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AN ASSESSMENT OF STRATEGIC INNOVATION ON ORGANIZATIONAL GROWTH: A CASE STUDY OF SIYANDA UNION MINE IVAN CONCENTRATOR

BY

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DEDICATION

This work is dedicated to my wife, my daughter, and my son and above all to the almighty lord Jesus Christ

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ABSTRACT

The key objective of the research was to assess the impact of strategic innovation on organizational growth using the case of Siyanda Union Mine, a platinum mine in Limpopo province, South Africa. The study focused on the following objectives: to assess the impact of strategic innovation on the growth of an organization, to analyze the impact of strategic innovation on product quality, to investigate the impact of strategic innovation on organizational productivity, to design a strategic innovation model that enhances productivity and growth. Literature review showed that strategic innovation is about creating new value to satisfy the customer needs and also brings sustainability and growth to the organization. The proper implementation of strategic innovation variables of strategy, strategic management, innovation and innovation capability leads to organizational growth. Empirical studies in Europe, USA, Nigeria and locally shows that organizations should implement strategic innovation as means of gaining sustainable performance and growth. The study adopted interpretivism a qualitative approach research philosophy which enabled use of qualitative method. A case study design was adopted for this research. A sample of size of 20 managers was drawn from a population of 36 using purposive sampling. The study made use of both primary and secondary data. The secondary data was obtained using an interview guide. The thematic analysis was used to analyze the data. The Statistical Package for Social Sciences software was also used to measure regression and correlation of variables. The study revealed that the economic challenges of low production, poor product quality and high operating costs faced by the organization can be mitigated through companywide implementation of strategic innovation. The study recommends the training and development of Siyanda Union Mine employees on areas of strategic innovation which are strategy development, innovation, strategic management and innovation capability. The study also further recommends the supporting of managers of the organization to develop and implement developed strategic innovation model.

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List of Acronyms

IC	-	Innovation Capability
JSE	-	Johannesburg Stock Exchange
PGM	-	Platinum Group Metals
SPSS	-	Statistical Package for Social Scientists
SM	-	Strategic Management
US$	-	United States Dollar

Chapter 1 : INTRODUCTION

This chapter describes the background of the study, statement of the research as well as research objectives and questions. The chapters also highlight assumptions made as well as the justification and purpose of the study. The significance of the research to various stakeholders is explored in this chapter and so are delimitations and limitations

1.1 Background

Siyanda Resources mines and beneficiate platinum group metal at their Swartklip operations in Limpopo province in South Africa. The mine operates three underground shafts and two beneficiation plants with over 5000 employees with an annual production of PGMs range of between 100 000 to 150 000 ounces. South Africa hosts 91% of global PGM resource understanding and addressing economic risks is critical for ensuring long-term PGM supply (Cole, 2023).The platinum group metal (PGM) prices have been on the downward trend since 2016, compounded by electricity disruptions and the rising cost, have eroded profits for PGM mining companies and other industry players (Hermanus, 2017). Strategic innovation will play a crucial role to ensure sustainability of the PGM mines.

Strategic innovation can be described as the creation of unique deliverables and development of business models, which an organization can explore to attain sustained competitive excellence (Kodama & Shibata, 2014). Kodama & Shibata, (2014) further referred to Strategic innovation, as the creation of change in the model of an organization and also as a strategy that facilitates organizational growth and sustainability. Based on the definitions from different scholars above, the study seeks to assess how strategic innovation can lead to organizational growth. Growth of an organization will lead to employees retaining their jobs and the organization becoming competitive.

Prior research has empirically validated strategic innovation and enterprise competitiveness in current dynamic and competitive business environment (Chinyere, 2018). In current environment organizations are exposed to challenges of increasing market demands, changes in consumer tastes and expectations. Thus, innovation is seen as a means of gaining sustainable performance and growth (Chinyere, 2018; Ren, 2022). Furthermore, the drivers of strategic innovation have been

reviewed and researchers focused on elements such as organizational competitiveness, strategic models and development of new products and services (Kodama & Shibata, 2014; Ren, 2022; Elijah, 2023; Adeleke et al., 2023). Based on this prior research, the study also seeks to develop a strategic innovation model to be adopted by the organization to overcome challenges in the environment.

Research on strategic innovation and organizational capability was conducted in the developed world mainly Europe and USA (Kodama & Shibata, 2014; Kodama, 2017). The conceptual difference between the developing and developed markets presents an opportunity for testing the theory (Awais et al., 2023).The study seeks to assess the impact of strategic innovation on organizational productivity in emerging market apart from the studied developed markets. In addition, many scholars' concentrated on developing as they pose potential for organizational growth (Weiss & Kanbach, 2023; Pratono, 2022). Many emerging markets studies were conducted mainly in East Africa and Asia (Nkuda, 2021; Pratono, 2022; Oranusi & Oparah, 2023). Though they can be similarities in these emerging markets not much is known on the effect of strategic innovation on organizational growth. This can lead to the absence of crucial understanding of supposed benefits of strategic innovation (Opuala-charles, 2023). Innovation is regarded as the pillar of organizational growth and sustainability but the innovation model is yet to be developed in existing research particularly in emerging markets (Aas & Breunig, 2017; Marquis & Raynard, 2014).

Given the above research streams, it appears that strategic innovation is critical to enhance competitive advantage during a crisis, but how an organization develops through enhancing strategic innovation model requires further studying (Pratono, 2022; Kodama, 2023; Choi & Yoo, 2022). Many researchers have explored how strategic innovation impacts organizational performance and growth (Schulte, 2022; Chinyere, 2018). However, little knowledge is known on the impact of strategic innovation in emerging economies and in mining sector (Abonyi & Abonyi, 2022). To address the gap, the study will examine the impact of strategic innovation to growth of a mining organization.

The study will focus on strategic innovation and aim to develop a structural model on its impact on productivity and the quality of the mineral product from a mining organization stand point. Productivity and the quality of the product will be the factors aligned with growth.

1.2 Problem Statement

The drop in the PGM prices, particularly rhodium by over 40%, from US$10 000.00 per ounce to US$4 000.00, from the beginning of the year 2022 has posed a biggest threat for Siyanda Union Mine (Cowley, 2023). Siyanda has experienced a drop in revenue from R10.8 million to around R4.3 million monthly and the company faces sustainability and competitive risks (John & Michael, 2023). Siyanda union mine currently employs 5200 employees (Union Mine, 2023) and is considering retrenching 30% of their labor force in a measure to lower operation costs and intend to effectively navigate and capitalize on emerging opportunities. The organization has made efforts to lower their operating costs by cutting down on contract labor and by scaling down one of its operations. Since the implementation of these measures, the problem seemed to be increasing as the price of minerals continue to drop. Therefore, this study seeks to model a strategic innovation process that can be adopted by the organization to enhance productivity, lower the operation costs and ultimate growth and sustainability of the organization.

1.3 Purpose of the study

The context of this study is a South African Platinum Group Metal Mine, involved particularly in mineral beneficiation. The mining sector remains an important part of South African economy, contributing approximately 8% of the country's gross domestic product (GDP) (Hermanus, 2017). A study in strategic innovation is crucial as it exists with competitive and growth benefits. However, its prevalence is affected by lack of knowledge and studied structural framework models. This leads to the absence of practical application. The research analyzed how strategic innovation can impact the growth of a mining organization and potentially to develop a structural framework model.

1.4 Research objectives

The following objectives have guided this study:

1. To assess the impact of strategic innovation on the growth and sustainability of Siyanda Union Mine.

The study also aimed to attain the below secondary objectives:

2. To analyze the impact of strategic innovation on Siyanda Union Mine PGM product quality.

3. To investigate and assess the impact of strategic innovation on Siyanda Union mine productivity.
4. To design a strategic innovation model that enhances productivity and growth for Siyanda Union mine.

1.5 Research questions

The primary research goal was to answer the following research questions:

1. What is the impact of strategic innovation on the growth of Siyanda Union Mine?
2. What is the effect of strategic innovation on productivity and PGM product quality of Siyanda Union Mine?
3. How can strategic innovation enhance the sustainability of Siyanda Union Mine?
4. How is Siyanda Union Mine implementing strategic innovation?

1.6 Research assumptions

1. The information will be easy to access.
2. The participants will respond honestly and clearly.
3. The operation conditions will remain constant until the research is conducted.
4. The participants will be employed and still in their current positions until the interviews are conducted.

1.7 Research gap

Strategic innovation enhances organizational growth and competitiveness (Kodama, 2017). Its implementation is derailed by low knowledge on structural framework models (Hassan, 2021). This leads to the absence of practical application and understanding by organizations of the associated benefits (Pratono, 2022; Kodama, 2023; Choi & Yoo, 2022). The study addressed the gaps by examining the impact of strategic innovation on organizational growth.

1.8 Justification

Siyanda Union Mine as mining organization is faced with numerous challenges that include low productivity and poor quality of mineral products. The operation costs have gone up and as a control measure, some employees are on the verge of losing their jobs through retrenchments. However, the research can provide a direction the management can explore to bring back the improved productivity and improved quality of product. The organization might realize growth and sustainability through the realization of profits.

1.9 Significance of the study

The researcher intends to model a strategic innovation process which will enhance productivity and organizational growth. The understanding of strategic innovation benefits is limited. The research outlines an understanding of the associated benefits of developing a strategic innovation model. The study is however important to persons and organizations intending to implement strategic innovation to enhance competitiveness, growth and sustainability. These include current and future executives, senior managers, middle managers and scholars.

1.10 Delimitations

The case study was for Siyanda Union Mine in South Africa. The researcher is an employee of the mine and gathering information within the organization required less time. Data was collected from the personnel in management positions. The period of the study was from August to October 2023 and might not reflect the true overall organizational performance.

1.11 Study limitations

Senior leadership employees may be biased in their response to interview questionnairequestions. This was prevented by gathering data from lower management positions in the organization. The fact that information from one department can be biased can also be another limitation. This limitation was overcome by gathering information from a number of departments within the organization. Another limitation can be that some participants may provide biased responses to prevent victimization. This was minimized by ensuring the confidentiality of respondents.

1.12 Definition of terms

This section provides definitions of strategy, strategic innovation, strategic management, innovation, management innovation and organizational growth.

1.12.1 Strategic innovation

Kodama & Shibata (2014) viewed strategic innovation as the systematic creation of creative strategic positioning from business models, services and new products. Najmaei (2010) defined strategic innovation as a crucial concept which brings change to the process of innovative.

1.12.2 Strategy

According to Baumgartner & Peter (2022), strategy is a combination of choices which guide the business on how to attain its objectives. The mission and vision are crucial supportive elements to a business strategy, however, they are not part of the strategy itself (Jarzabkowski, 2005).

1.12.3 Strategic management

According to Sammut-Bonnici (2015), strategic management is the process of developing, actioning, and reviewing strategic plans that enable organizations to attain their targets and set objectives. Strategic management is essential for organizations of all types and sizes, as it provides a framework for making decisions about resource allocation, competitive positioning, long-term planning and growth (Jarzabkowski, 2005; Weiss & Kanbach, 2023).

1.12.4 Innovation

Matriano (2021) described innovation as the creation of new ideas and processes that aims to create new deliverables or improving business models. The business trend is becoming more volatile due to globalization and platinum group metal beneficiation plants are faced with impossible tasks for growth and sustainability (Kola & Kekäle, 2023). Firms that are able to innovate constantly may be able to sustain their business and remain competitive in the market (Kodama, 2023).

1.12.5 Management innovation

Management innovation was defined by Weiss & Kanbach (2023) as the creation of methods to manage the organization to ensure improve performance.

1.12.6 Organizational growth

Organizational growth is the outcome of a combination of strategic innovation and organization's operations (X. Li et al., 2021). Organizational growth leads to increased revenue and expansion of the organization (Al Abri, 2021; Li et al., 2021).

Chapter 2 : LITERATURE REVIEW

2.1 Introduction

The chapter presents an overview of strategic innovation and the theories that forms the basis the study. It presents four variables that makes the domain of this research which are, innovation, strategy, strategic management and innovation capability. The section also describes how variables relate to the objectives of the research. The chapter concludes with conceptual and theoretical models and the proposition that guided the study.

2.2 Definitions

The following are definitions of strategic innovation variables that forms the models around the research.

2.2.1 Defining strategic innovation

According to Kodama & Shibata (2014), strategic innovation is the creation of new business models and positioning for organizational deliverables. Ren (2022), described strategic innovation as a unique process which views strategy as an ongoing improvement innovative concept and Maniam (2023), viewed it as the organizational ability to re position itself in the external environment.

2.2.2 Defining Innovation

Innovation was derives from innovates, a latin word meaning new and improved organizational processes and models (Chen et al., 2018).

Many scholars have defined innovation. Odumeru (2013) described innovation as a creative process that improves the organizational competitive edge. Aas & Breunig (2017) described innovation as a continuous transformation of ideas and knowledge into deliverables and business processes. According to Kodama (2017), innovation is the continuous creation of new models and deliverables. Chen et al. (2018), regarded innovation as a critical force for organizational performance and growth. According to Opuala-charles (2023) , innovation spearheads

improvement in the organizational deliverables as well as techniques of accomplishing processes. According to Njonge (2023), innovation is a process of developing commercial deliverables.

From the above definitions, it can be concluded that innovation is about creating new value that satisfy customer tastes and also brings sustainability to the organization.

2.2.3 Defining strategy

According to Nkuda (2021), strategy as a set of tactics that the organization determines in order to achieve set objectives and targets.

2.2.4 Defining strategic management

According to Dandira (2012), strategic management process involves strategy development, implementation and evaluation and it is an ongoing process. Strategic management has been the subject of scholarly discussion over the past five decades by a number of leading Strategy theorists (Sammut-Bonnici, 2015b; Dandira, 2012; Porter, 1980).

2.2.5 Defining innovation capability

Innovation capability refers to an business capacity to create, develop, and implement deliverables that enhances value for customers, stakeholders, and the organization (Khan et al., 2023). Innovation capability also involves the ability to develop a culture that encourages creativity, embraces change, and effectively translates innovative ideas into tangible products and services (Garst, 2023)

2.3 The objectives of the study

2.3.1 The role of strategic innovation on organizational performance

Economic challenges faced in environment in which businesses have exists have led to the emergence of strategic innovation concepts (Opuala-charles, 2023; Chen et al., 2018). Sethibe & Steyn (2016) suggested that organizational performance is influenced by strategic innovation. According to Kim (2023), strategic innovation improves alignment of organizational departments and clarifies the goals and priorities of innovations.

Early research streams have focused on how organizations can utilize strategic innovation to attain competitive advantage (Opuala-charles, 2023), and also compete effectively in foreign and local markets (Odumeru, 2013). Other streams of research have focused on increase in productivity (Petković et al., 2023) or the drive to minimize costs through strategic innovation (Yeboah, 2023).

2.3.1.1 Overcoming the strategic innovation obstacles

Recent literature has focused on overcoming the obstacles to strategic innovation (D. A. Manji, 2022). Various obstacles were identified in literature and Kogyapwah Conrad Wedam et al. (2022) identified inertia to success. According to Vanhaverbeke et al. (2023), strategic innovators evaluates the strategic monitor their strategic implementation to identify gaps and uncertainties and develop potential corrective actions. Mohanti (2022), expressed that strategic innovators develop a dominant process resulting in attaining customer needs. The risks involved with new strategic positions was explored by Zarichna et al.(2023). In his description, he expressed organizations needs to select ideas with potential of success and the competencies required. Vanhaverbeke et al. (2023) and Asah et al. (2022) described the obstacle of implementation. They emphasized that successful businesses create separate organizational function to anchor strategic innovation. However, given the above research arguments, there are gaps about strategic innovation and their effects to the organization.

2.3.2 The role of innovation on organizational growth and productivity

Innovation plays a critical role in organization's survival (Baumgartner & Peter, 2022). Firms that are able to innovate constantly may be able to sustain their business and remain competitive in the market (Osman et al., 2018).

Innovation is crucial in the sense that an idea that leads to innovation may be challenging to commercialize and realize returns on investment (Jones & Sisay, 2014; Njonge, 2023). Innovation requires a cost benefit analysis to determines its profitability (Biswas & Akroyd, 2022; Baumgartner & Peter, 2022). Abonyi & Abonyi (2022), argued that innovation has to be crucial in providing customer needs. According to Aas & Breunig (2017), some business reproduce innovation better than others and this is termed innovation capability.

An organization's strategic innovation concept is pillared on its ability to innovate (Suárez-carreño et al., 2023). Studies have shown that a positive relationship develops between the implementation of innovation initiatives and the long term performance of the business (Aas & Breunig, 2017; Kodama, 2017; Sethibe & Steyn, 2016). The rate of change in technology and business models influence the dimensions of innovation (J. Li et al., 2020). For instance, disruptive innovation leads to change in business processes which may result in reduced costs and increased productivity (Matriano, 2021; Oranusi & Oparah, 2023; Njonge, 2023; Weiss & Kanbach, 2023).

2.3.3 The role of strategy on organizational growth and productivity

Strategy develops the relationship to organizational design resulting in overall organizational functionality. (Dindarian, 2023). The main components of strategy strategy planning, strategy development, strategy implementation or actioning and strategy review, control and monitoring (Guo, 2023). Businesses needs to structure their organizations in line with their strategic intend (Julakidze, 2023).

Strategy involves behavioral, structural and functional objectives that the organization intends to achieve (Hess, 2010). Strategy is crucial for resource acquiring and ensuring efficient operations and (Biswas & Akroyd, 2022).

The arguments from different scholars clearly indicate that strategy is key for sustainability in emerging markets and if merged with innovation, the organization will be better positioned than its rivals through provision of better quality products.

2.3.4 The role of strategic management on organizational growth

The ability to develop new ideas, adapt to changes, and transformation is essential to attain competitive advantage (Jarzabkowski, 2005). Strategic management plays a crucial role in channeling the organization's efforts toward innovation, ensuring future value creation better competitive standpoint (Durand & Management, 2022; Kodama & Shibata, 2014). Once the organization is better positioned in the market, it can claim a bigger market share hence the organization will experience growth (Pinnamaneni et al., 2023).

2.3.4.1 Strategic management and product quality

Strategic management revolves around proactive and systematic decision-making and resource allocation to attain set product quality and organizational objectives (Sarbah & Otu-Nyarko, 2014). For the strategy to be effective, it is crucial to have the capability to evaluate and measure the product quality produced by an organization. Strategic management and innovation has a positive impact on the performance and quality of deliverables (Pokorna, 2014; Suárez-carreño et al., 2023).

2.3.5 Innovation capability and organizational growth

According to Maguni et al (2023), strong innovation capability enables organizations to stay competitive, adapt to environmental changes, and drive sustainable growth. Innovation capability ensures organizational continued success and improved performance (Khan et al., 2023). Innovation capability enables an organization to differentiate its offering from that of competitors thereby strengthening its competitive position and claiming a bigger market share (Adams et al., 2006). Organizations with innovation capabilities strive to attract top talent and foster collaborations with other innovative entities, leading to further advancements and growth opportunities (Calantone et al., 2002). Overall, innovation capability drives a continuous improvement cycle and development of an organization, contributing significantly to its sustained growth and success (Cho & Pucik, 2005).

2.4 Organizational growth

2.4.1 Achieving organizational growth

Organizational growth is achieved by developing and implementing a strategy that is anchored by organizational capabilities, competencies and resources to attain organizational goals and targets. (Abuzaid, 2018; Ni et al., 2020).

2.4.2 The relationship between organizational growth and organizational success

According to Sethibe & Steyn (2016), organizational growth is an important measure of organizational success. Organizational success also relates to employee satisfaction and skills

development (Sethibe & Steyn, 2016) , the quality of strategic planning and the ability to understand and adapt to change (Gambal et al., 2022) and the dynamics business models (Aas & Breunig, 2017).

Awais et al. (2023), viewed that escalating volatility, uncertainty, risk, and irregularity in business environments, sustained organizational performance and growth has become a major setback for many organizations. Many researchers have argued that strategic innovation is key to organizational adaptability (Kodama, 2017; Hess, 2010, Ren, 2022). Therefore, organizations must have the abilities to adapt to prevalent environmental changes to adjust their strategies to remain sustainable and ensure growth (Goncalves & Bergquist, 2022).

From the various arguments by different scholars above, organizational growth is achieved by incorporating various factors of strategic innovation which will lead to adaptability to prevailing environment.

The above research gaps and inconclusive studies from different scholars have led to proposition that the implementation of strategic innovation can lead to the growth of an organization.

2.5 Theoretical framework

2.5.1 The resource based theory

The resource-based theories focus on capabilities of businesses and organizations. Kodama (2017) developed a strategy theory frameworks from the point of microeconomics and organizational economics. These resource-based theories enable an analysis of strategic positioning and the relationship between competitive success and the internal resources already in companies in slowly changing environments and industries (Song & Xiang, 2023). However, it is difficult to analyze how companies in rapidly changing environment can create new competitive excellence and growth (Cheng et al., 2023; Kodama, 2017).

2.5.2 Dynamic capability theory

The dynamic capability has been developed and modelled and has become a crucial theory that clarifies the mechanisms for success and growth through corporate strategic innovation (Yi et al., 2023; Kodama, 2017; Zheng, 2022). The et al., (2023) defined dynamic capability as the firm's

ability to build, integrate, and realign strengths and opportunities to address the changing environments. Thus, they conclude that dynamic capability identifies an organization's ability to attain creative innovative forms of competitive.

2.6 Empirical studies

Studies carried out globally such as in Europe and USA (Kodama & Shibata, 2014; Kodama, 2017) showed that strategic innovation is crucial for organizational competitiveness (Opuala-charles, 2023; Ren, 2022), and adapt to changing market and customer demands, create value and growth and achieve superior performance (Manji, 2022; Pratono, 2022). Siyanda Union Mine can attain its objective of growth and sustainability if it adopts these studied models.

Studies carried out regionally such as in Nigeria on small to medium enterprises by Nkuda & Okocha, (2023) showed strategic innovation as a means of gaining sustainable performance and growth (Chinyere, 2018; Ren, 2022). Furthermore, in Kenya the drivers of strategic innovation have also been studied and scholars have focused on elements such as organizational competitiveness, strategic models and development of new products and services (Kodama & Shibata, 2014; Ren, 2022; Elijah, 2023; Adeleke et al., 2023) as crucial to organizational growth and sustainability. Siyanda Union mine can attain its objective of designing a strategic innovation model that enhances productivity and growth by studying these models.

Studies carried out locally in South African automotive industry investigated how open strategic innovation alignment influences competitive advantage (Gonyora et al., 2021). The study identified that the process of strategic innovation alignment was central to organizational growth and sustainability (Gonyora et al., 2021). This study focused on the impact of strategic innovation on the growth of a mining organization.

2.7 Conceptual framework

The conceptual model in Figure 2.1 shows the theoretical relationship between strategic innovation, strategy, strategic management, innovation, innovation capability and organizational growth. Organizations appears to understand that strategic innovation is crucial in enhancing competitive advantage (Awais et al., 2023), but how a firm develops a foundation for organizational growth through enhancing strategic innovation processes calls for further evidence

from studies (Pratono, 2022; Kodama, 2023; Choi & Yoo, 2022). This need for empirical evidence hampers the prevalence of strategic innovation in mining organizations (Hermanus, 2017). To address this, the study examined how the implementation of strategic innovation can lead to growth of a mining organization.

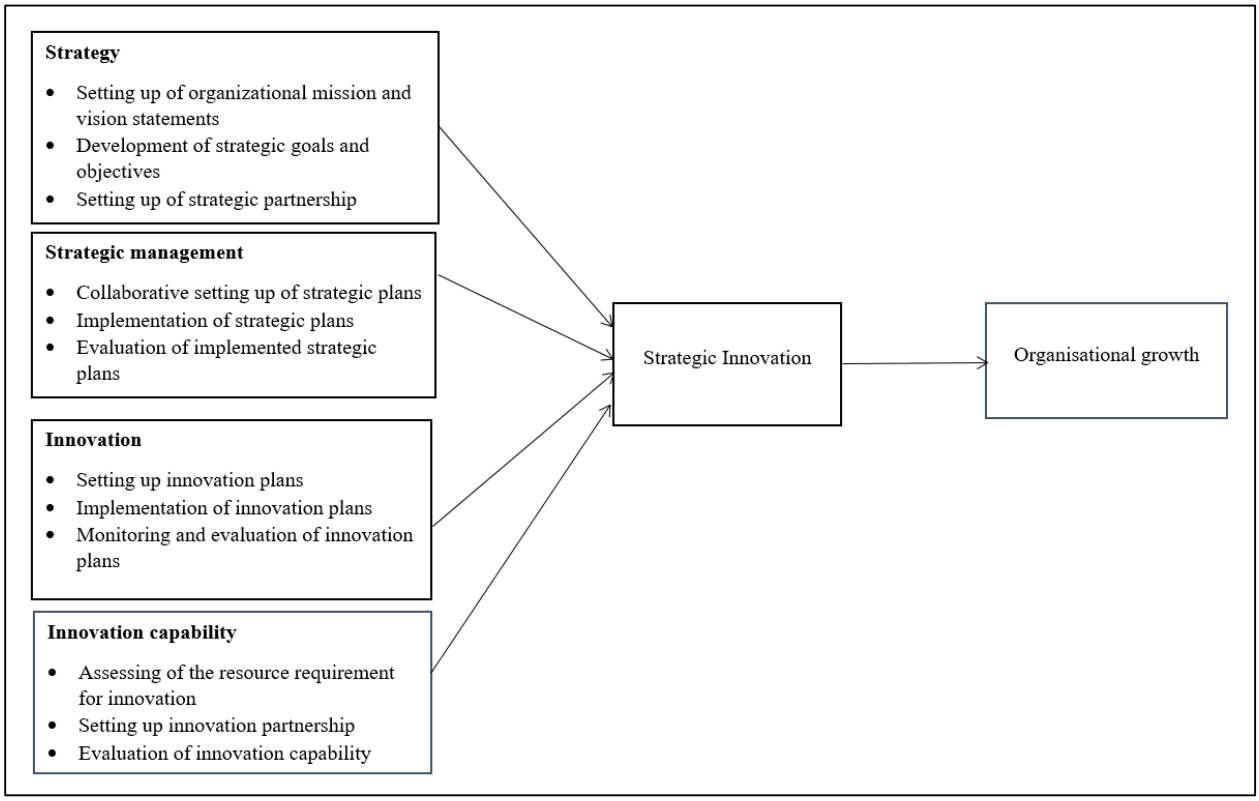


Figure 2.1. The strategic innovation variables for Siyanda Union Mine

Figure 2.2 shows the variables that affect strategic innovation for Siyanda Union Mine which are strategy, strategic management, innovation, innovation capability, strategic innovation and organizational growth.

Figure 2.1 above shows the conceptual relationship between strategic innovation variables which are strategy, strategic management, innovation and innovation capability to organizational growth.

Strategy is a comprehensive plan outlining how Siyanda Union Mine will aim to achieve its growth and sustainability objectives. The plan involves the assessing its PGM market conditions, its internal capabilities and potential risks. The measurement of strategy involves the mine assessing its productivity as a key performance indicator.

Strategic management is the mine ongoing process of formulating, implementing and adapting its strategies to achieve its set objectives. The measurement of strategic management involves assessing the effectiveness of achieving objectives and measurement of effective resource utilization. Siyanda Union Mine has to measure its ability to adjust its strategy in response to the changing environment.

Innovation involves a holistic approach of creation and implementation of new ideas resulting in more adaptability to change for the mine. Siyanda Union Mine can measure its innovation through assessing its impact on the market, resource allocation to research and development and gathering customer feedback.

Innovation capability refers to Siyanda Union mine's capability and readiness to generate, implement and sustain innovations overtime. Siyanda Union Mine can measure innovation capability through measurement of adoption of new technologies and the measurement of resources allocated to research and development.

The framework is deduced in line with the purpose of the study, which is to assess the impact of strategic innovation on organizational growth.

2.8 Analysis of the research gap

From the literature review gathered, strategic innovation studies have been conducted globally, regionally and locally. None of the strategic innovation studies has been conducted in South African PGM mining industry, particularly Siyanda Union mine. The study will focus in attaining the objective of designing a strategic model that can be adopted by Siyanda Union Mine to achieve growth and sustainability.

2.9 Chapter summary

The chapter presented an overview of strategic innovation and the different theories underpinning the study. The strategic innovation elements of strategy, strategic management, innovation and innovation capability and their relation to study objectives was illustrated. From the theories and the conceptual framework discussed, the study also proposes that strategic innovation led to organizational growth. The chapter concluded by analyzing the existing research gap.

Chapter 3 : METHODOLOGY

3.1 Introduction

The chapter focused on the methodology used in the research and its implementation to ensure the research objectives were achieved. The philosophy, approach, design, data collection process, including the sources of data and the criteria used for sample selection, are also discussed. The measurement of the variables in the hypothesized relationships is discussed, and a detailed description of how the collected data was analyzed. The chapter also provides an overview of the research ethics. Research reliability is also discussed.

3.2 Research design

The study was conducted through a case study and the data will was collected through administering of an interview questionnaireto participants and allowed feedback (Miller & Tsang, 2011). To better capture the phenomenon under study, the information from the organizational members is key (Lebas & Euske, 2007). Case studies focus on one instance or a few instances, of a particular phenomenon with a view to providing an in-depth account of the event (Kodama & Shibata, 2014; Thankappan & Mini, 2023). The researcher will use qualitative research approach to explore the descriptive information from respondents about their thoughts and feelings (Turner et al., 2021).

3.3 Research philosophy

The study adopted interpretivism paradigm or philosophy. This philosophy was chosen as the study intends to build a theory through inductive reasoning. According to Saunders et al.(2015), research philosophy refers to a system of beliefs and assumptions about the development of knowledge. Sciberras & Dingli (2023) viewed research philosophy as a collection of ideas about the proper way to gather, assess and apply facts on a selected subject, a process of knowledge development. There is need to create a richer understanding and interpretation of strategic innovation application in organizations.

3.4 Research Approach

The study adopted a qualitative research approach. The qualitative research approach was chosen for this study as it intends to explore and understand the relationship between strategic innovation and organizational growth. The study also targeted a small number of respondents and seeks to explore a strategic innovation concept, which is typical of qualitative approach. Crabtree et al.(1995), assert that the type of approach adopted by any research depends upon the central research objective and questions. The objective of the study is considered when choosing a research approach (Srivastava et al. 2009)

3.5 Sources of data

In research, information and evidence is gathered from a variety of sources. In this study the information was gathered from primary and secondary sources.

3.5.1 Primary data

Primary data collection is the process of attaining data from the source such as personal observations, interviews, or focus groups (Velentgas, 2021). The primary data was sourced from senior managers, middle managers and line managers from Siyanda Union Mine using a questionnaire. They made a population for this study because they would have been involved in innovation and strategy implementation.

3.5.2 Secondary data

Secondary data is data collected not for immediate use and it already exists (Johnson & Sylvia, 2023). In this study, the secondary sources of data were the company accounting department and the Johannesburg Stock Exchange (JSE) commodity prices. From the organization's accounting department, information about the company operating costs exceeding revenue was obtained. The Johannesburg Stock Exchange provided information regarding the prices of platinum group metals. The human resources department provided the number of employees to be retrenched due to the company's poor performance.

3.6 Sampling techniques

According to Koren (2023), unit of analysis or sampling unit is the object being measured or observed.. The units of analysis for this study where senior managers, middle managers and line managers from Siyanda Union Mine that had implemented strategic innovation for the past three years.

A sample is a subset of the population. It is used mainly because it is not possible owing to cost and time to gather or collect data from the entire population (Yilmaz, 2013). According to Gill (2020) appropriate sampling choices enhance the rigor of qualitative research study. It would have been costly and time consuming to collect data from all employees. In this study purposive or judgmental sampling technique was used. Tongco (2007), described purposive sampling technique as a type of non-probability sampling that is most effective when one needs to study a certain cultural domain with knowledgeable experts within. Choosing the purposive sample was fundamental to the quality of data gathered hence reliability and competence of the informant must be ensured (Klar & Leeper, 2019). Saunders et al. (2015), expressed that purposive sampling technique enables the researcher to use judgements in selecting the cases that will enable the research questions to be answered and to meet the research objectives (Saunders et al., 2015).

3.7 Population

The population was made up of the line managers, middle managers and senior manager employees of Siyanda Union Mine. The population was relevant as they will be involved in strategy and innovation implementation.

3.8 Sample size

Sample size is critical for ensuring that research outcomes represent a whole population (Yilmaz, 2013). A sample size of four senior managers, six middle managers and ten line managers will be representing Siyanda Union mine. The managers were from the mine's different seven departments. A sample size of 20 participants was used for the study. All the participants were stationed at the mine operations in South Africa , Limpopo province. It resembled 55% of the targeted population ensuring the correctness of the gathered data. The organization has 36 senior,

middle and line managers. A sample size greater than 55% was through purposive sampling chosen to represent the population.

3.9 Research instruments

Data collection is very important in research. Data collection consisting of facts to provide a broad picture related to a situation (Islam, 2022). In this study, a questionnaire will be administered to a sample of twenty employees of Siyanda Union Mine.

3.9.1 Interview questionnaire

The primary goal of the study is an assessment of the impact of strategic innovation on organizational growth. To collect data an interview questionnaire shown in Appendix 1 was administered to senior managers, middle managers and line managers. The interview questionnaire consisted of three sections, Section A contained the demographic information of respondents, their job level and their working departments. This was used to compare perceptions on strategic innovation by different departmental staff. Section B contained four elements of strategic innovation which are strategy, strategic management, innovation and innovation capability. A six-point Likert scale was used to measure how respondents agreed or disagreed with the statements posed. Section C contained four open ended questions focusing on the four elements of strategic innovation which are strategy, strategic management, innovation and innovation capability. The section intended to gather views on the respondents' understanding of strategic innovation.

3.10 Data analysis

The data was analyzed using thematic and SPSS data analysis approach regarding the assessment of strategic innovation on organizational growth. The data for the demographic of the respondents was gathered from section A of the questionnaire. SPSS was used to analyze the data from section b of the questionnaire as it involved a Likert scale. Thematic analysis was used to analyze data collected from section C of the questionnaire. The data collected is coded and coding involve several themes, recurring words, or answers that can simplify the analysis of the information. The codes were then summarized and grouped into categories that revealed patterns that can be used when analyzing the data. Thematic data analysis is a concept for analyzing qualitative data that involves grouping data into themes (Wang et al., 2023).

3.11 Ethical concerns

The source of data in this study was the human subject and as such many ethical concerns arise. The confidentiality of individuals was maintained during the collection and data analysis. The information and conversations gathered and provided were protected from misuse. Ideas and work of various scholars was acknowledged. The participants were informed that completion of the interview questionnaire was voluntary and can withdraw at any time without victimization. The collected information had no link between responses and participants. The confidentiality of the data was maintained.

3.12 Chapter summary

The chapter looked at the methodology of the study, the sampling techniques, the population and the sample size. The sources of data and the analysis was elaborated. The chapter ended by discussing the ethical concerns that might arise from the study.

Chapter 4 : RESULTS AND DISCUSSION

4.1 Introduction

This section presents the data and discusses the results of data analysis. The response from the interview questionnaire are presented. The demographics and the awareness to strategic innovation to strategic innovation was presented. The reliability, normality, regression, correlation and thematic tests conducted are presented and discussed. In this section, the research data was analyzed and discussed to identify if the objectives of the study were met.

4.2 Survey response rate

The data was collected through Interview guides consisting of structured and open ended questions. The data was collected over three months from August to October 2023. Section A and B of the interview questionnaire had 100% response rate. The open ended section C, had the lowest response rate with only 65% responses. Valid responses were used to carry out the analysis and the questions not attempted by respondents were excluded.

4.3 Interview questionnaire– Pilot testing

The interview questionnaire was pilot tested to ensure validity and reliability of data. The pilot test was conducted by 3 participants from the organization. The response from the pilot testing gave way to rephrasing of some of the questions from the section C of the interview guide.

4.4 Respondents demographics

The population of the study were senior managers, middle managers and line managers. Figure 4.1. below shows that of the 20 respondents, 55% were male and 45% were female. This indicates that there are more males in management position than females in the studied organization. Generally, there are more males than females in South African mining industry.

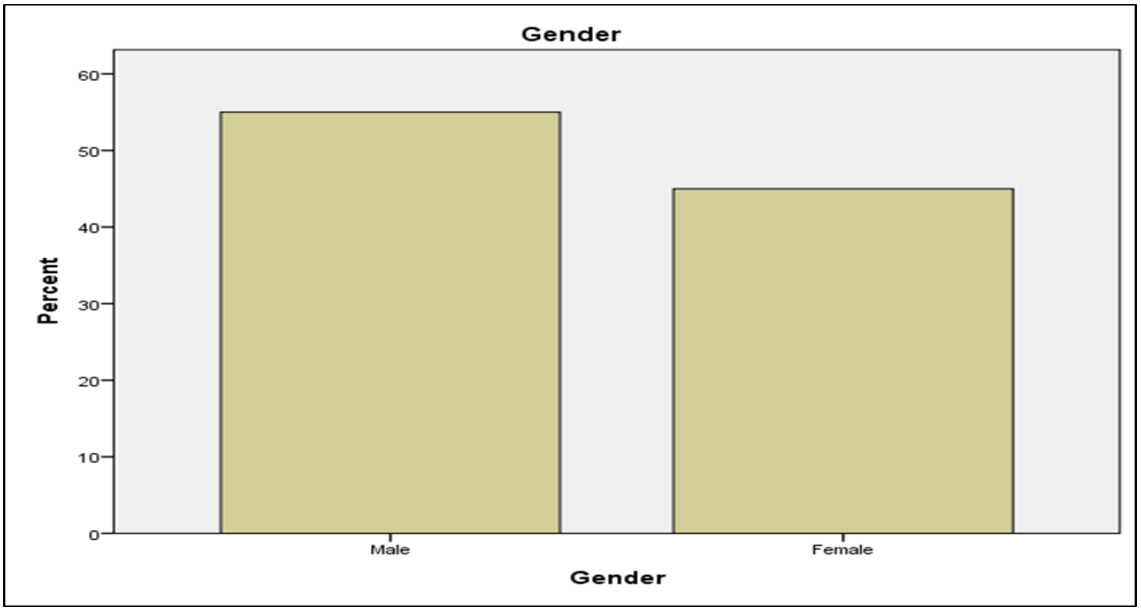


Figure 4.1 shows the respondent's gender

Figure 4.2. below indicate the respondents job levels. This was to ensure that respondents were involved in strategy development and innovation. From the respondents, 20% were senior managers, 30% were middle managers and 50% were line managers. This indicates that the organization has fewer senior managers than middle and line managers and the organizational structure has a hierarchy structure.

Figure 4.2. shows the respondent's job level

Figure 4.3. below indicate the respondents work departments. Most respondents were from the production department (45%), with 20% from engineering and 35% from quality department. This indicates that the mine is more centered on producing quality product as it has more managers in the production and quality departments. It is also typical of South African mining organization to have more employees in production department than other departments.

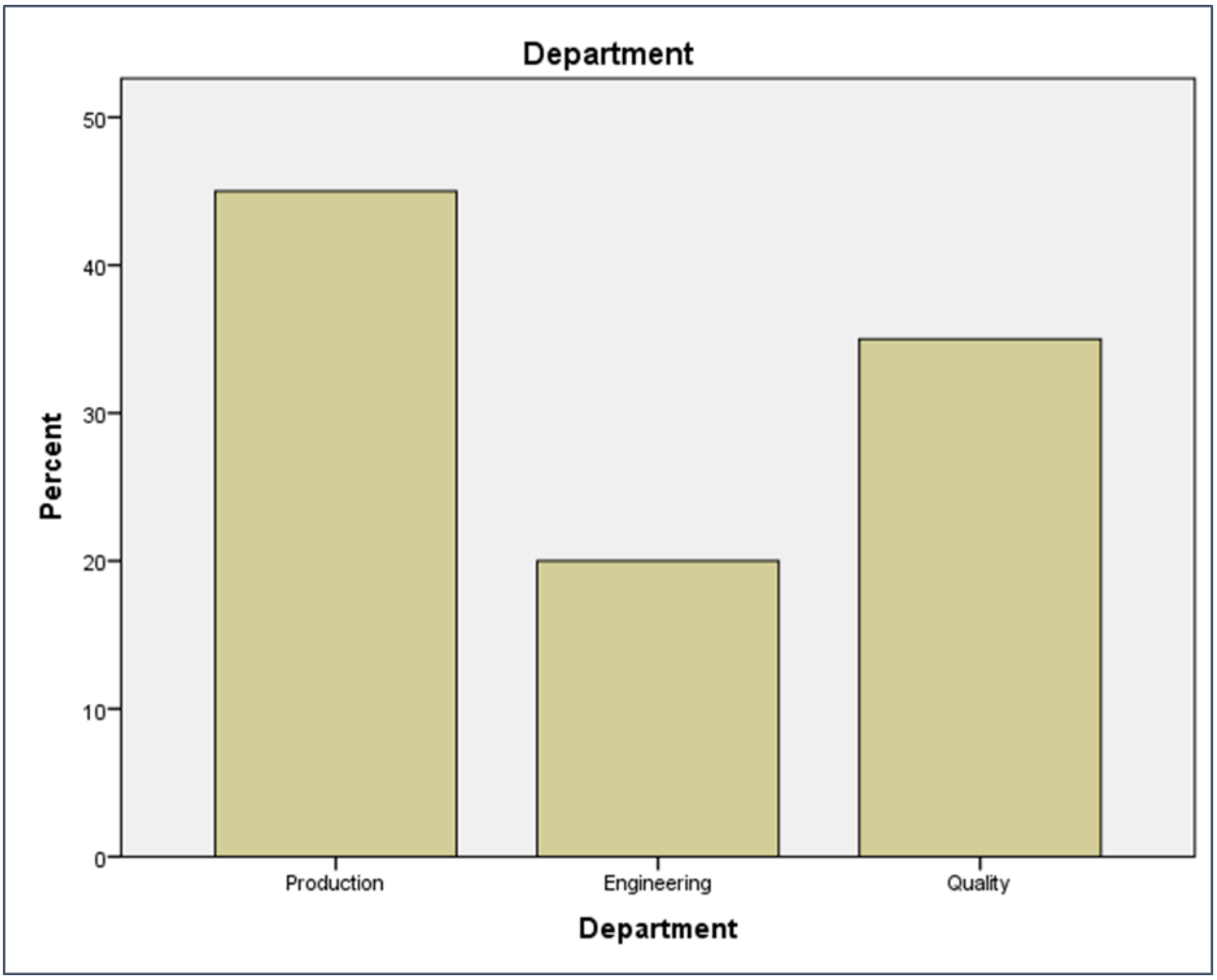
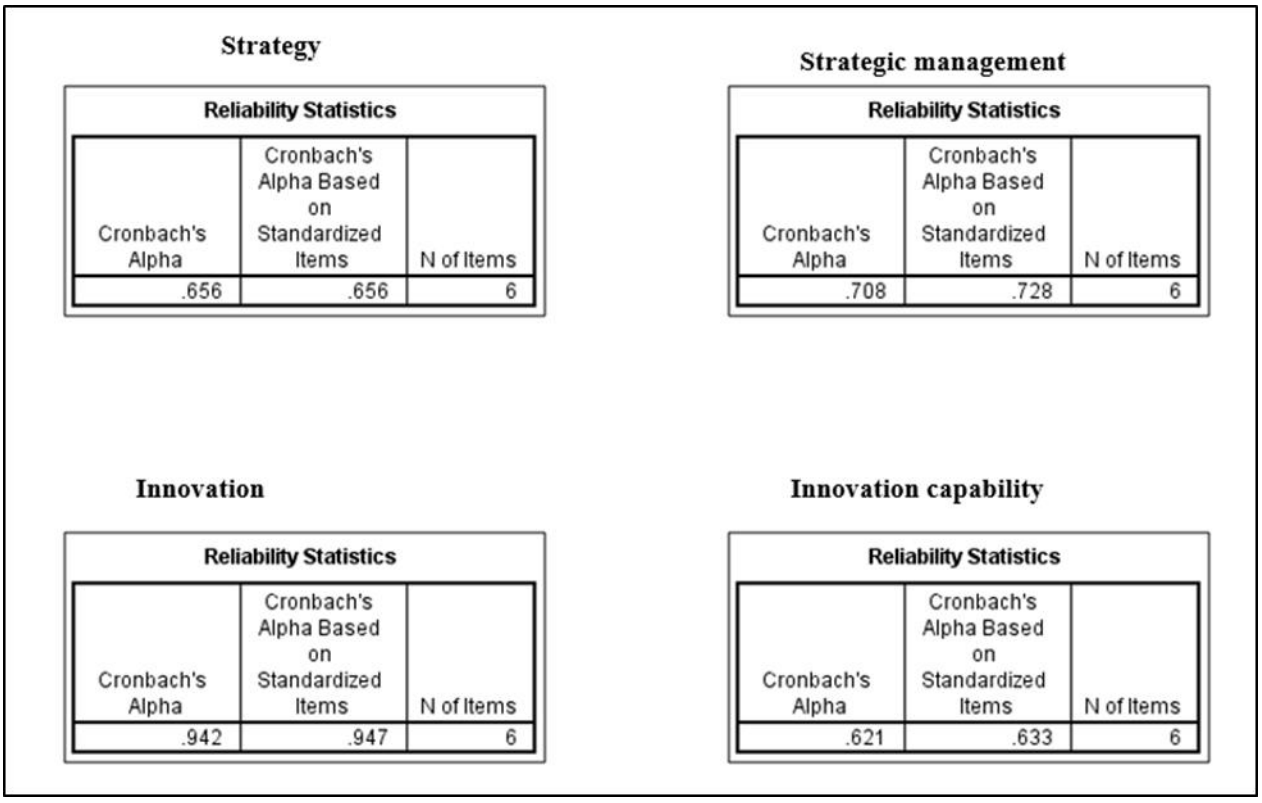


Figure 4.3 shows the respondent's work departments

4.5 The reliability test of the data

The data from the respondents was subjected to reliability test. The variables tested were strategy, strategic management, innovation and innovation capability. The reliability of the measuring instrument was measured by computing the Cronbach's alpha coefficient. The Cronbach's alpha coefficient measures the internal consistency between the items in a scale. Cronbach's alpha coefficient was computed through SPSS. Values of alpha greater than 0.7 implies internal consistency reliability and were computed for strategic management and innovation (Pratono, 2022). For strategy the Cronbach alpha was 0.67 and for innovation capability was 0.62. In social

science an alpha coefficient of 0.6 is acceptable (Wigley, 2011). Figure 4.4 below shows the computed Cronbach alpha coefficients.



Strategy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.656	.656	6

Strategic management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.708	.728	6

Innovation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.947	6

Innovation capability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.621	.633	6

Figure 4.4 shows the computed Cronbach alpha for respondents data

4.6 Awareness and exposure to strategic innovation

From the analysis of the data, strategy variable (S), had a mean of 4.59, strategic management (SM) scored a mean of 4.62, innovation(I) scored a mean of 4.32 and Innovation capability(IC) scored a mean of 4.55. The computed mean scores are shown in Figure 4.5 below. This indicates that that the respondents are more aware and exposed to strategic management and strategy compared to innovation and innovation capability. The low exposure to innovation will affect the organization's adaptability to changes in the environment.

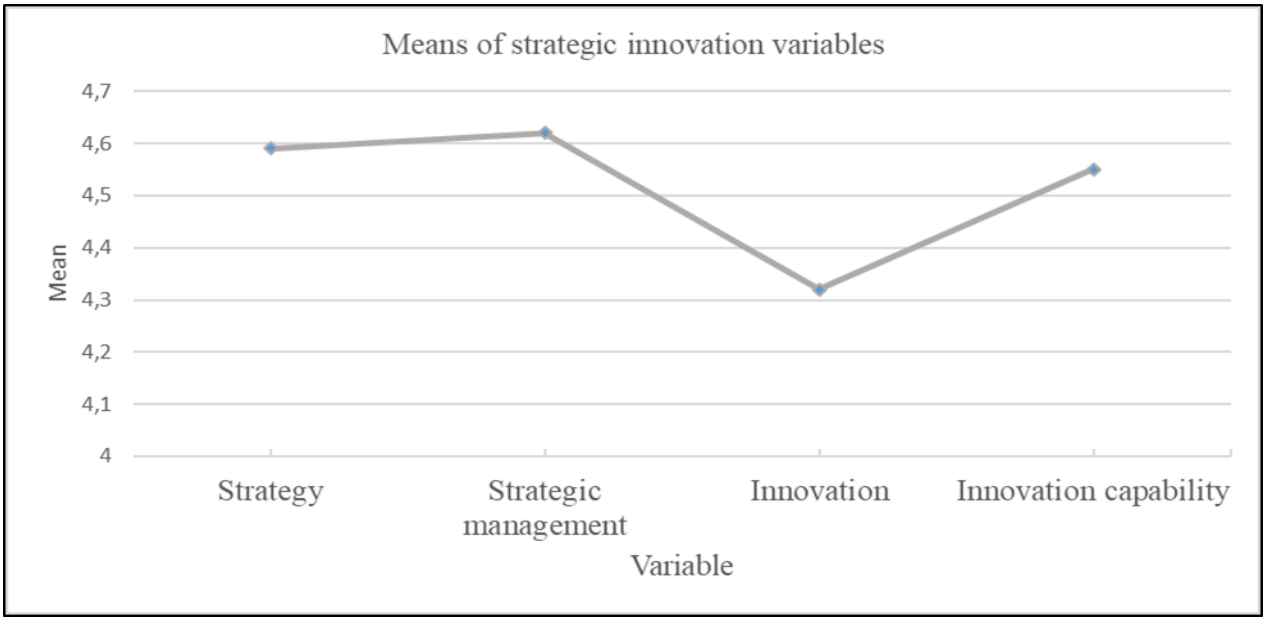


Figure 4.5 shows the means of strategic innovation variables

The mean scores of job levels are indicated in Figure 4.6 and ranges from 4.37 to 5.86. Senior and middle management had the highest means, and this validates their exposure and awareness to strategic innovation. The line managers have the lowest exposure to strategic innovation and generally are involved in operational decision making.

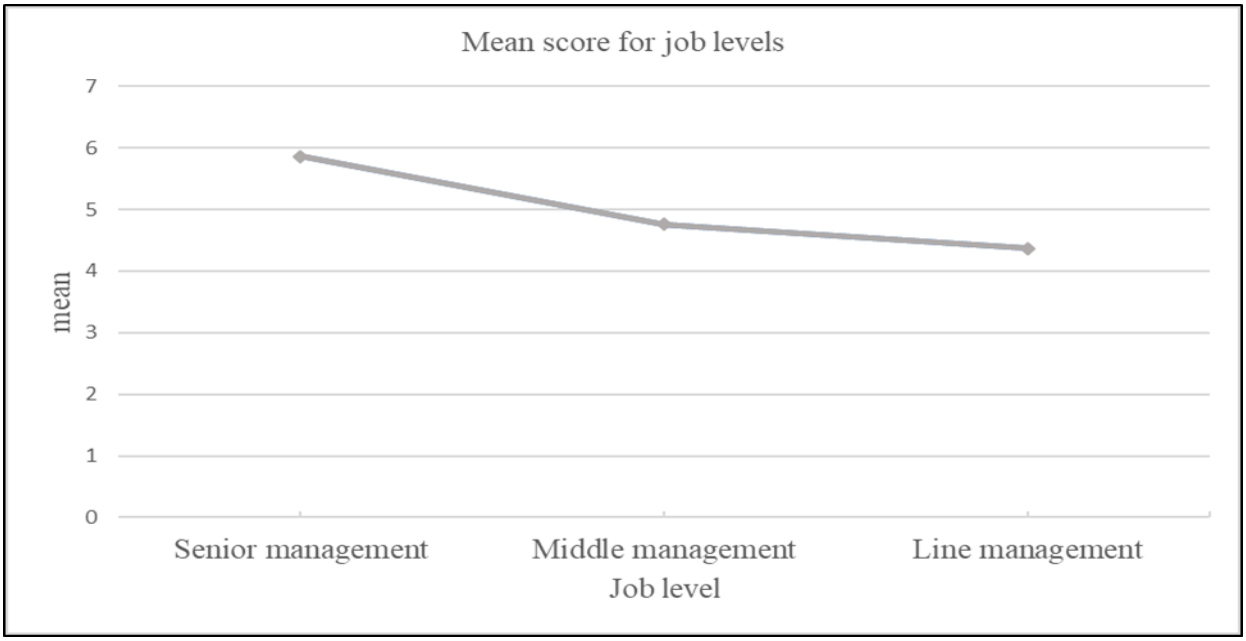


Figure 4.6 shows the mean score for job levels

4.7 Normality test

Normality was tested using the Shapiro Wilk test in SPSS. The Shapiro Wilk test, test whether the data is statistically significant from a normal distribution (González-Estrada et al., 2022). If the p value is less than 0.05, the data is significant statistically from normal distribution and does not follow normal distribution (Hanusz & Tarasińska, 2014). From the significant values computed shown in Figure 4.7 below, the data for strategy follows normal distribution as the p value is 0.405. Data for strategic management, innovation and innovation capability all have a 0.00 p value and the data do not follow normality.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy	.150	20	.200*	.952	20	.405
StrategicManagement	.387	20	.000	.508	20	.000
Innovation	.482	20	.000	.459	20	.000
InnovationCapa	.443	20	.000	.399	20	.000

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Figure 4.7 shows the Shapiro Wilk test for normality

4.8 The relationship between variables – Proposition testing

To test the proposition, the relation between the variables were analyzed using regression analysis in SPSS. Regression analysis describes the relation between an outcome of interest and one or more variables (Stockemer & Bordeleau, 2023).

4.8.1 Strategy as a dependent variable

Figure 4.8 below, shows the computed coefficients between strategy as dependent variable and strategic management, innovation and innovation capability as independent variables. For the relation between variables to be statistically significant, the p value should be less than 0.05 and the t value should be greater than 2.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.613	.421		10.966	.000	3.722	5.505
	StrategicManagement	-.030	.069	-.105	-.429	.674	-.176	.117
	Innovation	-.025	.033	-.223	-.749	.465	-.095	.046
	InnovationCapa	.034	.050	.202	.675	.509	-.073	.141

a. Dependent Variable: Strategy

Figure 4.8 shows the relation between strategy dependent variable and independent variables

From the computations, the relation between strategy and other variables is statistically insignificant as the t values are all less than 2 and also the p values are greater than 0.05. From the study data, there is not enough evidence that strategy as a dependent variable has a linear relation with strategic management, innovation and innovation capability. From the mean score on strategy, the respondent's data indicates that strategy may lead to organizational growth and success, however strategy has a negative linear relation with strategic management and innovation and a slight positive linear relationship with innovation capability.

4.8.2 Strategic management as a dependent variable

The data for strategic management, a dependent variable and innovation, innovation capability and strategy as independent variables was computed and the coefficients are shown in Figure 4.9 below.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.892	4.073		1.692	.110	-1.744	15.527
	Innovation	-.012	.122	-.029	-.096	.925	-.270	.246
	InnovationCapa	-.057	.183	-.094	-.309	.762	-.445	.332
	Strategy	-.384	.896	-.108	-.429	.674	-2.283	1.514

a. Dependent Variable: StrategicManagement

Figure 4.9 shows the relation between strategic management dependent variable and independent variables

The obtained coefficients are all greater than 0.05 for the independent variables and all the t values are less than 2. From the mean score on strategic management, the respondent's data indicates that strategic management may lead to organizational growth and success, however strategic management has a negative linear relation with strategy, innovation capability and innovation.

4.8.1 Innovation as a dependent variable

Figure 4.10 below indicates the coefficients when innovation was computed as a dependent variable to other variables.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	7.591	8.876		.855	.405	-11.225	26.408
	InnovationCapa	.880	.306	.584	2.873	.011	.231	1.529
	Strategy	-1.361	1.817	-.152	-.749	.465	-5.212	2.490
	StrategicManagement	-.049	.513	-.020	-.096	.925	-1.137	1.038

a. Dependent Variable: Innovation

Figure 4.10 shows the relation between innovation dependent variable and independent variables

The t value for innovation capability was 2.87 and the p value was 0.011. The t value is greater than 2 and the p value is less than 0.05. This indicates that the data gathered portrays evidence that innovation and innovation capability have a linear relationship. From the data gathered, improving and monitoring of innovation towards the growth and the success of the organization, have a positive influence on innovation capability. The average innovation mean score also indicates that innovation may lead to organizational growth.

4.8.2 Innovation capability as a dependent variable

Innovation capability computed as a dependent variable displays the same t and p values with innovation as independent variable as above. The same can be drawn based on the respondent's data that innovation capability and innovation have a linear relation and can lead to the growth of the organization. The computed coefficients are shown in Figure 4.11 below.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.364	6.016		-.061	.952	-13.118	12.390
	Strategy	.815	1.208	.137	.675	.509	-1.746	3.377
	StrategicManagement	-.105	.339	-.063	-.309	.762	-.824	.614
	Innovation	.387	.135	.582	2.873	.011	.101	.672

a. Dependent Variable: InnovationCapa

Figure 4.11 shows the relation between innovation capability dependent variable and independent variables

4.9 Correlation of variables test

To conduct the correlation test between variables, the SPSS bivariate Pearson correlation was computed. The bivariate Pearson correlation provides a sample correlation coefficient, *r*. The r measures the strength and direction of linear relationships between pairs of continuous variables. The Pearson correlation evaluates whether there is statistical evidence for a linear relationship among the same pairs of variables in the population (Arsyad, 2023). If the p value is less than 0.05, and the correlation coefficient r, is above 0.5, the correlation between the variables is significant (S. N. Manji et al., 2023). The computed correlations are shown in Figure 4.12 below.

Correlations

		Strategy	StrategicManagement	InnovationCapa	Innovation
Strategy	Pearson Correlation	1	-.113	.087	-.099
	Sig. (2-tailed)		.634	.717	.677
	N	20	20	20	20
StrategicManagement	Pearson Correlation	-.113	1	-.121	-.073
	Sig. (2-tailed)	.634		.612	.760
	N	20	20	20	20
InnovationCapa	Pearson Correlation	.087	-.121	1	.573**
	Sig. (2-tailed)	.717	.612		.008
	N	20	20	20	20
Innovation	Pearson Correlation	-.099	-.073	.573**	1
	Sig. (2-tailed)	.677	.760	.008	
	N	20	20	20	20

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.12 shows the correlation of organizational growth variables

From the computed data, the correlation coefficient between innovation and innovation capability is 0.57 and the p value is 0.008. The coefficient is above moderate of 0.5 and the p value is way lower than 0.05. It can be concluded that there is positive linear relation between the innovation and innovation capability variable and the correlation is significant. The p values obtained from the relationship of other variables do not portray a significant correlation.

4.10 Discussion of findings

This section discusses the major findings relating to objectives as set out in the research study. The purpose of the study was to assess the impact of strategic innovation on organizational growth. The study was based on a conceptual framework constituting strategy, strategic management, innovation and innovation capability.

4.10.1 Assessing the impact of strategic innovation on organizational growth

The objective intended to evaluate the management's knowledge on strategic innovation and how its implementation can lead to organizational growth. Findings from the study showed that the management of the organization have knowledge on strategic innovation. The implementation of strategic innovation however is not effected as they the organization is facing operational and financial challenges. This means that for an organization to benefit from strategic innovation, training management will be required otherwise the organization will not adapt to the ever changing business environment (Chen et al., 2018).

The findings from the study also portrayed a positive relation between strategic innovation and organizational growth. Respondents pointed to development of growth mindset within the organization to support strategic innovation. This requires training on change management throughout the organization. The collaboration with consultancy and the use of competent personnel in strategic innovation was also cited as an accelerator to organizational growth. Findings also showed that he involvement of employees and customers in strategy planning and implementation was also noted as key to organizational growth and success. Key interventions identified were leadership development of employees, team building initiatives and talent development. All these will enhance competency of employees and with correct allocation of resources the organizational operations will be enhanced and growth will be realized. Siyanda is

however failing to implement strategic innovation to enhance growth, as the organization is planning to cut staff and scale down on its operations. Studies by Chinyere (2018), showed strategic innovation as a means of competitive advantage and growth in changing environment.

4.10.2 Analysing the impact of strategic innovation on organizational productivity

The objective intended to assess the impact of strategic innovation on organizational productivity. Productivity measures at Siyanda are measured through reaching production targets. The mine has been battling to reach set production targets resulting in more operational costs than revenue.

Findings showed that organizational productivity can be improved by introduction of continuous improvement initiatives such as employee training in root cause and corrective action implementation. The organization will be able to identify errors before they happen, hence improvement in quality of deliverables and improved productivity. The findings showed that the failure to meet the set production target was due to equipment down time. Minimizing downtimes improves productivity. The capability of allocating resources was also identified as key to improving productivity as also studied by Maguni et al.(2023). Research and development initiatives were identified as cost cutting measures which will improve productivity through improved profits. Findings also showed a positive linear relationship between innovation and innovation capability. Siyanda mine is failing the develop innovation initiatives in order to overcome the challenges they are facing.

4.10.3 Investigating the impact of strategic innovation on product quality

The objectives seek to investigate how strategic innovation can impact product quality. Product quality is a key driver in satisfying customer needs (Sethibe & Steyn, 2016). Findings from the study showed that research and development can improve the quality and uniqueness of deliverables resulting in competitive advantage for the organization. This in turn adds value to products and increases customer satisfaction and ultimately the organization will succeed and grow. The management at Siyanda believe that innovation and innovation capability are key drivers to product quality and improved customer satisfaction. Findings from the study shows that management require innovation training. Findings from the study also portrayed that for a mine to improve the quality of the product, it has to innovatively collaborate with other mines in the region.

Strategy and strategic management also forms key part in improving the quality of the product, however findings from the study showed that the two variables have a negative correlation. Siyanda as an organization need to implement strategic innovation tactics to improve their product quality.

4.10.4 Designing the strategic innovation model that enhances organizational productivity and growth

The objective seeks to develop a strategic innovation conceptual model that Siyanda can adopt to realize growth and productivity. The findings from the study showed a linear positive relationship between innovation and innovation capability. The data revealed that enhancing innovation and innovation capability will increase productivity and enhances growth for Siyanda. Figure 5.1 below shows the developed model for Siyanda. The figure shows that the collaboration and implementation of strategic innovation variables of strategy, strategic management, innovation and innovation capability will result in organizational growth. Findings from the study indicated a negative relationship between strategy and strategic management but the data from probing questions depicted a positive relationship. Studies by Kodama, (2017) configured a business model anchored on strategic innovation and innovation capability as drivers to business success.

The research findings also indicated that, the correct planning and execution of the studied elements of strategic innovation (strategy, strategic management, innovation and innovation capability) have a positive relation in enhancing organization growth and productivity. The quality of the deliverables will be enhanced and the organization will be better adapted to changes in the environment. The research data shows that if Siyanda adopts the it may experience growth.

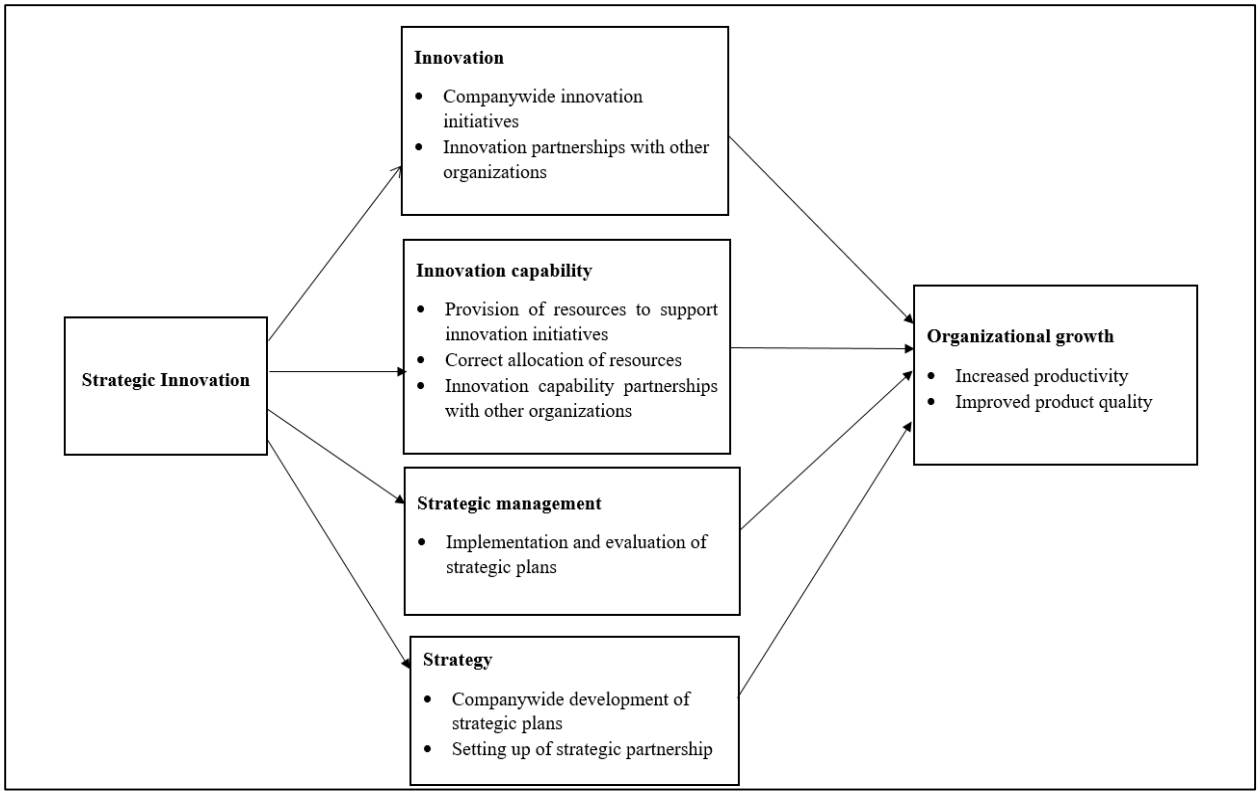


Figure 4.13 shows the strategic innovation model to be adopted by the organization

4.11 Chapter summary

The chapter discussed the analyzed data from the study. The relation of data and the study objectives was also discussed. The chapter ended by presenting the developed strategic innovation model recommended for adoption by the studied organization.

Chapter 5 : Conclusion and recommendations

5.1 Introduction

This chapter provides a summary of the study, conclusion, recommendations and suggestions for further study to support the proposition. Recommendations were suggested for Siyanda to improve productivity as this has a positive impact on growth.

5.2 Research summary

The study ought to assess the impact of strategic innovation on organizational growth using the case study of Siyanda Union Mine. The mine continues to suffer from high operation costs and low revenue as a result of low PGM prices. It is of importance to assess how strategic innovation can impact organizational growth as the organization can be profitable. The research also intended to analyze the impact of strategic innovation on organizational productivity. It is also of importance as productivity can improve the organizational sustainability and performance. The study also aimed at investigating how strategic innovation can impact product quality, as improved product quality enhances competitiveness. Development of a strategic model that can be adopted by Siyanda was also key for the study.

Literature review showed that strategic innovation is about creating new value that satisfies the consumer and also brings sustainability and growth to the organization. Organizational growth was defined as the outcome of a combination of strategic innovation and organization's operations and also that it leads to increased revenue and expansion of the organization. A case study design was adopted for this research. A sample of size of 20 managers was drawn from a population of 36 using purposive sampling. The study made use of both primary and secondary data. The secondary data was obtained using an interview guide. The data was analyzed using thematic and SPSS software was used to measure regression and correlation of variables. The strategic innovation variables tested were strategy, strategic management, innovation and innovation capability.

The researcher also looked at the implementation of strategic innovation at Siyanda mine. Data showed the mine as failing to implement strategic innovation hence it continues to face financial challenges. Research and development and the collaboration with other mines in innovation was identified as key to growth and success.

5.3 Conclusion

Firstly, the study concluded that strategic innovation will lead to the growth and sustainability of Siyanda Union mine. However, information gathered also pointed to areas like research and development, collaboration with other mines and the root cause and failure analysis as other initiatives which Siyanda Union mine can implement to realize growth and sustainability. Secondly, the study results also reveal that need to train managers and employees on innovation initiatives and strategic management as these form key drivers to attain improved product quality hence better position on the market.

The study also concluded that the competency of management and employees forms a major part in the improved productivity for Siyanda Union mine. Siyanda Mine needs to train its management on strategic planning, implementation and evaluation in order for the organization to adapt to changing environment and hence improved productivity.

The study also concludes that they are other factors that can hinder Siyanda Union mine growth and these include the failure to detect errors and the absence of clear plans for future existence. The other way of enhancing growth is to instill a growth mindset of managers and employees.

Finally, the study managed to develop a recommended strategic innovation model that can enhance productivity, growth and sustainability for Siyanda Union mine.

5.4 Recommendations

Based on the research findings, the researcher proposed the below recommendations to enhance growth of Siyanda Mine.

The study provided a validated relationship between innovation and innovation capability. However, the relation between strategy and strategic management with other variables was statistically insignificant. But the complementing responses from the open ended questions suggest a positive relationship. From the study, it can be recommended that for the organization to grow and succeed, the studied components of strategic innovation are crucial to organizational growth and success. The research also recommends the potential of organizational growth through supporting the managers of the organization to develop and implement similar models to realize organizational growth.

5.5 Future research

Future research can focus on the impact of strategic innovation at a wider scale, rather than focusing on a single mine. The research can also focus on how cooperate social responsibility can influence organization growth and success as it came up in some responses.

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Appendix 1: Interview guide

Dear Respondent

My name is Admire Masasire, a student of Masters in Business Leadership with the Bindura University of Science Education. I am conducting research to assess the strategic innovation on organizational growth, a case study of Siyanda Union Mine Ivan Concentrator. The study is important to organizations and persons interested in implementing strategic innovation to enhance competitiveness, growth and sustainability. The government and the communities will also benefit from the success of the organization.

You are kindly asked to complete the survey Interview guide. Your participation is voluntary and you can withdraw at any time without victimization. The collected information is anonymous and there is no link between responses and participants. The confidentiality of the data collected will be maintained.

For any questions and concerns please contact the below:

Researcher: Admire Masasire / +27782925692

Supervisor: Prof Martin Dandira

admire.masasire01@gmail.com.

Section A

Demographic information

This section refers to your demographic information. Please indicate your response by ticking were relevant.

Question	Response			
Gender (tick applicable)	Male	Female		
Job level (tick applicable)	Senior manager	Middle manager	Line manager	
Department (tick applicable)	Production	Engineering	Quality	Other

Section B

This section refers to the organization and its strategic innovation orientation. Using the scale below, indicate by a tick (√) or cross (X) the relevant response, the extent to which you agree or disagree to the statements made.

Scale:

1	Strongly disagree
2	Disagree
3	Neither disagree nor agree
4	Agree
5	Strongly agree
6	Don't know

S1	Organisational mission and vision statements may provide direction towards the success of the business	1	2	3	4	5	6
S2	Employee involvement in strategic planning may lead to organizational success.	1	2	3	4	5	6
S3	Clear objectives will motivate employees to achieve the set goals.	1	2	3	4	5	6
S4	Working with other organizations is very important for the growth of our organization	1	2	3	4	5	6
S5	We often achieve business objectives faster when we work together with other organizations	1	2	3	4	5	6
S6	Working with other organizations saves our company a lot of money	1	2	3	4	5	6
SM1	Collaborative management of strategies may lead to organisational growth	1	2	3	4	5	6
SM2	Our organization is better prepared for unexpected events when working with other organizations	1	2	3	4	5	6
SM3	Correct implementation of strategic plans may lead to improved quality of product.	1	2	3	4	5	6

SM4	Correct implementation of strategic plans may lead to organizational growth.	1	2	3	4	5	6
SM5	Evaluation of implemented plans may save our organization a lot of money.	1	2	3	4	5	6
SM6	Evaluation of implemented plans may result in success for our organisation.	1	2	3	4	5	6
IN1	Innovation is key to organizational success	1	2	3	4	5	6
IN2	Innovation may lead to growth of the organization	1	2	3	4	5	6
IN3	Innovation may lead to improved product quality	1	2	3	4	5	6
IN4	Innovation may lead to our organisation saving a lot of money	1	2	3	4	5	6
IN5	Monitoring innovation increase preparedness of unwanted events	1	2	3	4	5	6
IN6	Evaluation of innovation may lead to organisational growth	1	2	3	4	5	6
IC1	Resources are important drivers for innovation	1	2	3	4	5	6
IC2	Innovation capability may lead to growth of our organization	1	2	3	4	5	6
IC3	Innovation capability may lead to improved product quality	1	2	3	4	5	6
IC4	Innovation capability may save our company a lot of money	1	2	3	4	5	6

IC5	We often achieve business objectives faster when we create Innovation partnership with other organizations	1	2	3	4	5	6
IC6	Evaluation of innovation capability is key to the success of our organization	1	2	3	4	5	6

Section C

You are kindly asked to respond to the following questions, please provide as much detail as possible.

1. The development of strategic goals and setting up of strategic partnership can be regarded as crucial for organizational success and growth. What do you think are the drivers of organizational success and growth?

   ……
   ……
   ……

2. Strategic management involves the planning, implementation and evaluation of strategies. Do you think strategic management may lead to improved product quality and organizational growth? Please explain

   ……
   ……
   ……

3. Innovation involves the creation or the modifying of existing products to enhance competitive advantage. Innovation may enhance the organizational sustainability and growth. What do you think of this statement?

.....

.....

.....

4. Innovation capability is important in allocating resources in support of strategic innovation. Strategic innovation will eventually lead to the growth of the organization. What is the impact of strategic innovation to organizational success and growth? Please explain.

   ……...…

   ……..…….....……

   ……..…….....……

   ……..…….....

I thank you so much for participating in the completion of this survey Interview guide.