

# A comprehensive Examination of the Role of Corporate South Africa Middle Managers in Strategy Development for the Achievement of Enhanced Organizational Performance: A Qualitative Evidence Synthesis.

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Paper Abstract

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HOW TO CITE THIS PAPER?

Abstract

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Abstract

Strategy Management is one of the most studied fields of literature. There exists a challenge in understanding the intricate dynamics of middle managers' role in strategy development within Corporate South Africa. Some schools of thought emphasize leaders as being instrumental in strategy management because of their traits. It does not follow that middle managers possess or do not possess such traits. The above debates emanate from various schools of thought. Some argue for inclusion of middle managers; leadership and management co-existing and often interchangeable. Thus, it is apt to predicate this paper on these different debates and conceptual analysis of theoretical constructs including: Middle managers, Strategy Development, Organizational Performance, Leadership and Management. Selected Leadership and Management Theories underpin this research inquiry which uses pragmatism research paradigm lenses through which the question, "Is the role of middle managers in strategy development and organizational performance fully understood?" is answered.

The Qualitative Evidence Synthesis Methodology and Enhancement of Transparency in Reporting the Synthesis of Qualitative Research (ENTREQ) guidelines were followed. Data collection was conducted through purposively selecting thirty articles from sixty, based on suitability and acceptability, predominantly on the relationship, differences and overlaps of Leadership and Management, through which observations on the role of middle managers in strategy development and organizational performance are made. Articles were critically appraised, using PRISMA and CASP. Thematic analysis was applied using the webQDA to transform raw data, which was analysed and synthesized through Intepretivism principles, chosen to focus on individual and group experiences, feelings, culture, beliefs and priorities of middle managers.

Findings are targeted at Policy Makers in Public, Private and Non-Governmental/Non-Profit Organisations sectors, and leaders within societies.

Key words: Middle Managers, Strategy Development, Organizational Performance, Corporate South Africa



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