHIC DATA	54
4.4 QUALITATIVE DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	75
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	81
5.1 INTRODUCTION	81

5.2 DISCUSSION SUMMARY	81
5.3 CONCLUSIONS.....	82
5.4 RECOMMENDATIONS	83
5.5. AREAS FOR FURTHER RESEARCH	85
REFERENCES.....	86
APPENDICES	92

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 BACKGROUND OF THE STUDY

Many organizations are faced with the challenge of strategy implementation, however, despite the experience of many organizations, it is possible to turn strategies and plans into individual actions, necessary to produce a great business performance. But it is not easy. Many companies repeatedly fail to truly motivate their people to work with enthusiasm, all together, towards the corporate aims. Most companies and organizations know their businesses, and the strategies required for success. However, many corporations especially large one's struggle to translate the theory into action plans that will enable the strategy to be successfully implemented and sustained. As with all new strategies, the chances for failure are high. If you want your product to grow and succeed, you must learn how to make strategies and ideas a reality (Onega, 2022).

Strategy implementation is one of the vital strategic planning components. Strategic management involves three main stages namely: strategy formulation, implementation, and evaluation (Mas...*et al.*, 2014). Although both the correct formulation and effective implementation plays a crucial role in the success of the business, the effective implementation of an ordinary strategy can beat the second-rate implementation of an excellent strategy. Strategy implementation is further defined as the process that sets the strategies and tactics into the act to realise the strategic objectives (Obeidat *et al.* 2017).

Although consistent strategy formulation is a challenging task for any management team, it is even more difficult to make that strategy work (Bader & Alaa , 2017). Strategy implementation is the process that puts the strategies and plans into action to accomplish the strategic objectives and goals. Therefore, implementing the organisation's strategic plan is more vital than its formulation and consequently failure to carry out strategy can render opportunities lost.

The Namibian Ports Authority (NamPort) is a state-owned enterprise, established by the Maritime Act of Parliament in 1994, to provide an easy and fast transit route between Southern Africa, Europe and the Americas. The Port of Walvis Bay is situated on Africa's South-Western coast and serves as a convenient and fast transit route, connecting Southern Africa, Europe, Asia and the Americas. General vessel traffic is at the heart of NamPort's business with on average 2,000 vessels, visiting the port of Walvis Bay each year.

The existing container terminal at the Port of Walvis Bay has a throughput capacity of 350,000 TEUs (twenty-foot equivalent units) per annum. The recently inaugurated new container terminal will increase that capacity to 750,000 TEUs.

The export of commodities constitutes a major segment of Namport's activities with salt remaining the biggest export commodity handled by the Port of Walvis Bay. Other commodities the port processes include fish and fish products, copper, lead and its concentrates, marble and granite. The port of Walvis Bay is a vital link to the export of fish and fish products from Namibia to the global market. Petroleum imports form the largest share of commodities landed at the Port of Walvis Bay and Petroleum imports form the largest share of commodities transported via the Port of Walvis Bay.

The below-mentioned five key strategic objectives are set to address Namport's challenges and achieve its vision of becoming the best performing world-class hub seaport in Africa over the next five years. Also, to position itself to take advantage of global and sub-Saharan Africa economic growth. Each objective is supported by five strategies that will facilitate the intended outcome.

Regularly, organisations devote much time and resources to the planning of strategy, but very little of it will get implemented effectively. However, presently, much is known about the important factors in the planning phase of strategy. Nevertheless, there is still a gap between knowing what to do and doing it. Hence there is slight systematic knowledge on how to implement a well-conceived strategy on paper in a regular business of an organisation (Niclas, 2014).

The port of Walvis Bay is one of Africa's most efficient and well-equipped ports. Annually, it can handle more than eight million tons of cargo. Furthermore, the port consists of two units: the commercial harbour, which is managed by NamPort, as well as the fishing harbour, owned by the fishing industry.

Figure 1.: NamPort strategic goals for 2019/2020

Strategic Objectives	1 Increase Throughput Capacity	2 Diversify and Grow Market Base	3 Improve Efficiencies	4 Entrench Sustainable Development	5 Optimize Human Capital Effectiveness
STRATEGIES	1.1 OPTIMIZE utilization of existing infrastructure and equipment	2.1 Increase revenue sources by diversifying our product and service offering	3.1 Optimize business performance through continuous improvement	4.1 Embed good governance in the institutional culture	5.1 Attract, develop and retain suitable human capital
	1.2 CREATE and develop infrastructure and equipment	2.2 Expand and enhance effective national &	3.2 Streamline key processes by leveraging ICT	4.2 Enhance safety, health, and environmental	5.2 Nurture and promote learning and performance-
	1.3 OPTIMIZE land usage and planning	2.3 Continuously foster/improve positive customer experience & communication	3.3 Eliminate resource wastage and manage costs	4.3 Cultivate effective social and stakeholder engagement.	5.3 Optimize effective use of human capital
	1.4 PURSUE strategic alliances to develop the capacity	2.4 Promote effective customer communications	3.4 Entrench efficient asset management	4.4 Empower & develop sustainable local supply chain capacity	5.4 Promote & maintain sound employee relations
	1.5 RESEARCH, develop and adopt industry best practices & enhance business intelligence capacity	2.5 Pursue business opportunities through public-private partnerships	3.5 Improve and co-ordinate business and operational planning	4.5 Ensure financial sustainability	5.5 Ensure a representative, equitable and diversified workforce and create a conducive environment for equality in terms of gender and other forms of representation

Source: Primary source

The above-stated commercial harbours can handle bulk, containerised, frozen and dry cargo as some of its terminal facility services. Moreover, the port is sustained by the Walvis Bay International Airport which accommodates the big airliners and transport planes whereby the fresh fish can be flown directly to different countries in the world.

The Namibian Ports Authority (NamPort) is a state-owned enterprise, established by the Maritime Act of Parliament in 1994, to provide an easy and fast transit route between Southern Africa, Europe and the Americas. The Port of Walvis Bay is under the locality of NamPort, who acts as proprietor and harbour administrator, with several occupants working within the harbour. It is a vital commercial harbour in Namibia. Therefore, as a public entity in Namibia, NamPort developed its five-year Strategic Plan 2014-2019 that would focus on becoming a world-class gateway to cater for transshipment and transit of cargo to and from neighbouring countries. The major challenge in strategy is the implementation of the strategy that is developed and desirable (Miller, 2020) There are studies that showed that strategy implementation in government parastatals in Namibia has been confronted by many challenges.

The Walvis Bay new container terminal has contributed to an expanded capacity in dealing with the port traffic (expanding the capacity to 750,000 TEU from 350,000 TEU) and these improvements, alongside the development of the progressing street such as the Swakopmund-Walvis Bay dual carriageway are among the advancements specifically driving Namibia to getting to be an important centre for SADC and beyond. On the infrastructure front, major advancements have been recorded within the transport and logistics segment as characterised by the road network connection of more than 47,000 km, giving access to different parts of the country (Xinhua, 2020).

1.2. STATEMENT OF THE PROBLEM

Most researchers on business management have recognised that one of the key perspectives of improved business performance is a better usage of the organisation's strategic plans. Be that as it may, it has caught on that execution of key plans is one of the most difficult challenges that organisations confront nowadays (Mbaka & Mugambi, 2014). The implementation of vital plans has been demonstrated to be the most contributing factor to business growth and success (Drucker, 1992). Less than 26% of all defined techniques in organisations get actualised (Mintzberg, 1994). Mbaka and Mugambi (2014) moreover note that the leading procedures may fall flat in delivering results for the firm if they are not effectively executed.

Studies further reveal that most firms have failed to appropriately execute procedures, despite having well-articulated strategies hence many organisations develop good strategies to give them an edge and competitive advantage in the business environment but fail to make use of the precious information depicted in the strategy plan document (Kasheeta, 2019).

The challenges and issues in implementing strategies and the key traits of effective strategy implementation have been recognized in several articles (Andrews, Malcolm J, & Elif, 2017). Strategy implementation is an important component of the strategic management process.

Several organisations develop good strategies to give them an edge and competitive advantage in the business environment but fail to make use of the precious information depicted in the strategic plan document (Ndiso 2015). There is a gap between what is planned and what takes place on the ground. Added to that, there is a dearth of studies in the area of strategy implementation in Namibia to date and areas of communicating strategy and the alignment of incentives to strategy implementation are definite areas where improvements are needed in NamPort and where future attention and resources should be allocated towards. Hence, this study intends to examine the strategy implementation at NamPort, using a mixed methods research approach.

1.2 OBJECTIVES OF THE STUDY

The main objective of the study is to examine the strategy implementation at NamPort for the year 2014 to 2019. To address the main objective, the following specific objectives are set for this study.

- To examine the influence of organisational culture on strategy implementation at NamPort.
- To examine the strategy implementation process at NamPort
- To examine the challenges of strategy implementation at NamPort
- To explore approaches that will improve strategy implementation at NamPort

1.3 SIGNIFICANCE OF THE STUDY

The study will be important for NamPort to realise and understand the challenges of strategy implementation and give a better perspective on how the strategy can be successfully implemented. The study will further generate valuable information for management on how to bridge the gap between strategy formulation and implementation. To managers of public entities, the research findings of this study will give recommendations as well as references on how cultural issues have to be managed and addressed so that they can best be managed for sustainable competitive advantage. Additionally, this study will distinguish attitude and value-based gaps in employees for training need prerequisites. The study will also provide intuition to staff members, especially at lower levels of the organisation on the roles they can play in improving strategy implementation. The study will further benefit the Namibia Business School's (NBS) strategy, the data obtained should lead to informed decisions on how plans may be executed.

Data gathered should also help the student to enrich literature and formulate research theories that would result in the identification of research gaps from the study. Finally, the study may contribute to building the existing body of knowledge on strategic management, particularly strategy implementation. Generally it will address the gap by analysing how the link between, the strategy and the resources, the organization structure as well as the strategic process can be challenges to effective strategy execution.

1.4 LIMITATION OF THE STUDY

This study was limited to NamPort's employees and the Board of Directors. The data collection procedure for this study required participants whom in one way or the other formed part of the strategy formulation and/or implementation that NamPort embraced for the period 2014-19. Thus, the participation was restricted to a group of supervisors and skilled workers because they were directly involved in the implementation of the strategy. These requirements anticipated untalented representatives from participation in the study. The findings acquired in this study are based on the articulations of the respondents in the interviews and questionnaires.

1.5 DELIMITATION OF THE STUDY

This study was only conducted based on NamPort in Walvis Bay, organizations with set up management structures. The respondents for the study were strategic supervisors or senior supervisors involved in strategy execution as and the board members. The scope of this study was also limited to the execution of 2014-2019 strategy. Nevertheless, the findings from this study were aligned with the port of Lüderitz and only focused on the 2014 to 2019 strategic plan that was already implemented, and data may be readily available. This implies that the findings of this study may not be generalised to other public entities, unless such entities share common characteristics as NamPort that formed part of the case study investigation.

1.6 OUTLINE OF THE CHAPTERS

The overall structure of this study takes the form of five chapters. Chapter one dealt with the introduction and background of the study, the problem statement that underlined this study, the research objectives of this study, the significance of this study, limitations and delimitations of this study and concluded with an overview of the proceeding chapters of this study. The second chapter deals with the relevant literature that will address the research objectives. This Chapter further discusses the conceptual framework underlying the study. The third chapter presents the research methods, research design, the participants, data collection methods and data analysis methods. The final section of this chapter explains the ethical considerations which were observed during the study.

The fourth chapter presents the results of the study focusing on the key themes of strategy implementation and linking the findings to the related literature. The fifth, a final chapter summarises the main findings of the research as derived from the literature study and makes recommendations. The final chapter includes a discussion of the implications of the findings to future research into strategy implementation.

1.8 DEFINITIONS OF KEY CONCEPTS USED IN THIS STUDY

Board: Board of Directors members of the State-owned enterprise who hold positions equivalent to those of the board of directors of a company (Public Enterprises Governance Act No. 1 , 2019).

Chief Executive Officer: A person who is responsible for the conduct of the business of the State-owned enterprise under the direct authority of the board of the State-owned enterprise (Public Enterprises Governance Act No. 1 , 2019).

Corporate Social Responsibility: Refers to the company's obligation to operate in an honourable manner, give good working conditions for employees, encourage workforce differences, be a great steward of the environment, and actively work to improve the quality of life within the nearby communities where it works and in society at large (Stobierski, 2021).

Strategy: A company's strategy is the facilitated set of actions that its supervisors take to beat the company's competitors and achieve prevalent benefits (Thompson et al. 2020).

Strategic Management: It is a set of decisions and activities that result within the plan and enactment of strategies in order to attain the goals of the organisation. It is a set of choices and activities that result in the detailing and execution of plans outlined to realize the organisation's goals (Thompson et al. 2020).

Strategy Implementation: Approach through which managerial objectives, strategies, and rules are executed throughout the development programs, monetary plan, and procedure (Rani, 2019).

1.9 CHAPTER SUMMARY

This section of the study outlines the background and introduction to this study regarding the strategy implementation at NamPort, Walvis Bay, Namibia. The chapter further offered the purpose of this study as well as the research objectives that will address the

research problem. In summary, the chapter covered the significance, limitations and delimitation of the study. The succeeding chapter presents the theoretical frameworks underlying strategy implementation.

CHAPTER 2:LITERATURE REVIEW

2.1 INTRODUCTION

The literature review looks for an in-depth examination of the problem area utilizing the guidelines set in by the research objectives in chapter one. The literature review focuses on the observational studies that are related to examining the impact of organisational culture on strategy implementation, the legal requirements of strategy implementation, and the challenges of strategy implementation and explores approaches that will improve strategy implementation at NamPort. The section closes with a chapter summary. They include lack of studies on how to overcome obstacles to strategy on the one hand and on employee influence on implementation on the other. The differences among industries, countries, or cultures regarding implementation have not yet been explored at any depth. The paper adds to theoretical and practical knowledge based on the systematic overview it provides on strategy implementation from 2014-2019.

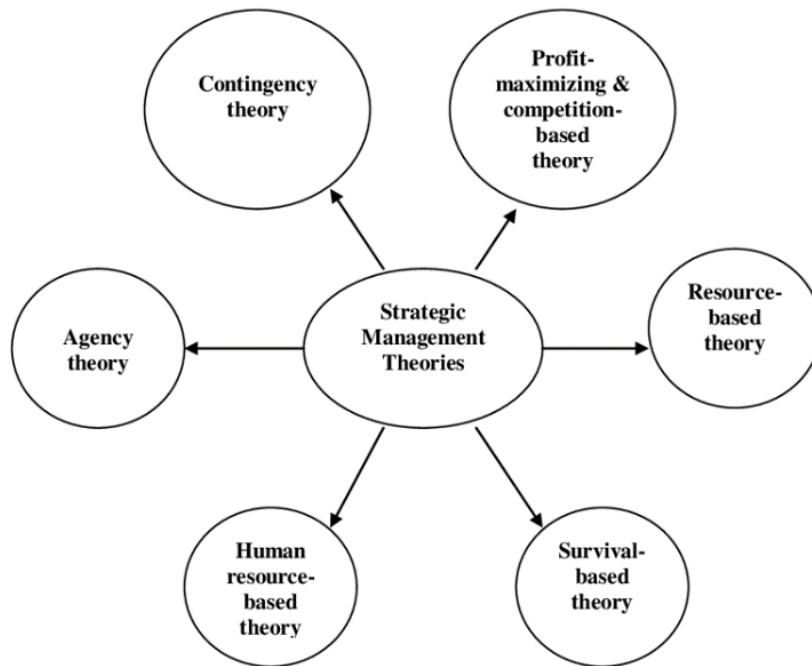
2.2 THEORETICAL FRAMEWORK

The organisation is represented by the management and the board to act as an agent and investors (principals) by monitoring multiple levels across the borders of firms and within the firm's boundaries Jenkins *et al.* (2016). This is argued by the agency theory which is the central approach to managerial behaviour. The theory suggests that one individual (the agent) acts on behalf of another (the principal) to assist in attaining the objectives of the organisation.

However, the steadiness of these interfaces ought to be consolidated to reach the corporate targets of the organisation through the agent since he/she oversees the resources of the organisation (Omari, 2011).

However, Laffont (2002) condemned the agent theory that it only shows a relationship between owners and managers whereas gives misdirection and misappropriation of resources by the agents. He added that agents actively work for their interests side-lining other partners as outsiders. Several business theories attempt to explain the principle of strategy implementation as shown in Figure 2.1.

Figure 2.1: Strategic Management Theories



Source: Omalaja and Eruola (2011)

One such theories is the Resource-Based Theory which gives away how strategic resources and capabilities enable the organisation to realise its objectives (Barney, 1991).

The resource-based theory stipulates that in strategy, the basic sources and drivers of firms' competitive advantage and prevalent execution are related to the qualities of their assets and capabilities which are important and costly to copy (Omalaja & Eruola 2010). Although impactful in an organisation's efficiency, the resource-based theory says little about strategic implementation thus irrelevant to this study. The work of prominent theorists such as Michel Porter paced nearer to strategic implementation than that of Omalaja and Eruola.

Michael Porter leapt remarkably in strategy implementation with his model of “Porter's five forces” he claims that the objective of the strategist is to recognize and handle a competitive environment by particularly looking at competitors, or to reflect on a broader point of view that competes against the organisation. Porter (1980) defines strategy as a competitive position with various activities that are set to achieve distinctive objectives through understanding the competitors and the market. With this approach, he developed a framework that identified five threats posed by competitive rivalry, powerful buyers, powerful suppliers, potential new entrants, and substitute products (Porter, 1980). However, Anjeela *et al.* (2020) condemned Porter's theory that it appears to be self-contained, not considering the measurements of political, financial, social, and mechanical and advertise development variables and dynamics. Lack of depth, strategic insight and structured analysis. Finally, Porter's demonstrate model was created in the late 1970s, and is seemingly subsequently, essentially outdated and not completely significant for today's modern business environment (Goyal 2020).

2.3 STRATEGY IMPLEMENTATION

Strategy implementation is a stage where the planned activities are matched and aligned to strategies to reach the organisation's vision (Aaltonen & Ikavalko, 2002). According to Kaplan and Norton (2005), there is about a 60% to 90% failure rate in the organisation's strategy implementation. Some organisations are still unable to pinpoint the causes of the failure in strategy implementation and hence trust that iterating the same strategy constantly will convey better outcomes.

Liviu (2013) pointed out that the organisational structure plays a role in the strategy implementation through its ability and accountability towards the objectives of the organisation. However, supervisors should ensure that members of an organisation understand their roles and be accountable for them. Contrary, strategy makers spend more time designing the content of the strategy than thinking of how to implement them successfully. Implementing the organisation's strategic plan is as important, or even more important, than its strategy (Obeidat & Al-Hadidi, 2017). Obeidat and Al-Hadidi (2017) further grouped the 11 implementation factors into four categories according to their importance and characteristics. The first category entails strategic content factors and embraces the development of strategy. The subsequent consists of strategic context factors that are further divided into external and internal context; the former includes environmental uncertainty, and the internal context includes organisational structure, culture and leadership. The third factor contains operational process factors such as operational planning, resource allocation, people, communication and control. The final category comprises the outcome and the implementation process. In Namibia, few studies speak about strategy implementation in state-owned enterprises, specifically on NamPort.

2.3.1. STRATEGY IMPLEMENTATION PROCESS

Strategic management process can be summarized into two broad concepts, that is, strategy making and strategy executing. (Juneja, 2015) defined the strategic management process as the process by which managers make a choice of a set of strategies that lead to better performance by the organisation. It is a continuous process that reviews the business and industries in which the organisation is involved; appraises its competitors; and preserve the goals and successively reviews each strategy.

Therefore, the steps that are carried out throughout the process are in sequential order, when creating a new strategic management plan. In today's world, organisations work in an environment, where competition is cruel without any kindness, appearing in the organisations. The strategic management process is further clarified by Coulter (2010) as the method that involves consecutive and interrelated exercises of circumstance analysis, strategy formulation, strategy execution and strategy assessment. In this manner, organisations are required to plan for the long term and prepare themselves for any unexpected circumstances. The world organisations operate in has drastically changed within the past few decades, such that the variables and competencies that made organisations fruitful and were the standard, might not be appropriate nowadays. In this manner, it is important that the managers of organisations ensure that they adapt to this changing environment and plan for the future by creating strategic plans.

Thompson Peteraf, Gamble, and Strickland (2020) presented strategy executing process in five interrelated and integrated phases, an ongoing process.

The primary phase focuses on developing a strategic vision that charts the company's long-term direction, a mission statement that describes the company's purpose, and a set of core values to guide the pursuit of the vision and mission. The next phase emphasizes on setting objectives that measure the organisation's performance and tracking its progress in moving in the anticipated long-term direction.

Furthermore, the process implicates crafting a strategy for evolving the organisation along the path management has projected and achieving its performance objectives before it executes the chosen strategy efficiently and effectively. The last phase focus on monitoring developments, evaluating performance, and instigating corrective adjustments in the company's vision and mission statement, objectives, strategy, or approach to strategy execution considering actual experience, and new opportunities.

The strategy of an organisation alludes to the strategies and approaches made by the administration to deliver effective execution. A procedure may be a arrange or restrained exertion to deliver principal choices and activities that shape and direct what an organisation is, what it does and how it does it with a focus on the long run Chemweno *et al.* (2014). The strategic process is considered as a ponder formal preparation where planning is done formally and progressively from the top management downward and is ordinarily done on a yearly basis. An environmental scan is carried out to distinguish accessible opportunities and threats from the external environment against the internal strengths and weaknesses of the organisation. Johnson and Scholes (2001) state that there are three levels of strategy: corporate technique, business-level methodology and operational level technique.

A strategy, concurring with Jones and Slope (2010), is considered insignificant until it is executed. Organisations may fail repeatedly due to the failure to choose and execute their strategies suitably. Strategy execution, as asserted by Partidario (2012), is the transformation of methodologies into action. This process incorporates planning the future of the organisation, filtering the viability of hierarchical operations, and making strides in the hierarchical plan, structure, control frameworks, and culture.

According to Leibrandt (2013) strategy implementation is required to reposition the organisation in line with its vision, which might interpret as transformation or re-engineering if essential. As argued by Jones and Hill (2010, p. 345), ‘corporate governance and performance are linked to strategy implementation through the association between stakeholder management and corporate performance’. Strategic leadership is necessary for attaining the vision of the organisation, thereby achieving its short- and long-term objectives (Hough, Thompson Jr, Strickland III & Gamble, 2011).

2.4 ORGANISATIONAL CULTURE

A culture grounded in strategy-supportive values, practices and behavioural standards includes essentially the control and viability of a company strategy execution effort (Thompson *et al.*, 2005). Thompson *et al.* (2005) encourage content of shaping organisational culture empowers alteration of techniques. This includes making common values, characterizing moral criteria, making a working environment which underpins strategies and making high accomplishment thought processes within the culture of organisations.

There are two schools of thought when it comes to the impact of organisational culture on performance and strategy execution, in spite of the fact that research is decently restricted. The primary is that there are specific measurements of culture which are linked to execution (Cheung, Wong & Lam, 2012) and strategy execution; the second is that certain types of organisational culture are connected to progressed execution and strategy execution (Ahmadi *et al.* 2012).

Organizational culture is the collective effect of the common beliefs, behaviours, and values of the individuals inside a company. Those norms within any organization control how employees perform and serve clients, how they co-operate with each other, whether they feel spurred to meet objectives, and if they are truly into the company's overall mission. How are representatives getting their work done? Freely or collaboratively? Do employees feel motivated, committed, and locked in, or irritated, exhausted, and underappreciated? (Morcos, 2019).

Cheung, Wong and Lam (2012) indicate that there are specific measurements of culture which are associated with performance strategy execution and those that are linked to improved performance and strategy execution. Gregory *et al.* (2009) indicated that culture impacts worker demeanours and conduct as they are guided by its values, standards and assumptions. However, the management's choices around the organisational approach, which incorporates the implicit rules and desires of organisational conduct, characterize the culture of the organisation (Nayak & Barik, 2013). Culture eats strategy for breakfast” is a popular quote from incredible administration expert and author Dwindle Drucker that imply that the effective and engaging culture was a surer route to organisational success in any case of how compelling the strategy may be (Hyken, 2015).

Culture further permits associations to make the sorts of workplaces that enable individuals to flourish and enhance, to lock them in more extensive authoritative destinations, to lock in with their work and their colleagues and to feel part of something more prominent than the entirety of its parts (Handy, 2021). Handy added that culture helps in making a difference in the organisation meet its devotions, draws in the right people, looks after their wellbeing and efficiency, and guarantees they have a common goal.

On the other, hand Aryasri and Aijaz, (2013) stressed that the culture of the organisation shapes and facilitates employee conduct to empower commitment to achieving organisational goals. However, Arayesh (2017) points out that the organisational culture requires mindfulness and recognition of different disciplines. Considering diverse areas, researchers and practitioners are concerned with almost learning the diverse angles of culture to get the intangible qualities affecting the viability of working environment environments.

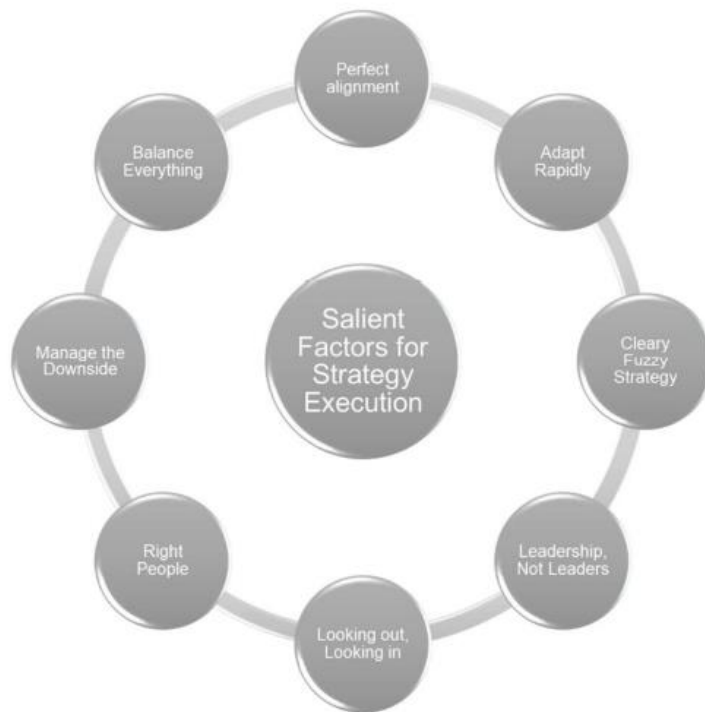
Overall, from the above-stated definition and approaches to organisational culture, Pour and Lafiti (2010) has a more practical definition of organisational culture for this study which is understood to be the values, principles, and ethical standards that are practiced therefore, this study adopts that definition. A quantitative study done by House et.al. (2001) hypothesizes the relationship of each cultural dimension with each strategy execution dimension. Therefore, more studies need to be conducted on organisational culture to add to the existing literature.

2.5 STRATEGY IMPLEMENTATION MODELS

There are several models with diverse constructs that attempts to clarify how to go about executing a strategy effectively. Without essentially forming a model, a study by Matich et al. (2020) recognizes three constructs which are key to strategy execution. Ensuring consistency between the company's advancement strategy and its advancing innovation exercises (Consistency), Progression of gadgets and strategies for collecting and dissecting information around existing and future innovations (Advanced strategies) and Improvement of communications at diverse levels of the organization between agents, executives and organization of the company (Communication).

As seen in figure 2.2, the winning framework for authoritative excellence found nine common components for long-term triumph for strategy execution: successful execution, perfect alignment, adjusting quickly, clear and fluffy methodology, administration not leaders, looking out and looking in, right individuals, overseeing the drawback and adjusting everything (Cocks, 2010).

Figure 2.2 Cock's model for strategy implementation



Source: (Cocks, 2010)

It is vital for business leaders to appreciate the components displayed by Cock (2010) and their contribution to how they lead the execution of strategy in their organisations. The components are a good guide and a great put to begin from. He encourages focuses out that “the essential part of compelling execution that is portrayed as both an component of the system and as speaking to the result of the entire framework”. The power of the model lies in its integrative approach – there's no “start” or “finish” to the wheel. All components are vital and change in one accelerates change to others and it is associations that execute viably that define them as winners.”

2.6 CHALLENGES TO STRATEGY IMPLEMENTATION

The best strategies may not necessarily result in extraordinary execution in organisations because it includes attending to the relationships between variables such as; strategy, structure, frameworks, style, staff, abilities and subordinate objectives. Organisational structure is one of the crucial factors that affect strategy implementation in an organisation. Organisational structure alludes to a specific portrayal of the roles of the organisation, the part of decision-making control, and the setting of obligation. Olsen *et al.* (2005) in their think about found out that firm execution is emphatically impacted by how well a firm's approach is coordinated with its organisational structure.

There must be a fit between the structure and the prerequisites for decision-making, coordination and control of the organisation for viable procedure execution. Directors must have adequate powers to create vital choices at whatever point they are required. Olsen *et al.* (2005) in deliberate found out that a firm execution is unequivocally impacted by how well an organisation's strategy is coordinated with its organisational structure and the behaviour of its employees. They saw numerous organisations receive structures and empowered behaviours that strengthen their showcase methodology and concluded that firms that coordinate structure and behaviour to procedure passageway better than those that don't. This shows the connection between strategy, structure and behaviour. The strategy has a direct influence on Behaviour and Behaviour and Structure also have their influence on Strategy. The adjusted transaction of all three leads to expanded performance, which is the most objective of executing a modern or changed procedure.

Another challenge to strategy implementation is monitoring and controlling to guarantee that the vital plan is on course. Crittenden *et al.* (2008) believe that too much control restrains inventiveness, which may be a critical resource to the organisation. Too much control in the organisational structure can prevent inventiveness and therewith a quick selection of the strategy. Implementers must understand the direction where the organisation and the managers are heading but how they go this way must be cleared out to employees possess gadgets. Another challenge to procedure execution is authority administration. The authority of directors is exceptionally significant in procedure execution as pioneers frequently have a considerable effect on the execution of the organisation. The part of the pioneer is vital on the off chance that an organisation needs to execute an unused technique.

Authority alludes to the commanding of subordinates, the issuing of orders and enlightening, and the method of demanding compliance from a workforce. Whereas authority is characterized as having the control to deliver orders and be complied, it also encompasses the control to create choices on the organization's behalf. As a result, whether somebody in a position of specialist acts pivots upon their claim recognition of the goals of the organization (Parkes, 2020).

Another critical aspect of individuals that affects strategy implementation is the lack of effective communication. It is not easy to execute a strategy when the strategy itself is not well understood. Poorly communicating strategy to employees encompasses a solid impact on strategy execution (Lager & Eisenstat, 2010). Brew and Eisenstat admitted that a well-conceived strategy communicated to the organisation rises to a well-executed strategy. The knowledge of the strategy and understanding of it is two different concepts.

As such, for a strategy to be effectively executed these two concepts need to be coordinated.

Communication technique gives centre and direction for an organization's communication with stakeholders, building typical and behavioural connections with its vital partners. In this way, great communication is crucial for effective organizational strategy since it helps strategy to be implemented well at the functional level (Harrison, 2020).

(Eposi & Potgieter, 2021) added that stakeholders of an organisation exchanging data within and outside their business environments should viably execute organisational strategies, communication ought to flow among the stakeholders of an organisation. In addition, successful communication of strategies in an organisation contributes towards the effective execution of strategies. Moreover, in the event of supervisors not being able to communicate organisational strategies to employees in such a way that all will comprehend it could inhibit the implementation of strategy. In this case, having clear and successful communication ought to be seen as one of the main contributors for managing with strategy implementation challenges.

Research by (Grossman, 2021) shows that the way you behave and communicate as a leader is directly tied to the engagement of your team, which in turn can create powerful connections with the strategy. The research further affirms that leaders who demonstrate engaging behaviours impact their teams' engagement. Of more than five million employee respondents from 86 countries, 66% said leaders' ability to form excitement for the future of the organization was a best driver of engagement.

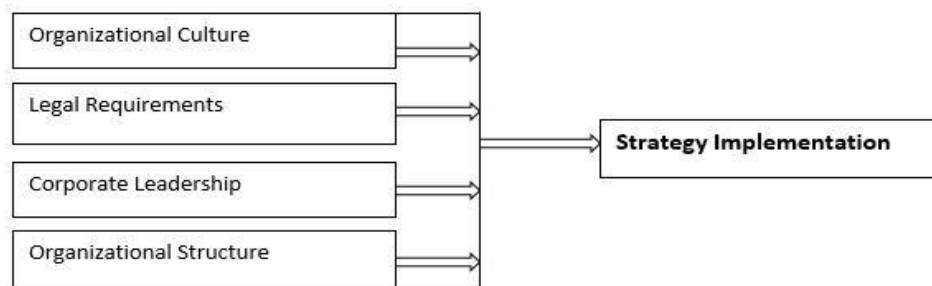
(Dalcher, 2018) noted that whereas successful companies comprehend that they need a great strategy before continuing to suitably realign structure, systems, leadership conduct, human resource policies, culture, values and management processes, numerous impediments lie between the perfect arrangement and the reality of implementation.

In another study by (Wendel, 2017), the bolster of workers and directors is required in arrange to effectively execute a technique. When there's a need of support, individuals don't proactively make the changes that are required to adjust to the methodology. This makes huge challenges for technique usage. However, this study was conducted in the revenue industry and not in the transport and logistics sector where NamPort operates. There appears to be a few studies that link strategy implementation hence this study focuses on the mixed method approach, specifically in the transport industry.

2.7 CONCEPTUAL FRAMEWORK

The conceptual framework helps in illustrating a big picture of key factors affecting strategy implementation success, figure 2.2.

Figure 2.2: Conceptual Framework



Source: Primary data

Research studies covering strategy execution systems have examined diverse issues to progress the victory rate of strategy execution. The foremost examined one among these issues is the issue of “alignment.” Classically, successful strategy execution has been conceptualized as the successful alignment of organization design with strategy (Srivastava Srivastava & Sushil, 2017).

Hourani (2017) contemplates that some authors see strategy implementation as a execution estimation and administration work out, where techniques are decipher into key execution pointers (KPI) that you simply cascade encourage down the organization. Others see strategy implementation as making an organizational culture that enables individuals to act in line with the strategy. Still others see implementation as key venture portfolio management. Strategy execution is all of that, and indeed more, strategy execution may be a broad space that touches numerous diverse administration zones, from direction and goal setting to HR, operations culture and the quality of administration group that's in charge. So, supervisors should pay critical consideration to creating an engaging organizational climate and collaborative structure and culture.

Scholars argue that in understanding responsible business behavior, the starting point remains the leadership qualities that are in the domain of personal attitudes and beliefs. These are value-driven and almost by definition relate to the moral aspects of decision making, distinguishing between right and wrong, good and bad. As such, they comprise those characteristics of the individual such as honesty and integrity. They are deep-seated personal qualities that change and develop only slowly over time.

Good corporate leadership ought to be transformational, sensitive to organisational contingencies and competitiveness and effective in resource allocation. This transforms the leadership into a resource for the organisation.

Knott (2021) revealed that the progression of strategies requires diverse organisational levels and units of strategy forms in order to bridge the numerous levels and units of decision making. It appears as well how interaction among those strategy processes is fundamental to close the gaps between them. It further speaks to how the hierarchy of strategy formation processes, the multi-level and multi-unit vital arranging processes, must play a key part for multi-business organizations to characterize their future bearings, to facilitate technique definition, to make procedures at distinctive organisational levels and units, and to oversee the major vital changes amid turbulent situations. Hence it is essential to examine the strategic planning processes at the different organizational levels and units in order to understand how strategies at each level and unit are coordinated, integrated, aligned, synergised and formulated.

executives ought to communicate superior with employees to become high performing organization. But first these executives must be engaged and motivate the mid-level supervisors. They are the key to representative engagement (Harrison, 2020). Zhang (2010) moreover portrays organisational culture as a mode composed of a few fundamental presumptions and the presumptions are found and made steadily by a certain group within the process of exploring the strategies of adjusting to the outside environment and tackling inside interconnected frameworks.

Organisations with strong cultures radiate open communication and empower employee decision-making, in this manner creating a positive working environment. In any case, creating this kind of organisational culture requires leadership to understand the values, norms and presumptions that bolster culture and its impact on organisational performance, such as cohesion, satisfaction and strategy execution, among other variables. (Melissa & Caren, 2019). A positive and strong culture can make a normal person perform and accomplish more whereas a negative and weak culture may demotivate an outstanding worker to beneath performing and conclusion up with no accomplishment. In this manner, organisational culture may be an asset and a source of competitive advantage for the organisation which has a dynamic and desperate part in execution administration and key plan implementation.

2.8 CHAPTER SUMMARY

This chapter presented a comprehensive review of available literature relating to the strategy implementation. This enabled an informed and more focused study of the strategy execution processes in NamPort. Chapter three covered the research design and methodology which highlights the design and methodological issues that were embraced.

CHAPTER 3: RESEARCH METHODS

3.1 INTRODUCTION

This chapter focuses on the approach, research methods and techniques used to attain the research objectives. The chapter correspondingly articulates the ethical contemplations made in the study. Common philosophical assumptions were investigated and presented, and the interpretive worldview for the coordination of this study was recognised. In addition, the chapter examines the research methods, and strategy utilised in the study, including techniques, instruments and data collection and examination methods, while clarifying the stages and processes included in the study.

3.2 RESEARCH PHILOSOPHY

The term research philosophy alludes to a framework of beliefs and presumptions around the development of information. Although this sounds or may be significant, it is absolutely what you are doing when setting out on research: creating information in a specific field. This study adopted Pragmatism as the philosophical underpinning for the mixed method paradigm because it centres its attention on a particular circumstance and is using pluralistic approaches to infer information around that situation. Pragmatism sidesteps the disagreeable issues of truth and reality; it acknowledges logically that there are both (positivism/post positivism) and numerous (interpretivism/constructivism) substances out there that are open to empirical inquiry and focuses on solving common sense issues within the real world (Vibha & Walsh, 2019).

Moreover, Pragmatist researchers have offered their opinion that there is an objective reality that exists separated from human encounter. However, this reality is grounded within the environment and can only be experienced through human experience.

3.3 RESEARCH DESIGN

A research design has been selected in order to align with the main research questions of this study, which focus on examining the strategy implementation at NamPort. The first research question is mostly addressed based on quantitative data gathered via an online questionnaire, while the second, third and fourth questions are addressed qualitatively, based on data gathered through semi-structured interviews with the management staff and Board members

A case study research design focussing on NamPort was used in this study because it is a suitable research design to gain concrete, relevant, in-depth information around a particular real-world subject (McCombes, 2022). It allows you to investigate the key characteristics, implications, and suggestions of the case. The employees who participated in this study were selected as these individuals are likely to be the most knowledgeable in terms of their own institution's approach to strategy implementation and other wider organization issues around strategy implementation, due to their most senior position in the post areas they hold.

3.4 RESEARCH APPROACH

This study adopted a mixed methods design because it is suitable for replying research questions that neither quantitative nor qualitative methods may answer alone. Mixed methods can be utilized to gain a better understanding of connections or contradictions between qualitative and quantitative data; they can give opportunities for participants to have a solid voice and share their encounters over the research process, and they can encourage diverse avenues of investigation that improve the evidence and enable questions to be answered more profoundly (Shorten & Smith, 2017).

The Concurrent designs refer when quantitative and qualitative data are collected simultaneously in respect to the same issue. The researcher gives equal weight to both quantitative and qualitative data, and endeavours for triangulation.

3.5 POPULATION

(Shikalepo, 2021) classified the research population into three groups, namely: the target group, the study population and the sample. The target population refers to the entire membership of research interest, but due to limitations, the entire membership cannot be studied. The study population refers to the subsets of the target population that can be studied.

The population of interest for this study was the NamPort employees based in Walvis Bay and senior management who have the relevant information on strategy implementation.

The research targeted supervisors, management and board members who add up to a total of 120 participants. The number of the participants comprises of 68 supervisors, 45 management staffs and 7 board members.

3.4 SAMPLE

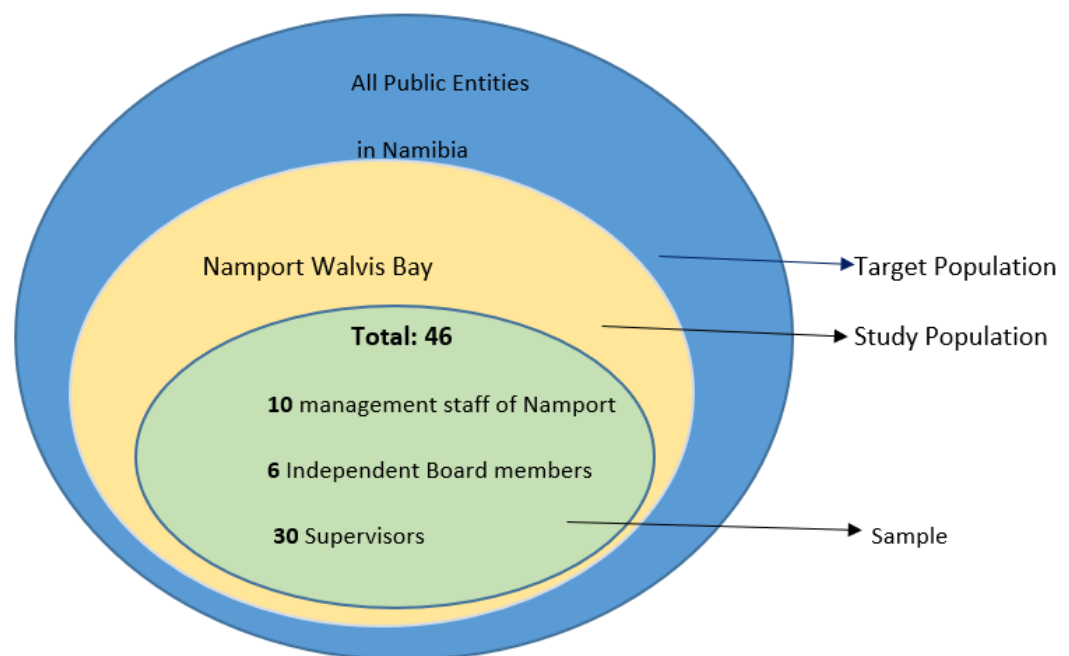
A sample refers to the subsets of the study population that will be used in the empirical investigation because not every member of the study population can be used for the study owing to limitations and delimitations influencing the study (Ranjit 2011). McMillan and Schumacher (2010) refer to the sample as a group of individuals from whom data is collected, often representative of a specific population that represents the larger population signified and is selected to meet specific criteria and characteristics. A sample further allows the researcher to generalize the results of the study to the larger population.

Stratified random sampling was utilized to choose the sample sizes for the study. The advantage of this method is that there was an increment in a sample's statistical effectiveness and empowered diverse research methods and procedures to be utilized in several strata (Cooper and Schindler, 2003). Additionally, the sample from the population was chosen on the premise of appropriateness for the objective research, as a matter of convenience.

Table 3.1 Sample Size

Category	Population	Sample size
Board Members	7	6
Management Staff	45	10
Supervisors	68	30
Total	120	46

Figure 3.1: The research population



Source: Primary data

Figure 3.1 above shows the sample that provided the empirical evidence data, the target and study population respectively from where it was drawn. The empirical data for this study was collected using the data collection techniques discussed in the succeeding section.

The 30 supervisors represent the qualitative sample, data from the qualitative sample were collected using structured online questionnaires as stated in the succeeding section.

3.5 DATA COLLECTION

Studies that rely primarily on a mixed methods research approach employ approaches that comprise a close contact between the researcher and the research participants.

Quantitative and qualitative methods were conveyed as part of this research: data handled in a quantitative way were accumulated through the online questionnaire and qualitative information were gathered by means of the semi-structured interviews, but also through a few open-ended questions of the questionnaire. A combination of telephonic interviews and an online structured questionnaire provided sufficient data useful for attaining the research objectives. Researchers should employ multiple data collection tools to complement each other (Shikalepo, 2021).

3.5.1 RESEARCH INSTRUMENTS

3.5.1.1 Structured questionnaire

The structured online questionnaires comprised of mainly close-ended questions with one open-ended question that allowed the respondents to air their views and opinions on the strategy implementation of the NamPort strategic plan. Questionnaires were issued to the supervisors of NamPort. The structured online questionnaire was opted for because the costs involved, and the administration thereof is minimal even when the sample is large. Furthermore, the respondents respond free from the bias of the researcher as they do it in their context and their own space.

Finally, the questionnaires gave the respondents sufficient time to provide well-thought-out answers at their most convenient schedule. However, questionnaires have a low response rate and can be misinterpreted. Conversely, to mitigate the misinterpretation, the researcher used language that is clear and easy to understand. To mitigate the limitation of low response, the researcher made the questionnaire good and appealing to attract the attention of the respondents.

3.5.1.2 interview guide

The interviews were semi-structured in order to permit for more detailed data to be collected. The questions attempted to explore the main targets and impediments within the institution-wide implementation.

In collecting qualitative data, 10 Management staff and 6 Board members were interviewed using face-to-face individual interviews. The researcher upon agreement with the respondent set up the schedule regarding the venue, date and time of the interview. The researcher opted for the interview as it collects more information due to its probing nature of questions. However, it requires a well-established relationship between the researcher and the respondent before the commencement of the interview. That is however mitigated through a pilot study.

3.6 PROCEDURE

The researcher was granted written permission by the Chief Executive Officer for NamPort (Appendix B). The researcher then contacted the NamPort Walvis Bay

Executives and Managers to schedule appointments for interviews and establish whether the proposed dates were appropriate. The staff members were easily accessible through telephones and emails for the distribution of questionnaires. The location of the port was known by the researcher. On the first day, the researcher visited two offices while adhering to COVID 19 protocols as set up by the state. On a succeeding day, the researcher met with the participants and draw up an appointment schedule for collecting data.

Therefore, the researcher has followed the appointment schedule throughout the course of data collection.

The research permission letter from the university was presented to NamPort to request for data collection. Subsequently, as per the Public Enterprises Governance Act (PE Act 2019) permission was obtained from NamPort through the Ministry of Public Enterprises before the researcher conducted the study. Due to the COVID-19, online questionnaires and telephonic interviews were used to gather data.

The questionnaires were self-administered and dispensed through email. Respondents were given 15 working days to submission. The respondents were further reminded via telephone after 10 working days to finalise and submit the questionnaires. Respondents who did not send back the completed questionnaires were given 5 working days more to complete the questionnaires.

Furthermore, the researcher scheduled an appointment with the Management staff and Board members for an interview of not more than 20 minutes.

The interview questions were distributed to selected Management staff and Board members an hour before the appointment time for them to prepare beforehand. Face-to-face interviews were hence conducted with Management staff and Board members.

3.7 RELIABILITY AND VALIDITY

As this is a mixed methods study, validity is characterized as the capacity to draw significant and accurate conclusions from all the information in the study. Hence validity in this context signifies the ‘inference quality’, the precision with which the researcher draws inductive and deductive conclusions (Almpanis, 2016).

A pilot study was carried out and tested with 10 randomly chosen members. This was to test the reliability and validity of the instruments. The survey questionnaire and interview questions were altered in line with the comments received from the respondents. The purpose of this process was to determine the duration it takes to complete the questionnaire and to conduct the interview; the clarity and consistent flow; and to test credibility. The members within the pilot study were given a week to complete the questionnaires. The completed surveys were examined to identify any shortcomings in the research questionnaires. The results of the pilot test were utilized to develop a more reliable and viable data collection. However, the results of the pilot test were not included within the final analysis.

3.8 DATA TRUSTWORTHINESS

Data trustworthiness comprises four key components: credibility, transferability, dependability, and confirmability. Trustworthiness is one-way researchers can induce themselves and readers that their research findings are worthy of consideration (Nowell et.al., 2017).

One method of advancing credibility is through the different forms of triangulation. Generally expressed, triangulating implies utilizing a few sources of data or strategy from the field to over and over build up identifiable patterns. Recognizing comparable results more than once through different information sources is a diverse marvel than replicability in an a priori observational think about.

3.8.1 CREDIBILITY

Nowel et.al. (2017) Credibility study is decided when coresearchers or readers are confronted with the encounter, they can recognize it. Credibility addresses the “fit” between respondents’ sees and the researcher’s representation of them. One method of advancing credibility is through the different forms of triangulation. Generally expressed, triangulating implies utilizing a few sources of data or strategy from the field to over and over build up identifiable patterns. Recognizing comparable results more than once through different information sources is a diverse marvel than replicability in an a priori observational think about (Stahl & King, 2020). In a quantitative study, the results in some cases seen unusual can be backed by the qualitative data which will unveil basic implications and contrasts that can help a consider making sense of the numbers.

Triangulation can be strived for in case the quantitative and qualitative data lead to the same conclusion.

3.8.2 TRANSFERABILITY

Transferability alludes to the generalizability of inquiry. In qualitative research, this concerns only to case-to-case transfer.

The researcher cannot know the sites that may wish to transfer the findings; however, the researcher is responsible for giving substantial descriptions, so that those who look for to exchange the findings to their own site can judge transferability Nowell et al. (2017). (Stahl & King, 2020) to the “researcher facilitates the transferability judgment by a potential user through ‘thick description’ and purposeful sampling” Thick description involves the researcher in explaining all research processes from data collection, context of the study to generation of the final report. The thick description helps other researchers to reproduce the study using comparable conditions in other contexts or settings.

3.8.3 DEPENDABILITY

Dependability involves participants’ assessment of the findings, interpretation, and suggestions of the study such that all are backed by the data as received from sources of the study. To attain dependability, researchers can guarantee the research process is consistent, traceable, and clearly recorded (Nowell et al., 2017).

3.8.4 CONFIRMABILITY

Nowell et al. (2017) confirmability is concerned with establishing that the researcher's translations and findings are clearly inferred from the data, requiring the researcher to illustrate how conclusions and interpretations have been reached. Confirmability is established when credibility, transferability, and dependability are all accomplished.

3.9 DATA ANALYSIS

Data analysis involves summarising the collected data and presenting the outcomes in a way that communicates the most important aspects of the research while simultaneously attaining the research objectives.

3.9.1 QUANTITATIVE DATA ANALYSIS

The method of data collection for the quantitative data was the closed and open-ended questions from the structured online questionnaires. The structured online questionnaires employed for the supervisors were run via survey monkey for two reasons. The supervisors been a large sample and to save time and resources to travel throughout the port, because staff members are stationed throughout the port. After the survey monkey systems were closed, after 15 working days, for responses from the managers the electronic structured online questionnaires closed ended questions response data was transfer to a statistical tool known as Statistical Package for the Social Sciences (SPSS). The closed ended questions response of the management staffs was analysed with the aid of ATLAS.ti.

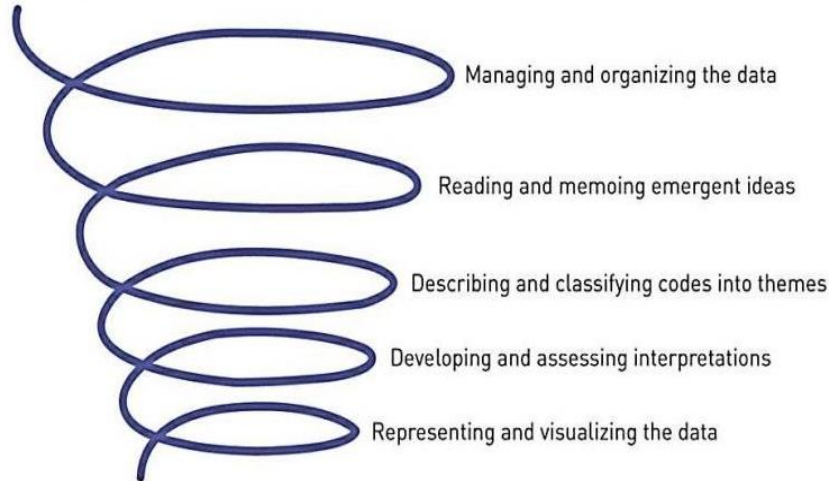
3.9.2 QUALITATIVE DATA ANALYSIS

Before one can set out on research it is of significance to decide on an inductive or deductive approach. The deductive approach applies when existing theories are utilized to shape the quantitative research. In contrast an inductive approach applies when a theory is to be built on the data collected.

This study opted for an inductive approach since the data collected will be utilized to create a standardizing administration model to guide organisational transformation at public entities in Namibia. The primary step within the analysis of the data collected was to translate the audio recorded semi structured interview schedules in much detail. The translating was done by a professional. To eliminate the issues, related when translating is done by a third person concurring to (Saunders, Lewis& Tornhill, 2016), the researcher carefully checks the transcribed data for errors that may happen during the translating process. The technique utilized to guarantee that the researcher is acquainted with the content of the interview, the researcher standard listens to the audio recorded interviews and to create notes of the audio recorded interviews.

This study opted for a thematic analysis, since themes and patterns were search among all the transcribed interviews, open ended questions responses of the study questionnaires, the acts, and statutes of the public entities in Namibia. Qualitative data analysis involves preparing and organising data for analysis, then coding and condensing to reduce data into themes and finally presenting the data in figures, tables for discussion (Creswell & Poth, 2018), see figure 3.1

Figure 3.2: Data Analysis Spiral



Source: Creswell & Poth (2018)

3.10 RESEARCH ETHICS

Ethical considerations incorporate the acknowledgment of things concerning plagiarism, confidentiality and the right to privacy, vulnerability of respondents and UNAM's moral code compliance with national legislation and value-driven conduct within the execution of the research. Data obtained during the data collection stage and the examination thereof were respected as confidential and treated as such. Anonymity of participants, in case desired, was regarded. The researcher, throughout this study maintained her objectivity. The results of this study will be shared with the public entity and the thesis will be put in the open space once it has been endorsed by UNAM.

Approval and permission were obtained from NamPort, before the organisation premises was entered to conduct the investigation.

The Ethical Clearance Certificate, issued by UNAM, serve as consent to enter NamPort's premises to collect data.

The researcher then visited the gatekeeper of NamPort, the office of the CEO, to establish a relationship and to acquaint herself about the documents and letters needed for application for consent. During the follow up meeting with the CEO, copies of the Ethical Clearance Certificate, the proposal with a cover letter was submitted to the CEO. The application letter for consent to collect data, at NamPort, stated the purpose of the visit, request for permission, the target sample group and the methods of data collection.

After the letter of consent was received from NamPort the researcher wrote an informed consent letter to all the targeted samples. The informed consent letter included inter alia the personal information of the researcher, title of research topic, purpose of the research, the type of instrument that will be employed for the specific targeted sample, the guarantee of confidentiality, the right to withdrawn from participation during any stage of the proceedings and their permission to participate in this study. The informed consent letter to the sample targeted for the interview include also that the interview will be audio recorded.

The following usual ethical principles were observed for collection of data and the write up thereof for this study, including guard from harm and the participants' right to privacy. The letters of informed consent were sending, to the NamPort participants and the Ethical Clearance Certificate from UNAM was attached. The letter of consent from the CEO of NamPort and the ethical clearance certificate from UNAM.

When the attachment, were received circled “consent to participate”, by email or by the researcher in person the researcher made appointments for the interviews, via their secretaries or with the participant in person. To secure the confidentiality of the respondents and the information, the analysts who run the quantitative information with the help of SPSS marked a letter of confidentiality. A comparable confidentiality letter was employed for the expert who help with the analysis of the qualitative data with the help of ATLAS.ti. The proficient secretary that transcribed the data was also required to complete a certificate of privacy.

CHAPTER 4: RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter presents the results and findings of the study on the research objectives with regards to the data collected from the respondents concerning examining Strategy implementation at the NamPort, 2014 to 2019. The first section covered the background information concerning the respondents; subsequently, the second section covered the strategy implementation at NamPort. Data collected from interviews and questionnaires were processed and presented in a simplified manner to examine the Strategy Implementation at the Namibian Ports Authority and this aided the conclusions being drawn. Ultimately, findings are interpreted, discussed and supported by data from the literature and by the key precise extracts made by the participants.

This study employed stratified random sampling techniques to sample the executive management and the board. This must match the methodology in chapter 3. The entire population of the management staff and senior staff members were targeted. The researcher used thematic analysis to analyse qualitative data. Data from the questionnaires were analysed through pie charts histograms and bar charts. Furthermore, findings are interpreted and discussed with the backup of data from the literature.

4.2 PARTICIPATION

The participants were selected randomly based on the strategy formulation and implementation that NamPort undertook for the period 2014-2019. The researcher used unstructured questionnaires comprised of open-ended questions that allow the respondents to air their views and opinions on the strategy implementation of NamPort. Questionnaires were issued to the senior staff members of NamPort. Additionally, the researcher interviewed the management staff and Board members utilizing face-to-face individual interviews as well as telephonic interviews with the participants that could not be met face-to-face.

4.3 DATA PRESENTATION AND ANALYSIS OF FINDINGS

To increase the trustworthiness, the recordings were transcribed and discussed with the participants after the data were collected. Data were analysed in steps of data analysis (Priya & Shruti, 2016).

- Preparation of data
- Defining the unit or theme of analysis
- Developing categories and coding scheme
- Pre-testing the coding scheme on the sample
- Coding all the texts
- Assessing the consistency of coding employed
- Drawing inferences based on coding or themes

- Bulleted or numbered lists are discouraged in a thesis

The researcher comprehended all the transcripts, to compile the findings such as phrases, that seemed to appear regularly and were considered significant in attaining research objectives. The findings of the analysed data are presented according to the two data collection methods used, namely unstructured questionnaires and face-to-face discrete interviews.

4.3.1 INTERVIEWS

The discrete interview with the Board member was directed by the same interview guide as that of Executives on the basic data collection. Conversely, the interview questions for the executives were appropriately set to obtain a clear view of the NamPort strategy implementation for 2014-2019 with the interview guide (Appendix C, D & E).

The qualitative data from the semi structured interview schedules were analysed with the aid of ATLAS ti. The targeted sample of six respondents took part in the semi structured interview.

Through the usage of thematic analysis as a tool for analyzing data, the researcher obtained the following themes that were developed from collected data from discrete interviews:

a. The standard features of corporate culture

This theme refers to the features that describe behaviors at the workplace. It includes features like values, principles and ethical standards. Policies and people management by providing guidelines on behavior and contact.

b. Executive roles in culture change

The theme involves the action by the executive to eliminate any unhealthy cultural traits and ingrain new behavior that will enhance strategy execution. The Executives talks to personnel personally about culture change motives by initiating a series of action that the employees will see unmistakably indicative of the seriousness of management's commitment to culture change.

c. Corporate governance philosophy

This theme details the responsibility and accountability of the board to govern the entity by ensuring the adherence to policies and procedures. The identified features include transparency, integrity and accountability.

d. Impact of legislation and regulation on the operation

The theme touch base on the laws that ensure compliance and govern the way employees carry out their tasks. This theme involves the following policies and framework: Public Enterprise Act, Procurement Act and all the internal policies and procedures.

e. Policies and procedures to promote compliance

This theme details the specific policies and procedures that ensure compliance at Namport. The following categories were established: standard operating procedures, code of ethics and the labor law.

f. Role of fourth industrial revolution in strategy implementation

The theme captures the diverse view of the participants regarding the fourth industrial revolution in Namport. It identified the port automation as a main category in this theme.

g. Competition in maritime industry

This theme states the ways the organization improve and maintain its competitiveness and relevance. The following categories were merged: buying new equipment, investing in staff development, aggressive marketing and continuous review of tariffs & rates.

h. Operational challenges

This theme set out the challenges to the operation of Namport. The following categories emerged: aging of equipment, poor corporate culture and unhappy staff members.

i. Supporting programs for strategy implementation

The theme details the specific programs that support the strategy implementation at Namport. The policy on employee's retention and mentorship are some of the categories emerged from this theme.

The table below display themes from interview data:

Table 4.1 Themes from interview data

CODE	THEME	CATEGORIES FOR THE THEME
A	The standard features of corporate culture	<ul style="list-style-type: none"> • Values, • Principles • Ethical standards
B	Executive roles in culture change	<ul style="list-style-type: none"> • series of action
C	Corporate governance philosophy	<ul style="list-style-type: none"> • Transparency, • Integrity • Accountability.
D	Impact of legislation and regulation on the operation	<ul style="list-style-type: none"> • Public Enterprise Act • Procurement Act • Internal policies and procedures.
E	Policies and procedures to promote compliance	<ul style="list-style-type: none"> • Standard operating procedures • Code of ethics • Labor law.
F	Role of fourth industrial revolution	<ul style="list-style-type: none"> • Port automation

G	Competition in maritime industry	<ul style="list-style-type: none"> • Buying new equipment • Investing in staff development, • Aggressive marketing • Continuous review of tariffs & rates
H	Operational challenges	<ul style="list-style-type: none"> • Aging of equipment • Poor corporate culture • Unhappy staff members
I	Supporting programs for strategy implementation	<ul style="list-style-type: none"> • Policy on employees retention • Mentorship

Source: primary source

4.3.2 STRUCTURED QUESTIONNAIRE

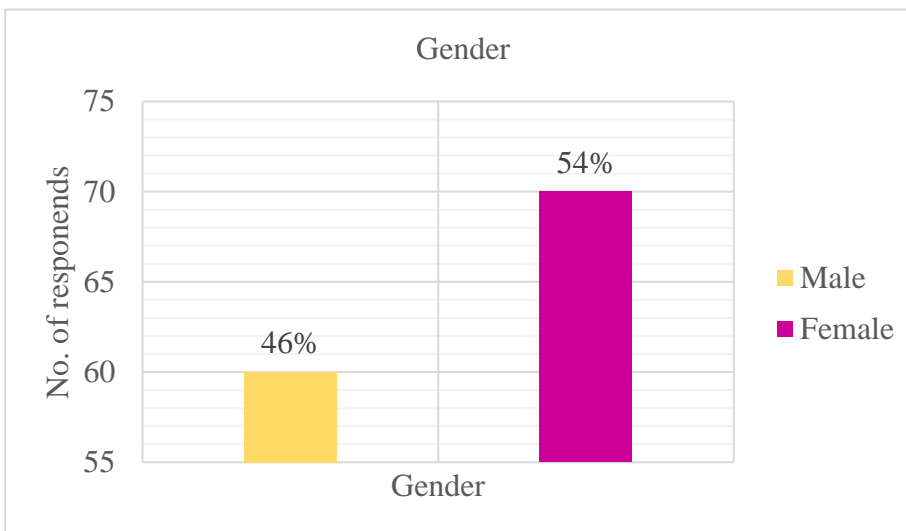
The response rate from structured questionnaires

The structured questionnaires were used to collect data, Appendix F. The strength of using questionnaires for data collection is that it consumes less time in gaining qualitative data (Dubois, 2016). This section aims to cover the response rate as a percentage of the targeted sample. Respondents were given instructions to email back the completed questionnaires to the researcher's email or place them in a box placed at the reception desk. The box was marked "Completed Questionnaire" for easy identification. Participants were given fifteen (15) days to complete and submit the questionnaires.

4.3.2.1 DEMOGRAPHIC DATA

This section shows the demographic data of the sample of quantitative data. It presents information on gender representation, position in the organisation structure, work experience, respondents, marital status and lastly ethnicity.

Figure 4.1 Female representation

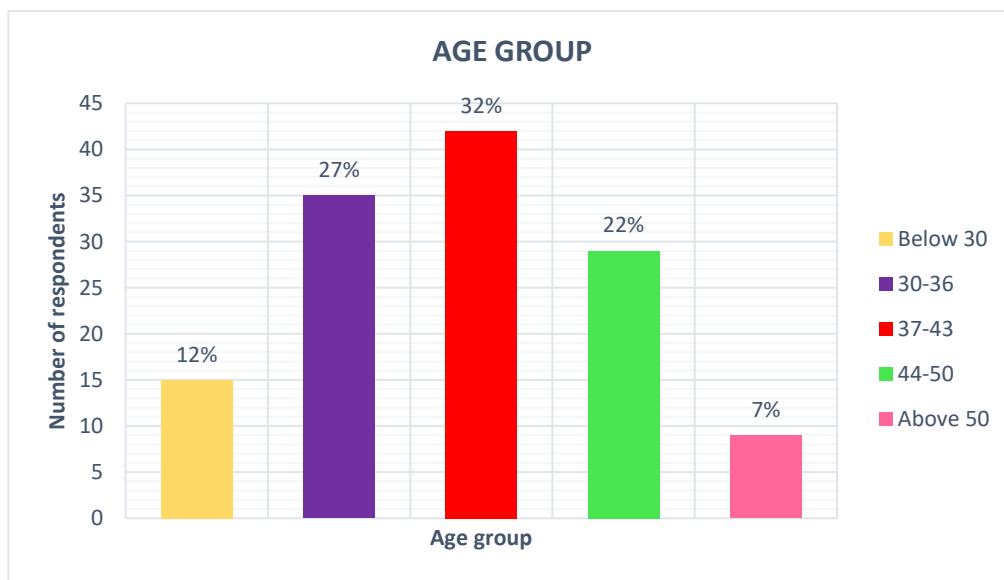


Source: primary data

As illustrated by Figure 4.1 above, female representation in the sample dominated that of male representation by 8%. Research has indicated that there is an increase in the number of females in the workplace compared to that of men (Namibia Statistics Agency, 2019). However, Namibia is working toward pursuing gender equality in the workplace. While this difference may contrast with the proportion of women to men in the organisation, the difference is not all that significant to influence the responses generated in this study. Hence the researcher did not consider gender as a variable that could have influenced the responses and the findings of the study.

The findings as indicated in figure 4.2 below shows that out of the 130 respondents, the majority are in the age range of 30 to 50 years with the percentage of 22%: 27% and 32% respectively. The age group below 30 was less represented with only 12% of respondents and the least age group above 50 years with the least representation of 7% only. This shows that the young generations do not hold most of the senior positions in state-owned enterprises.

Figure 4.2: Respondent's Age Groups



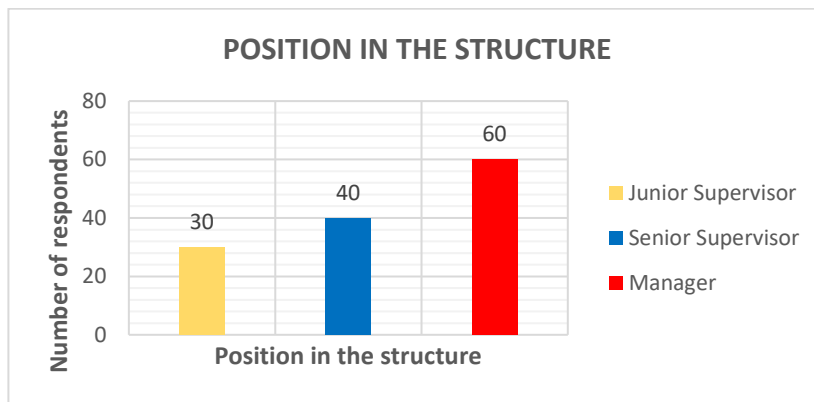
Source: primary data

Workers with past involvement in a significant industry offer a few prompt benefits (Beacon, 2019). The representation was nevertheless acceptable for the study because the aim was to include all personnel that have been involved directly but are not necessarily responsible for the implementation of the strategic plan from all age groups.

Figure 4.3 displays the position of respondents. The figure shows that most of the respondents 60% are serving as Managers in the structure and this includes the Manager

Organisational Performance and Strategy. This is followed by the senior supervisor from different departments and junior supervisors with 40% and 30% respectively. Strategic management is a relatively youthful discipline that has steadily matured over the past years (Beacon, 2019). Hence there is less representation of the junior supervisors.

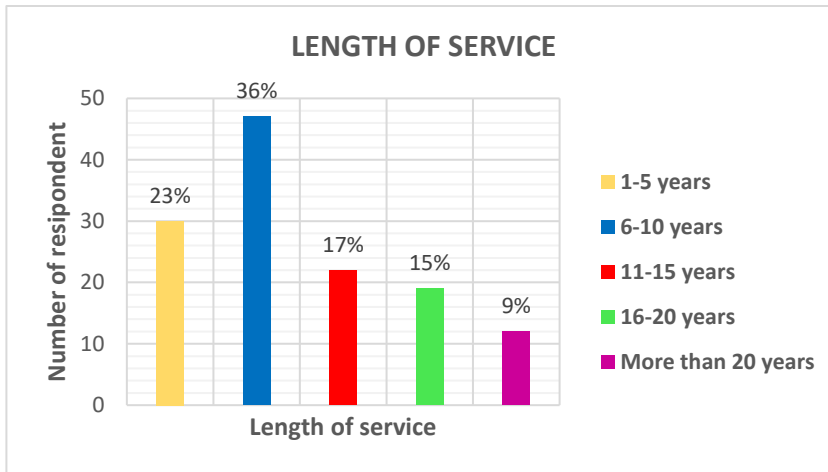
Figure 4.3: Respondents' positions in the organisation structure



Source: primary data

Most of the respondents, 36% were employed by NamPort when the 2014 – 2019 Strategic Plan was implemented as illustrated by figure 5.4 above. 20% of respondents have been working for NamPort for about 1-5 years and the rest of the respondents worked for more than 5 years with 17%, 15% and 9% respectively. Therefore, the sample was relevant to the study.

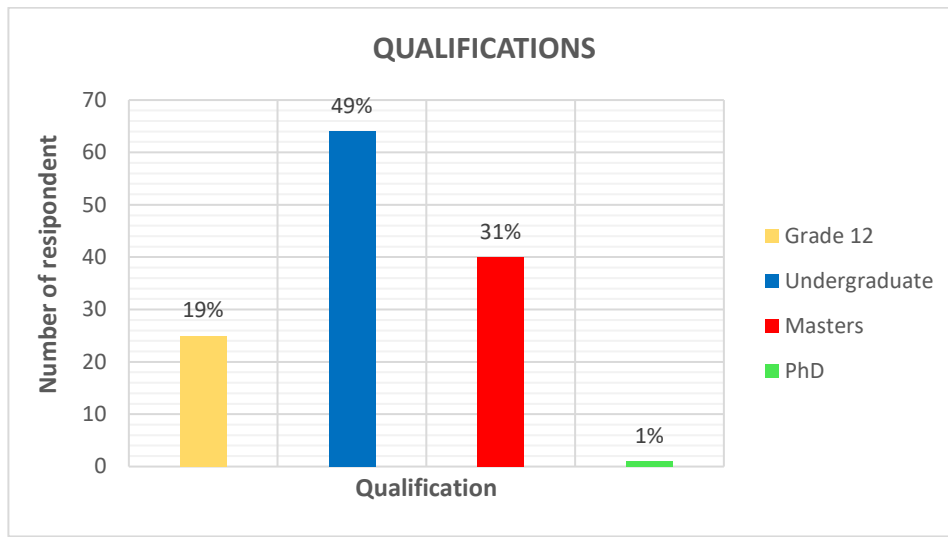
Figure 4.4: Respondent length of service



Source: primary data

Most of the respondents were undergraduates with 49% of the sample followed by 31% of the respondents holding master's degrees. Only 1% of the respondent held a PhD qualification from the sample of the study. The representation was nevertheless acceptable for the study because the objective was to include employees that have been involved in the implementation of the strategic plan directly or indirectly.

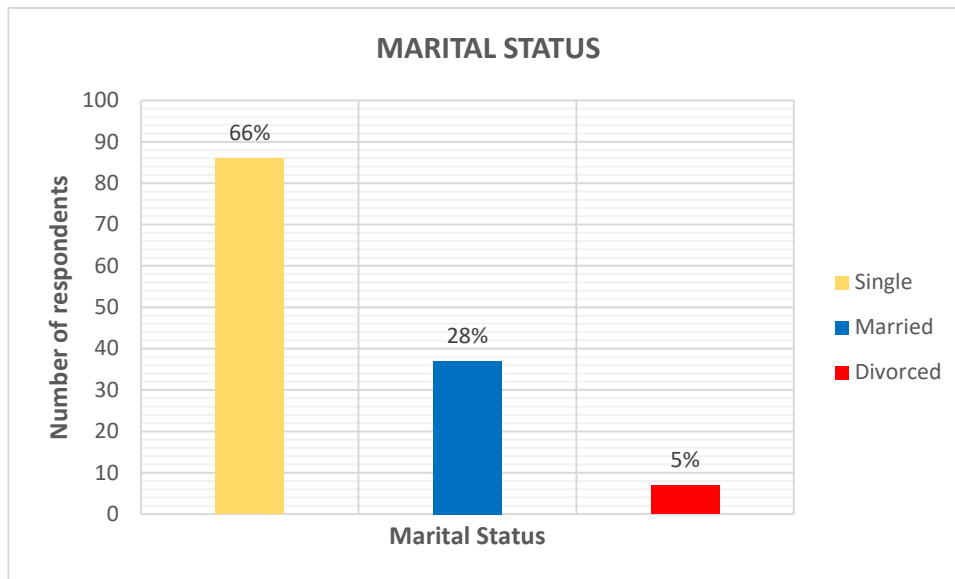
Figure 4.5: Respondents' Qualifications



Source: primary data

The outcome of this finding is closer to that from the Namibian Statistics Agency (2019) which indicated that 14.6 per cent of the employees have completed tertiary education. The organisation is however under the stewardship of educated employees with only 19% of staff with grade 12 that are mostly on the lower level of the structure and hence not so much involved in strategy implementation.

Figure 4.6: Marital status of Respondents



Source: primary data

The highest percentage of the respondents were single that constituting 66% of the sample as illustrated in figure 4.6 above. 28% of the respondents were married and 5% of the respondents were divorced. However, the study did not contemplate marital status as a variable that could have influenced the responses and the findings of the study.

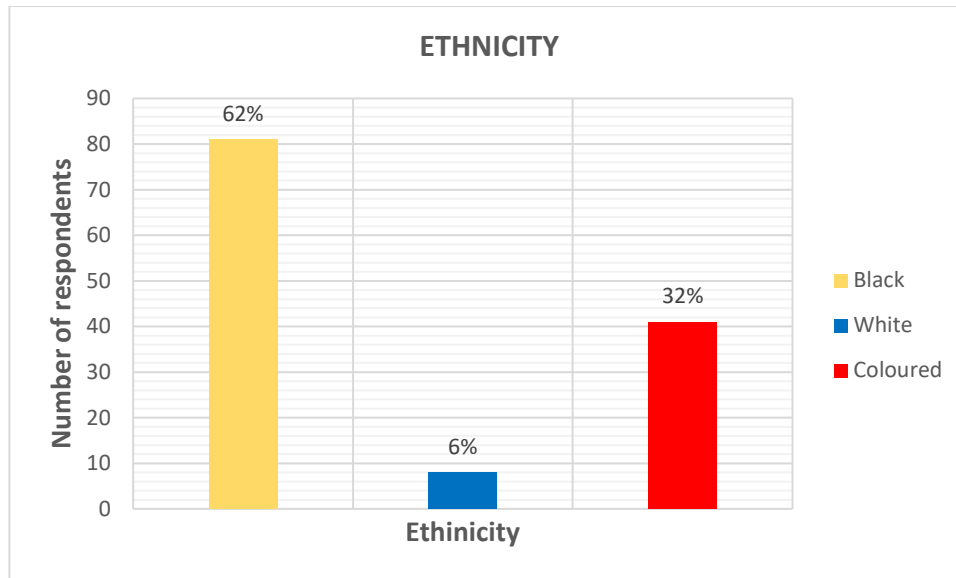
Since the organisation is served mostly by the middle-aged group hence the biggest portion of the staff is single with fewer family responsibilities and therefore spends most of the time on the job. However, this does not agree with Knerr (2005) who concluded that "hitched individuals by and large possess higher work fulfilment than their single partners". The difference may be because the research was conducted in 2005 and the effects on marital have changed.

Figure 4.7 shows that the larger portion of the sample was represented by the staff members from the black indigenous with 62% of the sample.

The coloured indigenous group was represented with the second large portion of 32%.

The sample represented only 6% of staff members from the white ethnic group.

Figure 4.1: Ethnicity of Respondents



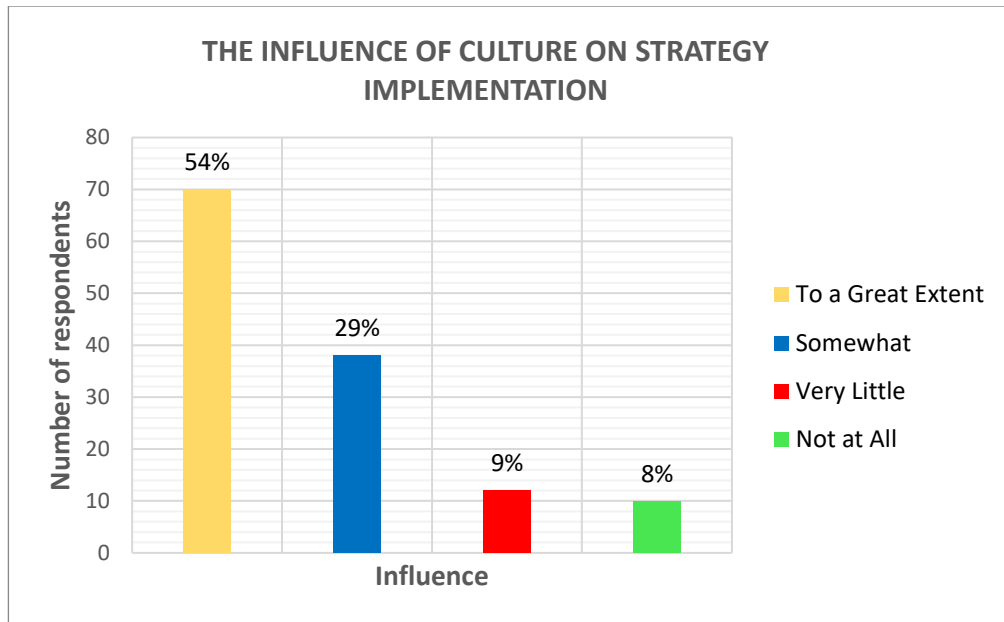
Source: primary data

These findings display that staff members are from different ethnic groups. This is supported by Shakeel (2019), who stated that differences within ethnicity can bring innovative and inventive execution among individuals. There is a slight representation of the white group as most of the whites in Namibia prefer to work for their own companies than working for the state.

How well the present work culture supports good strategy execution, hence the influence of culture on the implementation of strategy is one of the objectives that this study is striving to achieve. Figure 4.8 displays that 54% of the respondents believe that culture influence the strategy implementation to a great extent. This is followed by 29% of

respondents that indicated that culture somewhat influences the strategy implementation. 9% and 8% of the respondents indicated that it is very little and no influence respectively.

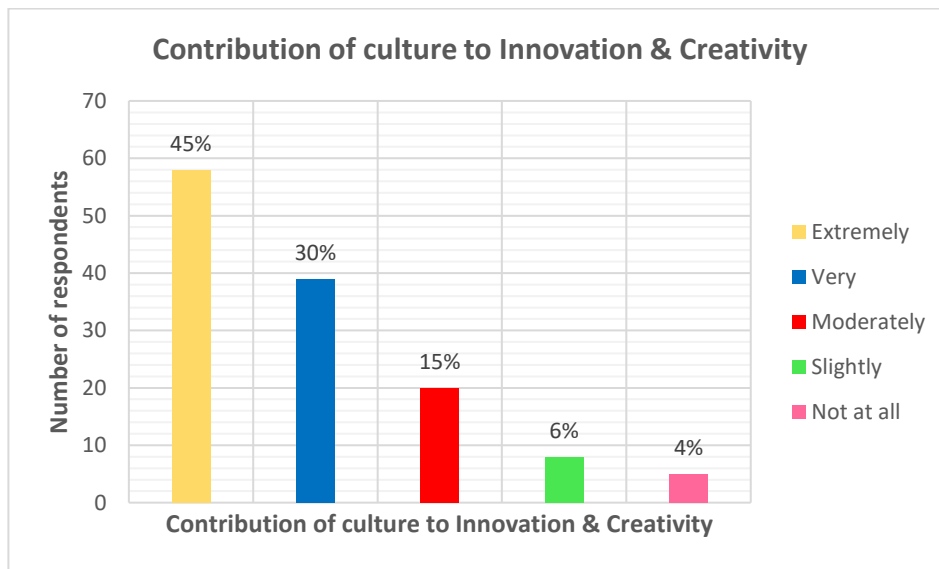
Figure 4.2: Influence of culture on strategy implementation



Source: primary data

These findings are in line with previous studies by Pearce and Robinson (2011), who underscore that organisations need to create centre values that direct the choice-making and honing of administration, as well as how workers associate with partners. This infers that NamPort ought to construct a culture that concurs with its wanted values. Another critical implication is the contribution of culture to innovation and creativity whose percentage is shown in figure 4.9 below.

Figure 4.3: Contribution of culture to innovation and creativity

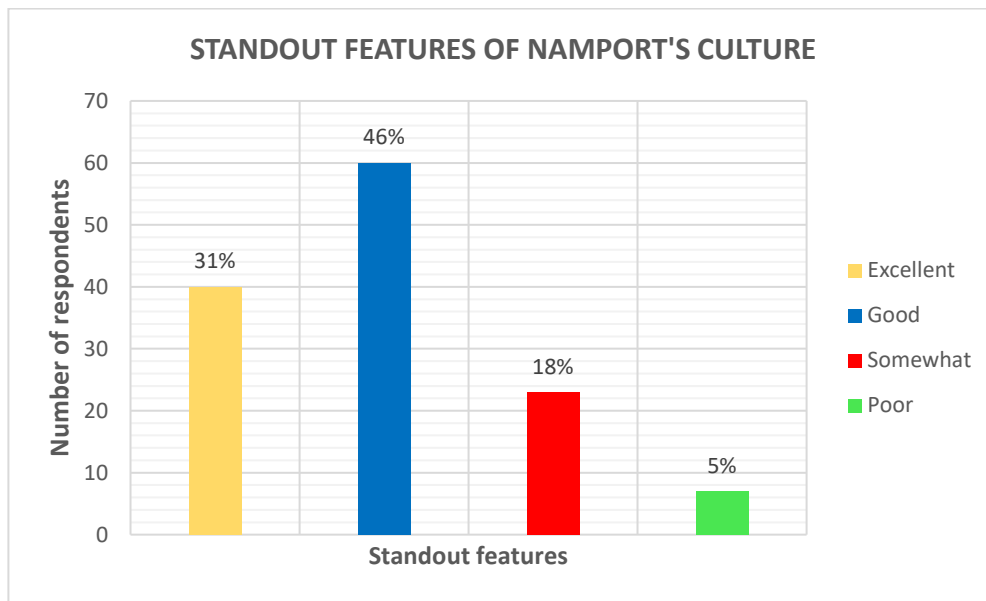


Source: primary data

Most respondents with 45% believe that culture contributes to innovation and creativity extremely. 30% of the respondents indicated that although there is influence from the culture, it is not extremely but rather very. Lastly, few respondents believe that there is slight to no contribution of culture to innovation and creativity with 6% and 3% respectively. Progressively, organisations are rearranging and modernizing their forms by advancing and utilize of unused hierarchical structures to form the decision-making preparation faster (Manage, 2017).

It was hence reflective to learn that culture has a big impact on innovation and creativity as displayed by respondents. This data will assist in attaining the objective of examining the influence of organisational culture on strategy implementation in the NamPort. The participants further expressed the culture stand out features, with the percentages displayed in figure 4.10 below

Figure 4.4: Standout Features



Source: primary data

Figure 4.10 illustrates that NamPort's standout features are excellent as per the respondents while 31% of the respondents find them good. Conversely, 18% and 5% believe that the standout features are somehow and poor correspondingly. It came out that the cultural stand out feature is that of hard work and performance that ranges between good and excellent. Although some respondents feel that there are good policies in place, there is a bad culture in implementation hence they opt to choose the option of somewhat poor standout features.

Figure 4.11 displays the level of the company's strategy ethics from the response obtained from questionnaires towards the fulfilment of the study objective of examining the legal requirements of strategy implementation at NamPort.

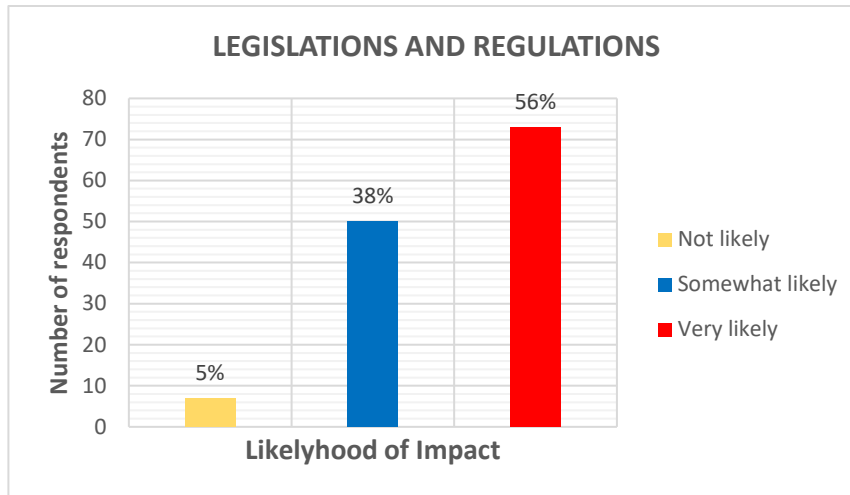
Figure 4.5: Level of company's strategy ethics



Source: primary data

Respondents indicated a very high level of strategy ethics to none with percentages ranging between 45 – 2%. In addition to the above fulfilment of the objectives of examining the legal requirements of strategy implementation at NamPort, Figure 4.12 demonstrates the responses to the unstructured questionnaires regarding the impact of legislation and regulations on the operation of NamPort.

Figure 4.12: Impact of Legislations & Regulations

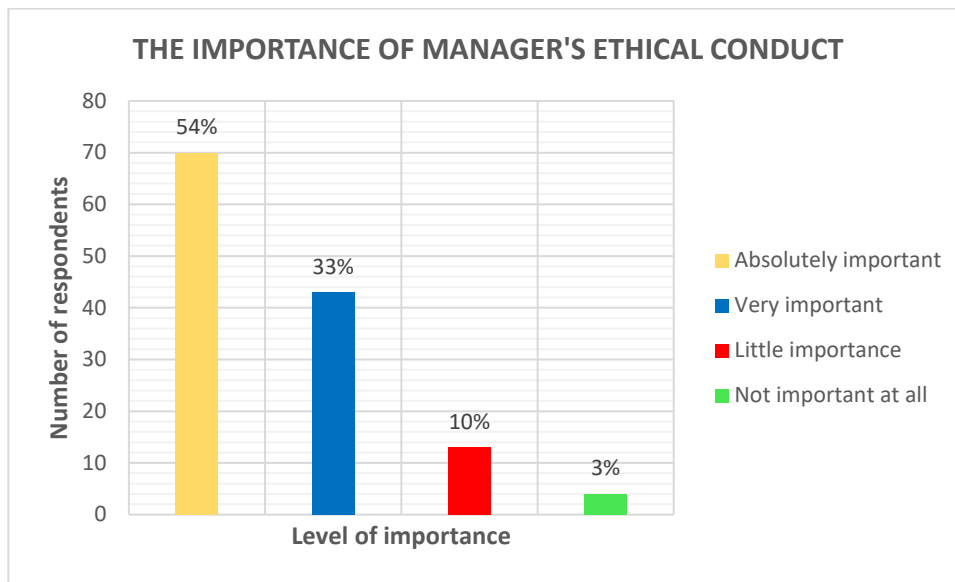


Source: primary data

More than half of the participants, 56% indicated that legislations and regulations impact operation very likely. The rest of the participants believe that legislation and regulations are somewhat and not likely to impact the operations of NamPort with 35-5% respectively. However, these findings are in support of the findings by Jones (2013) who argued that legislation has a sensational impact on the organisation and organisational environment in terms of its procedures, structures and activities.

Figure 4.13 shows the importance of a manager's ethical conduct in strategy implementation. 54% of the respondent believe that the Manager's ethical conduct is important. Whilst 33% believe it is very important for Managers to conduct themselves ethically. 10 and 3 % indicated that is less important to not important for the Managers to conduct themselves ethically. This data will assist in accomplishing the objective of this study on the legal requirements of strategy implementation.

Figure 4.6: Importance of Manager's ethical conduct

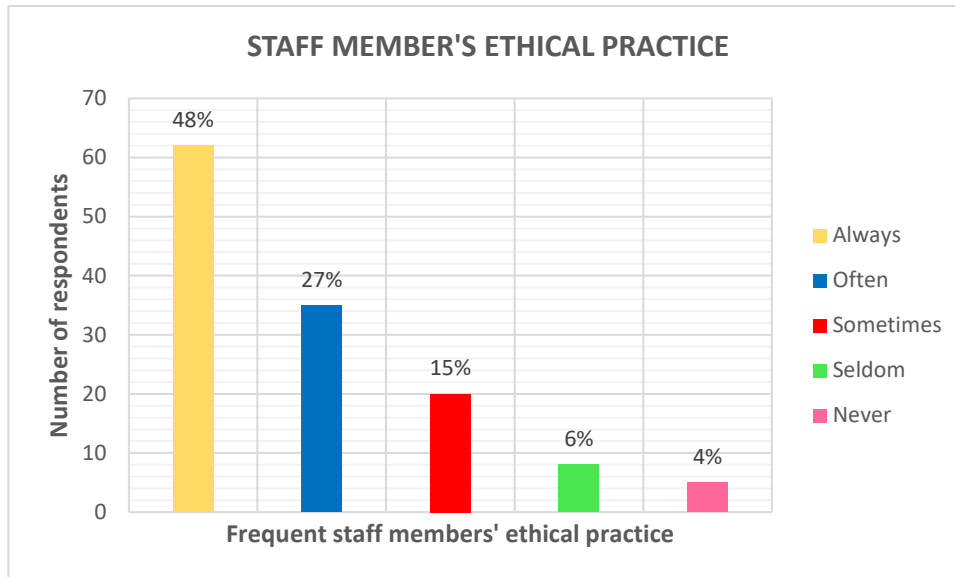


Source: primary data

Ethical authority includes being an ethical supervisor, who involves the recognition that the pioneer or chief serves as a part to demonstrate for others all his or her obligations (Waddock, 2012). Hence, morals and the administrative part cannot realistically be prodded separated.

The responses concerning the staff member's ethical practice as displayed in figure 4.14 below show that 48% indicated that staff members always put ethical principles into practice. 27% showed that staff members put ethical principles into practice often, while the rest of the respondents believe that the practice is sometimes, seldom and never with 15, 6 and 4% respectively.

Figure 4.14: Staff member's ethical practice

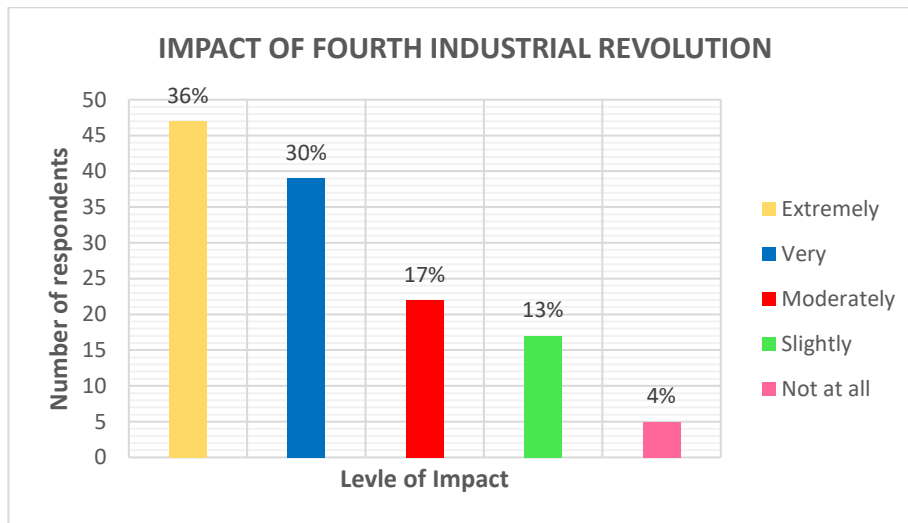


Source: primary data

Individuals and clients feel secure when working with a company in case they know individuals are taking after ethically sound rules (Kimberlee, 2018). Therefore, moral behaviour within the working environment can fortify positive worker behaviours that lead to organisational development. This data is important in attaining the objectives of the legal requirements.

Figure 4.15 below displays that there is an extremely to very much impact of the fourth Industrial Revolution on strategy implementation in NamPort.

Figure 4.7: Impact of the fourth industrial revolution as challenge to the strategy implementation

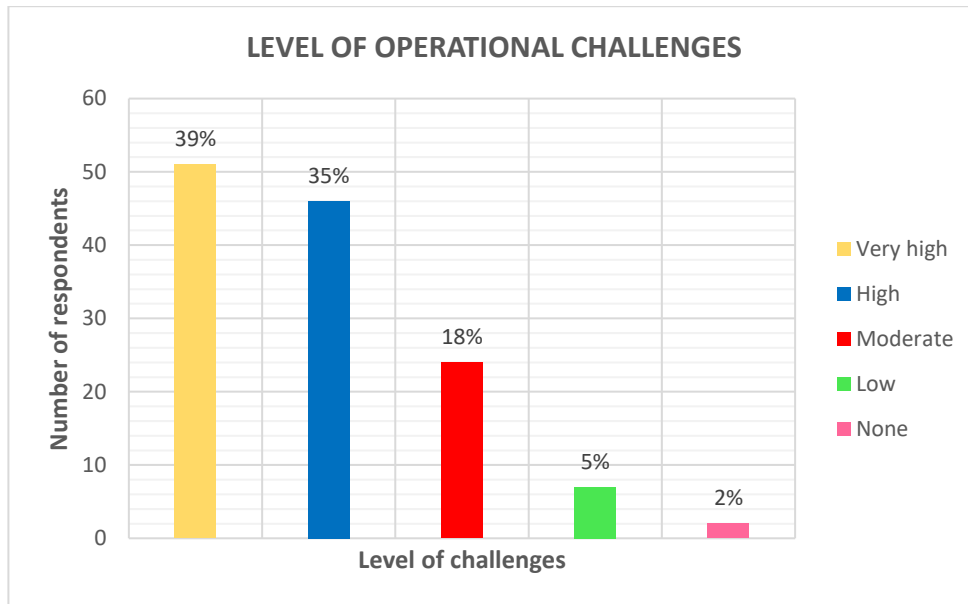


Source: primary data

Conversely, 17% of the respondents indicated a moderate impact and ultimately slightly to no impact at all with 13 and 4% of the respondents respectively. Interestingly, these outcomes relate to a report by Deloitte (2017) that revealed that automation offers the promise of much higher quality at a much lower cost, while people can centre on what they do best, which is innovation. Hence for this study, it was imperious to comprehend the impact of the fourth Industrial Revolution on strategy implementation.

Figure 4.16 reveals that there are very high operational challenges in NamPort as indicated by 39% of the respondents. 35% of the respondents believe that the operational challenges are high, while 18% indicated moderate operational challenges. 5% and 2% indicated low to no operational challenges discretely.

Figure 4.8: Level of operational challenges

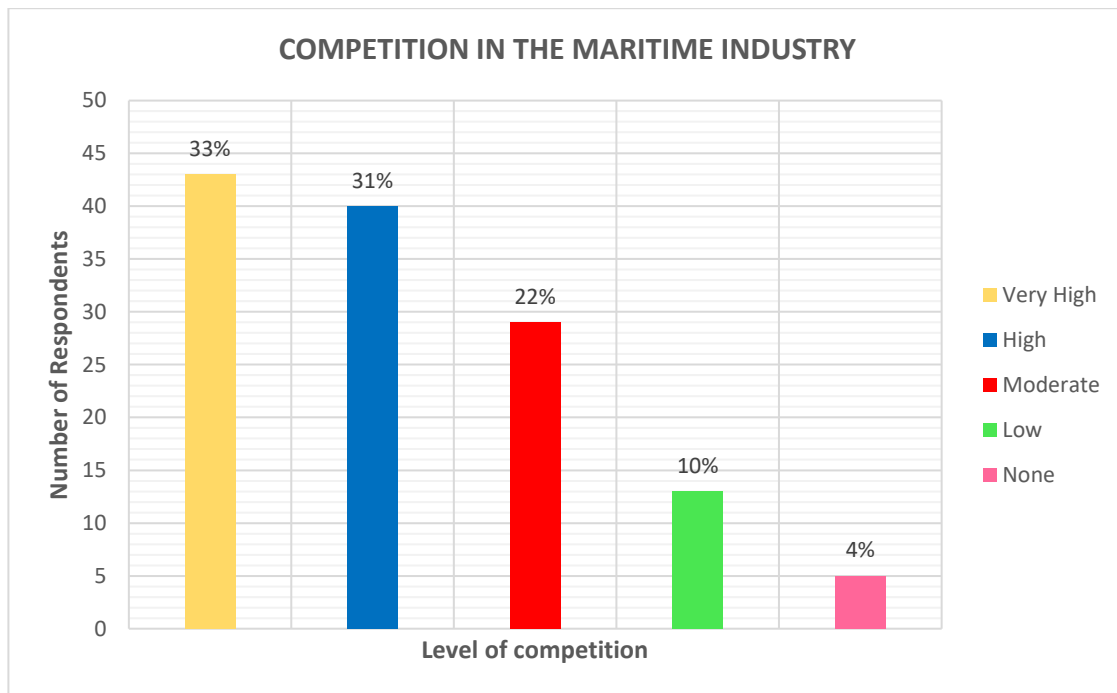


Source: primary data

The level of operational challenges is very high, according to the respondents, this is due to the ageing of equipment, lack of funds and insufficient personnel capacity.

Figure 4.17 illustrates that there is very high competition in the Maritime Industry with 33% of the respondents. 31% indicated a high competition level and a moderate level of competition at a 22% rate. 10 and 4% of respondents indicated a low to no competition in the Maritime Industry.

Figure 4.9: Level of competition in the maritime industry

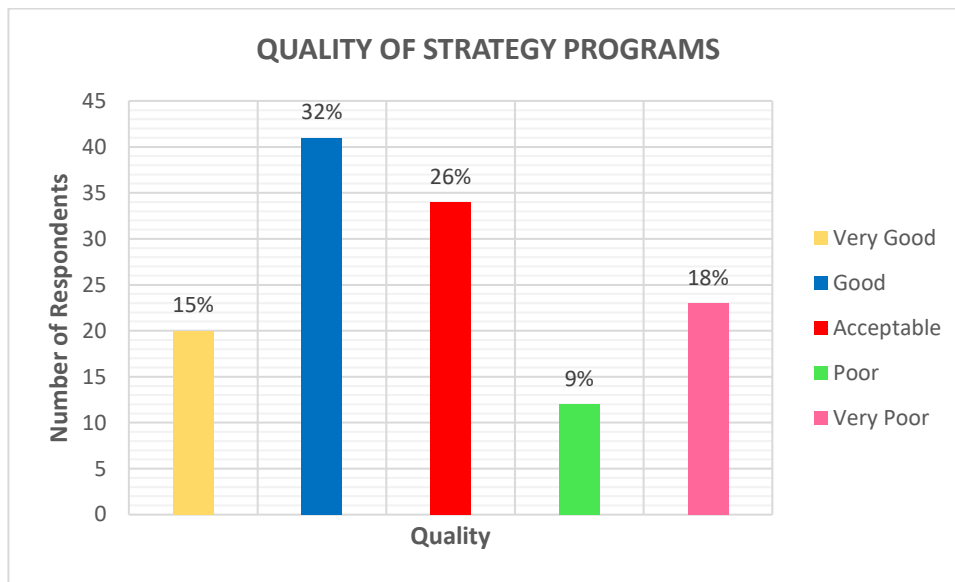


Source: primary data

This finding is in line with that of UNCTAD (2018) where they stated that there are ceaseless increments in vessel size and union within the liner shipping industry that have driven an oligopolistic advertising structure on different exchange courses. The finding is however in contrast with the view of Porter (1985) which stated that the focuser chooses a section or bunch of sections within the industry and tailors its technique to serving them to the prohibition of others.

The quality of strategy programs is important to process management tools for promoting better strategy implementation. Therefore, finding from this data will assist in attaining the objective of the approaches that will improve strategy implementation at NamPort.

Figure 4.10: Quality of Strategy Programs

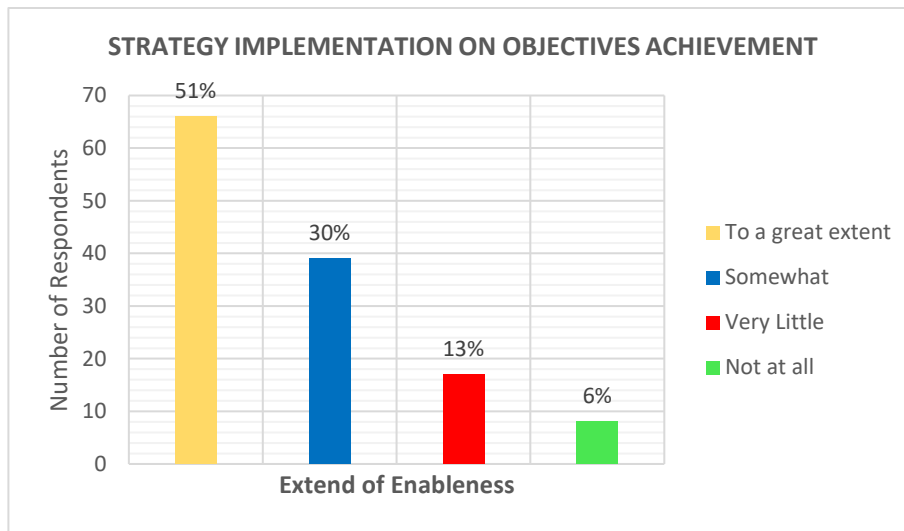


Source: primary data

Figure 4.18 reveals that only 15% of the participants believe that the quality of strategy programs is very good. Most of the respondent, 32% indicated that the quality of strategy programs is good. Furthermore, 26% indicated that the quality of the strategy program is acceptable. Lastly, the rest of the respondents indicated poor to very poor-quality strategy programs with 9 and 18% separately. This finding is in line with Calinago (2014) who stated that the level of the organisation's speculation in quality instruction and preparation, as well as the degree of its sending, eventually decides the pace with which the organisation progresses from this arrangement. Hence the findings from the respondents display that the quality of strategy range mostly from good to very good.

There are specific indicators of how well a company's strategy is working towards the achievement of the objectives. Figure 4.19 provides a compilation of Strategy implementation on objectives achievement as one of the factors towards the realization of the last objective of this study.

Figure 4.11: Strategy implementation on objectives achievement



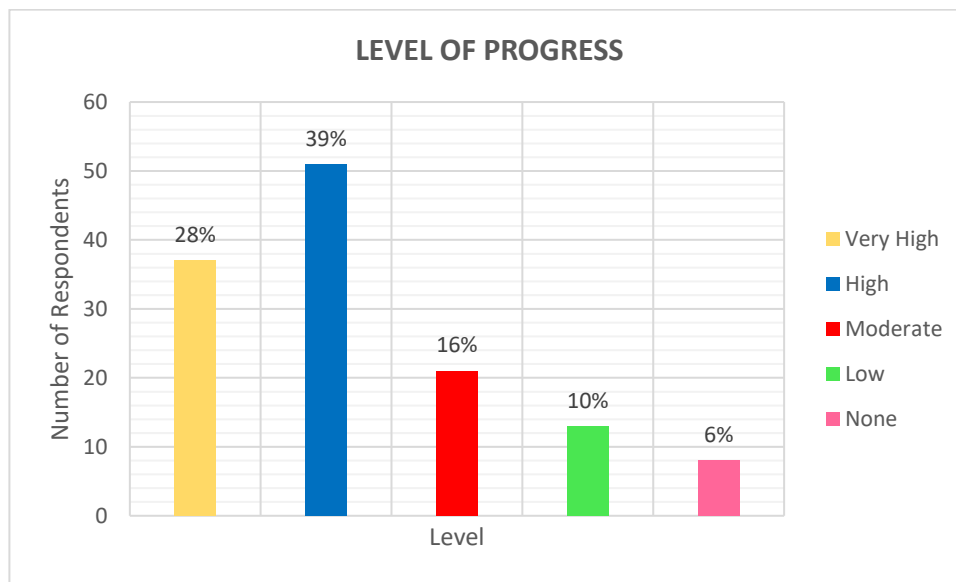
Source: primary data

Figure 4.19 shows that 51% of the respondents indicated that strategy implementation enabled NamPort to achieve its objectives to a great extent. However, 30% showed that it somewhat enabled the implementation of the strategy. Lastly, 13% and 6% indicated very little to no at all options concerning the strategy implementation on objectives achievement. Scholars have contended that Great methodology usage secures the continuous victory of their company and may feel they have reason to be certain approximately long-standing time (CMI, 2014). The study hence required the respondents to indicate the extent to which strategy implementation enables the organisation to reach its objectives.

Management's dealing with the strategy implementation process can be considered effective if things go easily sufficient that the company meets or beats its key and money related execution targets and appears to be a great advance in achieving management's strategic vision.

Therefore, to stay on top of what is happening, the management should closely monitor the progress of strategy implementation Figure 4.20. Hence the finding from this data will enable the attainment of the objective of the improvement of the strategy implementation.

Figure 4.12: Level of progress

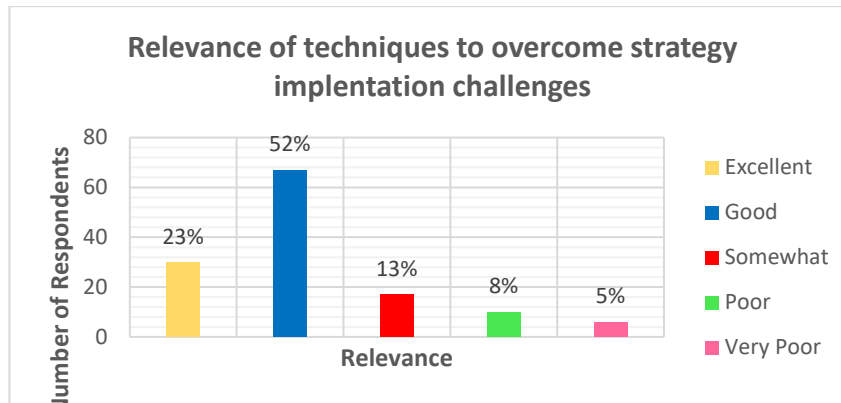


Source: primary data

Figure 4.20 above indicates that 28% of the participants believe that there is a very high level of progress made by NamPort in implementing its strategy. Generally, the outcome shows that there is a high level of progress made by NamPort in implementing its strategy with 39 % of respondents indicating such. Other respondents indicated moderate, low to none with 16%; 10%and 6% respectively. Understanding the greatest challenges to strategy implementation will assist the management to avoid the foremost common pitfalls and way better set the company up for victory.

Figure 4.21 below shows reveals the relevance of the techniques used to overcome the challenges experienced during strategy implementation. This data will enhance the realization of the objectives on the challenges of strategy implementation at NamPort.

Figure 4.21 Relevance of techniques to overcome strategy implementation challenges



Source: primary data

Figure 4.21 reveals that the relevance of the techniques used to overcome the challenges experienced during strategy implementation was excellent, 23%. However, most of the participants 52%, indicated that the techniques were good whereas 13%, 8% and 5% indicated somewhat, poor, and very poor respectively. Interestingly, these outcome counterparts the results by Hrebiniak (2008) that disclosed that it is vital to make changes while preparing for execution and overcoming resistance to them is the final step on the way to vital victory as far as strategy implementation is concerned.

4.4 QUALITATIVE DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This section focusses on the semi structured interview schedules utilized for the board members of NamPort. The qualitative data from the semi structured interview schedules were analysed with the help of Atlas ti. The focus on sample of 16 respondents took part within the semi structured interview, comprising six board members and 10 management staff. The responses of the respondents will be discussed under the following four themes namely: The standard features of corporate culture, executive roles in culture change, corporate governance philosophy, impact of legislation and regulation on the operation and policies and procedures to promote compliance.

Breakdown of positions, and terms of office of the respondents

Position of the respondents	Period in office of the respondents
CEO	5 years
Board Chairperson	3 years
Board member	3 years
Board member	3 years
Board member	3 years
Board member	3 years
Board member	3 years
Executive Finance	9 years
Executive Operations	13 years
Executive Commercial	7 years

Executive Human Capital (Acting)	12 years
Manager-Legal services (Acting)	8 years
Manager – Strategy and Projects	5 years
Manager - Finance	6 years
Manager – Reporting and compliance	9 years
Company Secretarial	5 years

The ranking of respondents in the table above does not relate to the number allocated to the respondents in the reactions and discussion offer in this section. The numbers allocated to the respondents in the presentation of the data was done to easy the writing up of the responses and comparisons and analysis of the data. The responses of the respondents will be discussed under the following four themes namely the standard features of corporate culture, executive roles in culture change, corporate governance philosophy, impact of legislation and regulation on the operation and policies and procedures to promote compliance.

Semi structured questions were probed to demonstrate the respondents view and opinions about these five themes.

Theme 1: The standard features of corporate culture

This theme refers to the features that describe behaviors at the workplace. It includes features like values, principles, and ethical standards. Policies and people management by providing guidelines on behavior and contact.

What are the standout features of Namport's corporate culture?

Responses:

Respondent 1, 2 and 3 stated that they are connected in everything they do, communicate to the team on what they are doing and believe in working together towards the common goal. In addition, respondent 4 stated that their division's culture features were engagements and respondent 5 mentioned integrity in execution of work. Other respondents did not answer this question.

Theme 2: Executive roles in culture change

The theme involves the action by the executive to eliminate any unhealthy cultural traits and ingrain new behavior that will enhance strategy execution. The Executives talk to personnel personally about culture change motives by initiating a series of actions that the employees will see unmistakably indicative of the seriousness of management's commitment to culture change.

What roles do executives play in the culture change and how does this differ from what you would have done to change the culture at Namport?

Respondent 1 stated that they provide guidance in culture change, respondent 2 and 3 added that the executives listen and collaborate and respondent 4 stated that they identify

the root cause and solve problems. The remainder of the respondent 5,-16 answered that the executives are at the forefront of the culture change.

Theme 3: Corporate governance philosophy

This theme details the responsibility and accountability of the board to govern the entity by ensuring the adherence to policies and procedures. The identified features include transparency, integrity, and accountability.

What Frameworks are in place to govern the organization? (Corporate governance)

6 respondents stated about the policies and procedures in place (...) 6 respondents stated the king iv governance principles

Theme 4: Impact of legislation and regulation on the operation

The theme touch base on the laws that ensure compliance and govern the way employees carry out their tasks. This theme involves the following policies and framework: Public Enterprise Act, Procurement Act and all the internal policies and procedures.

How does the legislations and regulations impact the operations in Namport?

All 16 respondents stated that the organization is established by the virtue of the act, 5 respondents listed the public enterprises act (...)

Theme 5: Policies and procedures to promote compliance

This theme details the specific policies and procedures that ensure compliance at Namport. The following categories were established: standard operating procedures, code of ethics and the labor law.

What policies and procedures does the organization have in place to promote legal and regulatory compliance?

8 respondents stated that labor policy is in place (...), 5 respondents mention the SHEQ policy that focus on the safety of the employees. Three respondents did not answer this question.

Summary

This chapter provided findings on Examining Strategy Implementation at the Namibian Ports Authority, 2014-2019. The data was collected using individual interviews and unstructured questionnaires. The findings revealed that the implementation of strategy at NamPort for the year 2014 to 2019 was influenced by the organisational culture to a great extent. Moreover, the outcomes revealed that culture extremely contributes to innovation and creativity. The findings further demonstrated that the legal requirements for strategy implementation at NamPort were impacted by the legislation and regulations. Amongst the legal requirements are the Public Enterprise Act no. 2 of 2006, the Public Procurement Act no.15 of 2015 and the Public-Private Partnership Act no. 4 of 2017.

The study further revealed insufficient personnel capacity and equipment shortages as some of the challenges the organisation faced in implementing the strategy for 2014-2019. However, the organisation has instigated training interventions, and recruitment and invested in new equipment and technologies to advance strategy implementation.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter summarises the findings of the study and concludes the study in conjunction with the study objectives. The chapter further presents recommendations and designates areas for future research.

5.2 DISCUSSION SUMMARY

This study set out to examine the strategy implementation at NamPort from 2014 to 2019. The study was guided by the following objectives: To examine the influence of organisational culture on strategy implementation in the NamPort; to examine the legal requirements of strategy implementation at NamPort; to examine the challenges of strategy implementation at NamPort and to explore approaches that would improve strategy implementation at NamPort. The research objectives indicated above were attained to a certain extent.

Regardless of a variety of challenges that can occur during the implementation process, they were similarly supported by the literature. The interview questions were based on the information picked up from the literature and therefore essentially interface the theory with the organisation's practice. The interviews revealed the challenges and solutions from the business world and provide experiences on how organisations unravel challenges with strategy implementation.

5.3 CONCLUSIONS

The main purpose of this study was to examine the strategy implementation at NamPort for the year 2014 to 2019. The first objective of the study was to examine the influence of organisational culture on strategy implementation in the NamPort. The second objective of the study was to examine the legal requirements of strategy implementation at NamPort. The third objective was to examine the challenges of strategy implementation at NamPort. The last objective of the study was to explore approaches that will improve strategy implementation at NamPort. In studying the strategy implementation processes and vibrant capabilities in the maritime industry, the findings from the research revealed that NamPort focuses more on strategy formulation than strategy implementation. In addition, the study discovered that NamPort's strategy implementation is influenced by the organisational culture and the legal requirements. In studying the relationship between strategy implementation processes and vibrant capability, the study found that strategy implementation processes relate strongest with organisational culture, followed by the legal requirements. Explicitly, the study found out that organisational culture influences the strategy implementation and contributes to innovation and creativity in the organisation.

In examining the legal requirements for strategy implementation, the study found that legislation and regulations impact strategy implementation, hence it would be best that the organisation invests in efforts towards creating awareness of the importance of policies and ethical conduct in strategy implementation.

Although the organisation managed to implement its strategy, it encountered some operational challenges such as the ageing of equipment and the competition in the maritime industry.

5.4 RECOMMENDATIONS

The recommendations are based on the critical findings of this study to improve the strategy implementation at NamPort. The study recommends the following:

To build up an explicitly embedded corporate culture that empowers practices and work practices conducive to good strategy implementation. Management should commit significant exertion by developing a culture monitoring and assessment tool. Departments should develop their own working culture to achieve the specific goals on their agenda that would eventually enhance the overall strategy implementation in the organisation. The study recommends to the administration of NamPort to continuously consider employees as being the key contributors to the key process and hence there is need to continuously involve them in the whole strategic process. This would help to implement the strategy and operate within the legal framework of the public enterprises successfully and legally. Furthermore, to establish a corporate governance handbook to be published and accessed by the stakeholders to build and maintain a culture of good corporate governance in the entity.

Accordingly, the company management must ensure that a strong structure is in place to provide employees with the fundamental training and instructions during the implementation stage. It is additionally recommended that company management should link employee performance during implementation phase with the in general reward and compensation framework in the organization. moreover, it is shown that managers should develop a great information system that can be effortlessly utilized to overhaul those who are involved in the usage process with the tasks required to effectively implement the strategy. Managers should enhance the effectiveness of communication and coordination during implementation processes, need to be involved and keep up focus during the process. Moreover, they need to adjust their own organizational structure to what the strategy is calling for

The berths where the ageing equipment is detected need to be monitored constantly and the concerned berth be rehabilitated. On the challenge of staff members' discontent and poor corporate culture, management to empower employees, extend their commitment to strategy implementation. The study further recommends that everybody within the organisation be trained on the utilize of communication media such as memo writing as well as e-mail messaging as these are key variables in how data relating to any strategy is being send within the modern organisations. Besides, the study recommends that SOE be delicate to the organization architecture (bureaucratic, unbending, moderate and geographically spread) to create reasonable communication turnaround time frames as most respondents were of the views that they did not obtain timely data about strategies.

It is further recommended to create a communication plan to address challenges experienced amid the strategy implementation with internal and external communication

channels such as blogs, message boards, podcasts, and divisional gatherings to communicate what could be a methodology and how everyone's works are accustomed to the strategy. Since the empirical investigation for this study was confined to NamPort, it is recommended that similar investigations be extended to public entities in Namibia for a more comprehensive understanding of the strategy implementation at different entities.

5.5. AREAS FOR FURTHER RESEARCH

Further research may include more intensive qualitative research and may include insights from diverse entities, as the recognitions might be different. A sample of more interviews would help to confirm the findings. Other researchers might find indeed more factors that are significant and perhaps the significance will alter over time. In terms of research design, the study was only confirmed to maritime/logistics sector. It would however be useful to carry out similar study across heterogeneous industries. It is further noted that the study was affirmed to examining the pattern of behaviour of firms along the strategic preferences scope of the model. It would be interesting to conduct studies to determine the conceivable presence of firms that span the focus and industry wide markets that is dual vital target group.

REFERENCES

- Almpanis, T. (2016). Using a Mixed Methods Research Design in a study investigating the Heads. *The Electronic Journal of e-Learning* .
- Andrews, R., Malcolm J, B., & Elif, G. (2017). *Strategy Implementation Style and Public Service Effectiveness, Efficiency, and Equity*. Cardiff University.
- Bader , Y., & Alaa , A. (2017). Factors affecting strategy Implementation.
- Beacon. (2019). Hiring inexperienced vs experienced workers: What to expect. *Beacon Hill HR*.
- Bonyo, M. (2018). *FACTORS AFFECTING STRATEGY IMPLEMENTATION IN THE HUMANITARIAN AND CORPORATE SECTORS*.
- Charles, K. (2018). Distinguishing between Theory, Theoretical Framework, and Conceptual Framework: A Systematic Review of Lessons from the Field. *International Journal of Higher Education*.
- CMI. (2014). Implementing strategy.
- Cocks, G. (2010). Emerging concepts for implementing strategy. *The TQM Journal*, 260 – 266.
- Creswell, J., & Poth, C. (2018). *Qualitative inquiry and research design: Choosing among five approaches*. California: : SAGE Publications, Inc.
- Dalcher, D. (2018). Strategy execution: Overcoming the alignment trap. *PM World Journal*.

- Debois, S. (2021). *9 Advantages and Disadvantages of Questionnaires Survey*. Retrieved from <https://surveyanyplace.com/questionnaire-pros-and-cons/>
- Deloitte. (2017). The Fourth Revolution is now are you ready?
- Eposi, E., & Potgieter, M. (2021). Service Quality Strategy Challenges for Managers and Frontline Employees in the South African Post Office in the North West Province. *International Journal of Financial Research*.
- Goromonzi, W. (2016). Organizational Culture, Strategy Implementation and Commercial Bank Performance in Zimbabwe. *International Review of Management and Marketing*.
- Grigoropoulos, J. (2019). The Role of Ethics in 21st Century Organizations. *International Journal of Progressive Education*.
- Grossman, D. (2021). Strategic leadership development and internal communication. *Communicating Your Strategic Plan to Employees*.
- Harrison, K. (2020). Good communication is vital for effective organizational strategy. *The Cutting Edge*.
- Hourani, M. (2017). Conceptual Frameworks for Strategy Implementation: A Literature Review. *Journal of Management Research*.
- Jones, K. K. (2013). *The Impact of Legislation on the Organization: Evaluating the Impact of Corporate Governance Regulation on the Internal Audit Function*. Georgia State University. Retrieved from https://scholarworks.gsu.edu/bus_admin_diss/22

- Juneja, P. (2015). Strategic Management Process - Meaning, Steps and Components. *Strategic Management*.
- Kasheeta, T. (2019). *investigate challenges encountered in the implementation of NamPower strategic and business plan 2014-18*.
- Kimberlee, L. (2018). Professional & Ethical Behavior in the Workplace.
- Knott, P. (2021). *A Conceptual Framework for Strategic Planning in Complex Multi-business Corporations*. Christchurch: University of Canterbury.
- Lars. (2016). Porter's Five Forces.
- Matich, Lubov, Zheltenkov, & Alexander. (2020). *Managing the implementation of innovative strategies in Russian companies based on on the concept of roadness*. Moscow: TPACEE.
- McCombes, S. (2022, July 08). *Case Study | Definition, Examples & Methods*. Retrieved from Scribbr: <https://www.scribbr.com/>
- Melissa, R., & Caren, S. (2019). Influence Of Organisational Culture On Strategy Execution In A South African Organisation. *The Journal of Applied Business Research*.
- Miller, K. (2020). A MANAGER'S GUIDE TO SUCCESSFUL STRATEGY IMPLEMENTATION. *Management Essentials*.
- Morcos, M. (2019). Organisational Culture: Definitions and Trends.
- Namibia Statistics Agency. (2019). *The Namibia Labour Force Survey 2018 Report*. Windhoek: Namibia Statistics Agency.

- (2013). *Namport Profile*. Walvis Bay: Namport.
- Niclas, B. (2014). *Strategy Implementation: Key Factors, Challenges and Solutions*.
- Nowell, L., Norris, J., White, D., & Moules, N. (2017). Thematic Analysis: Striving to Meet the Trustworthiness Criteria. *International Journal of Qualitative Methods*.
- Obeidat , B., & Al-Hadidi, A. (2017). Factors affecting strategy implementation.
- Onega, U. (2022). How to Take Your Product From Idea to Reality. *Entrepreneur*.
- Osei , B., & Ragavan, N. (2019). Prospects of the fourth industrial revolution for the hospitality industry: a literature review. *Fourth Industrial Revolution*.
- Panda, B., & Leepsa, N. (2017). Agency theory: Review of Theory and Evidence on Problems and Perspectives. *Indian Journal of Corporate Governance*,, 74–95.
- Parkes, J. (2020). Authority and Responsibility – How Do They Compare? *SpriggHR*.
- Pearce, J., & Robinson, R. (2011). *Strategy management: Formulation, Implementation and Control*.
- Priya, C., & Shruti, D. (2016). *8-step procedure to conduct qualitative content analysis in a research*.
- (2019). *Public Enterprises Governance Act No. 1* .
- Rani, P. (2019). *Strategy Implementation in Organizations: A Conceptual Overview*.
- Sammut-Bonnici, T. (2017). *Strategic Management*.
- Shikalepo, E. E. (2021). *Research Proposal: Planning and Design*. Windhoek: Microwide Publishing Press.

- Shorten, A., & Smith, J. (2017). Mixed methods research: expanding the evidence base. *Evid Based Nurs.*
- Srivastava Srivastava, & Sushil, P. (2017). Alignment: The Foundation of Effective Strategy Execution. *International Journal of Productivity and Performance Management.*
- Stahl, N., & King, J. (2020). Understanding and Using Trustworthiness in Qualitative Research. *JOURNAL of DEVELOPMENTAL EDUCATION.*
- Stobierski, T. (2021). CORPORATE SOCIAL RESPONSIBILITY. *Business Insights.*
- Thompson, A., Peteraf, M., Gamble, J., & Strickland, A. (2020). *CRAFTING & EXECUTING STRATEGY: CONCEPTS AND CASES.* New York: McGraw-Hill Education.
- UNCTAD. (2018). Challenges faced by developing countries in competition and regulation in the maritime transport sector. *Trade and Development Board.*
- Vibha , K., & Walsh, C. (2019). Pragmatism as a Research Paradigm and Its Implications for Social Work Research. *Social Sciences.*
- Voinescu, R., & Moisoiu, C. (2015). Competitiveness, Theoretical and Policy Approaches. Towards a pproaches. Towards a. *Procedia Economics and Finance.*
- Waddock, S. (2012). Ethical Role of the Manager." Encyclopedia of Business Ethics and Society. *SAGE Publications.*
- Wendel, C. (2017). What Is Corporate Governance in Strategic Management? *MANAGEMENT.*

Xinhua. (2020). Namibia's US\$5.4 billion development expenditure positions country as a regional hub. *Ghana News*.

APPENDICES

Appendix A – Research questionnaire

QUESTIONNAIRE COVER LETTER

Date 30 May 2014

Dear participant,

My name is Dorkas Kamati and I am currently a MBA student at University of Namibia. I am undertaking a research project on strategy implementation 2014 to 2019, a case of NamPort. As an employee of NamPort you have been selected to participate in the study and your contribution will be highly appreciated.

Once this study is complete it will enable the management of NamPort to point out the challenges that face the implementation of strategies .This information can also be used by the government entities to make informed moves concerning strategy Implementation. The questioner will take approximately 10 to 15 minutes to complete. Kindly answer each and every question as honestly as possible since the results of the study depend on you. The information you give shall remain confidential, please do not indicate your name. Thank you for taking time to assist me with the information you have.

Sincerely

Dorkas Kamati

APPENDIX 1: QUESTIONNAIRE

SECTION A DEMOGRAPHIC

	Variable	Description	Code
1.	Gender	What is your gender	1=Male 2=Female
2.	Age	What is your age group	1= Below 30 2 = 30-36 3= 37-43 4= 44 - 50 5=Above 50
3.	Position in the Namport structure	Which position do you hold in the structure of the organisation?	1=Clerk 2=Junior Supervisor 3=Senior Supervisor 4=Manager
4.	Length of service	How long have you been working in Namport?	1 = 1 – 5 years 2 = 6 -10 years 3= 11-15 years 4= 16 -20 years 5 =more than 20 years
5.	Study/Qualification	What is your highest qualification?	1 = PhD 2 = Masters 3 = Undergraduate 4 = Grade 12
6.	Marital status	What is your Marital Status?	1 = Single 2 = Married 3 = Divorced
7.	Ethnicity	What is your race?	1 = Black 2 = White 3 = Colored

SECTION 2

2.1 The influence of organizational culture on strategy implementation in the Namport

2.1.1 To What extent does the company’s culture influence the execution of strategy and operation excellence?

- To a Great Extent
- Somewhat
- Very Little
- Not at All

2.1.2 How does the organization’s culture contribute to innovation and creativity at the organization?

- Extremely
- Very
- Moderately
- Slightly
- Not at all

2.1.3 How is the standout features of Namport’s corporate culture?

- Excellent
- Good
- Somewhat
- Poor

2.1.4 To what extent does the organization’s culture makes Namport a good place to work?

- To a Great Extent
- Somewhat
- Very Little
- Not at All

2.2 The legal requirements of strategy implementation at Namport

2.2.1 What is the level of your company’s strategy ethics

- Very High
- High
- Moderate
- Low
- None

2.2.2 What is the likelihood of the impact of the legislations and regulations on the operations of Namport ?

- Not likely
- Somewhat likely
- Very likely

2.2.3 What is the importance of company's Managers to strongly live up to the company's ethical standards?

- Absolutely Important
- Very Important
- Average Importance
- Little Importance
- Not Important At All

2.2.4 How often does the staff members put ethical principles into practice?

- Always
- Often
- Sometimes
- Seldom
- Never

2.3 Challenges on strategy implementation at Namport

2.3.1 How does the Fourth industrial Revolution impact strategy implementation?

- Extremely
- Very
- Moderately
- Slightly
- Not at all

2.3.2 What is the level of operational challenges the organization face?

- Very High
- High
- Moderate
- Low
- None

2.3.3 What is the level of competition in the maritime industry?

- Very High
- High
- Moderate
- Low
- None

2.4 Improvement of strategy implementation at Namport

2.4.1 How is the quality of programs that are in place to ensure building and maintaining skills, infrastructure and resources to achieve the strategic objectives?

- Very Good
- Good
- Acceptable
- Poor
- Very Poor

2.4.2 To what extend did strategy implementation enabled Namport to achieve its objectives?

- To a Great Extent
- Somewhat
- Very Little
- Not at All

2.4.3 What is the level of progress made by Namport in implementing its strategy?

- Very High
- High
- Moderate
- Low
- None

2.4.4 How is the relevance of the techniques if any used to overcome the challenges experienced

during strategy implementation?

- Excellent
- Good
- Somewhat
- Poor
- Very Poor

2.4.5 Any recommendations to enhance strategy implementation at Namport?

.....

.....

.....

.....

.....

.....

Thank you.

Appendix B: Research permission letter from the University of Namibia



21 October 2021

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy, Student – Ms. Dorkas Kamati Student Number-220004641

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

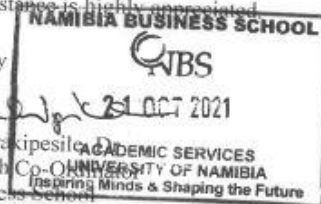
Ms. Kamati has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Kamati with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "Examining strategy implementation at Namibian Port Authority 2014 to 2019".

Your kind assistance is highly appreciated.

Yours sincerely


Greenfield Mwakipesi, D.
Senior Research Co-Ordinator
Namibia Business School

University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwaki@g.nbs.edu.na



340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: + 264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@nbs.edu.na

Appendix C: Letter of Consent from Namibia Ports Authority



NAMIBIAN PORTS AUTHORITY

21 May 2021

Ms. Dorkas Kamati
Walvis Bay
Namibia

Dear Ms. Kamati

RE: CONSENT TO CONDUCT RESEARCH WITH THE NAMIBIAN PORTS AUTHORITY (NAMPORT)

The letter dated 07 May 2021 from Dr. Greenfield Mwakipesile, Senior Research Co-Ordinator at the Namibia Business School received by my office on 20 May 2021 in respect of the above subject matter bears reference.

Approval is hereby granted for you to conduct the research on "Examining strategy implementation at the Namibian Ports Authority, Walvis Bay 2019 – 2024" in Namport. Any information gathered during the research is to be used for the purpose of the study only and must be treated as confidential. The results of the study should be shared with Namport.

I wish you all the best with your research.

Yours sincerely,

Andrew Kanime
Chief Executive Officer

CC: Manager: Organizational Performance
Manager: Learning and Development

*Port of Walvis Bay (Head Office):
P.O. Box 361 Walvis Bay, Namibia*

*Port of Lüderitz:
P.O. Box 836 Lüderitz, Namibia*

Directors

*Ms. N Hamunyela
(Chairperson)
Mr. J Mouton
(Deputy Chairperson)
Mr. I Tjombonde
Mr. A Kathindi
Ms. V Cloete
Ms. A Pick
Mr. S Ndeunyema*

Chief Executive Officer

Mr. A Kanime

Company Secretary

Ms. L. Kahita



Established in terms of the Namibian Ports Authority Act, 1994 (Act No. 2 of 1994)
www.namport.com

The Standard Conditions of Service of Namport shall apply to all services rendered by it and is available at www.namport.com



Appendix D: Interview Consent Letter

The Chairperson of the Board/ Management Committee

Namibian Ports Authority

P. O. Box 361

Walvis Bay

RE: Letter seeking informed consent to participate in thesis study: semi-structured interview

I, Dorkas P. Kamati, am an MBA student at the University of Namibia (Namibia Business School). Currently, I am in the process of collecting primary data, as part of a thesis study being undertaken at the University of Namibia. This is to increase understanding of strategy implementation within the Namibian Ports Authority. The University of Namibia recently issued a research permission letter for the data collection phase to commence. See the attached letter.

The title of the thesis is: “Examining Strategy Implementation at Namibian Ports Authority 2014 to 2019.” The importance of the study is to help NamPort realize and understand the challenges of strategy implementation and give a better perspective on how the strategy can be successfully implemented. Your participation will assist in building greater knowledge and understanding of strategy implementation.

If consent is given, I will contact you to arrange a date, time and venue most convenient to you for the interview. If you have any questions, please feel free to contact the undersigned.

Yours sincerely,

.....

Dorkas P. Kamati

Appendix E: Interview Schedule

Interview Schedule for Semi-Structured Interview for Board Members and Management at Namibian Ports Authority

The influence of organisational culture on strategy implementation in the NamPort

What are the key features of the culture of your division?

How do you think NamPort's culture affects its ability to execute strategy and operate with?

Excellence?

What are the standout features of NamPort's corporate culture?

How does the organisation's culture contribute to innovation and creativity at NamPort?

How does the organisation's culture make NamPort a good place to work?

What roles des executives play in the culture change and how does this differ from what you

Would have done to change the culture at NamPort?

What kind of corporate culture would you like to have at NamPort?

What would happen to your organisation's performance if you and your co-managers stick with

the status quo and fail to make any corrective adjustments after each decision round?

What action does the management take to change the problem with corporate culture?

What is the NamPort corporate governance philosophy?

Is your company's strategy ethical? Why or why not?

How do the legislations and regulations impact the operations in NamPort?

What are the ethical standards for NamPort?

How the company's strategy delivers value to both customers and shareholders in an ethical manner?

What is the manager's legal obligation when implementing strategy?

What Frameworks are in place to govern the organisation? (Corporate governance)

How do a company's executives believe strongly in living up to the company's ethical standards?

How do the executives ensure that all elements of their strategies and operating activities are within the bounds of what is considered ethical?

How does the organisation maintain ethical standards and what is its approach to putting ethical principles into practice?

What policies and procedures does the organisation have in place to promote legal and regulatory compliance?

Concerning the information that can be regarded as commercially confidential or sensitive,

how does the organisation ensure that the master plan is transparent as possible and that stakeholders are properly consulted without compromising on the information sensitivity?

What is the impact of the Fourth Industrial Revolution on strategy implementation?

How does NamPort maintain its competitiveness in the maritime industry?

What are some operational challenges that the organisation faces that hampered the implementation of the strategy?

What techniques might be used to surmount the challenges experienced during strategy implementation?

What is your comment on the progress made by NamPort in implementing its strategy?

What support programs are in place to ensure building and maintaining skills, infrastructure

and resources to achieve the strategic objectives?

On a scale of 1 to 10, with 1 implying "completely disagree" and 10 implying "fully agree", please give

the number that corresponds to your belief that the strategy implementation enabled NamPort

to achieve its objectives.

Can you describe if you would change any activities involved with the crafting of the strategy and the implementation thereof?

End of interview

APPENDIX F: LANGUAGE EDITING CERTIFICATE



Mr. Shonhiwa Bakare

MBA, BSc Hons Soc | shonhiwabakare@gmail.com

CONTACT

PO Box 4244,
Vinetta, Swakopmund
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

21st May 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF DORKAS PENOVANHU KAMATI'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **DORKAS PENOVANHU KAMATI'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **EXAMINING STRATEGY IMPLEMENTATION AT THE NAMIBIAN PORTS AUTHORITY 2014 TO 2019**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.

Yours Sincerely,

Mr. Shonhiwa Bakare



SKM Bakare



@shonhiwabakare



+264816495143



Shonhiwa Bakare